



Monday, 10 October 2016

**POLICY DEVELOPMENT AND DECISION GROUP
(JOINT COMMISSIONING TEAM)**

A meeting of **Policy Development and Decision Group
(Joint Commissioning Team)** will be held on

Tuesday, 18 October 2016

commencing at **2.00 pm**

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

Members of the Committee

Councillor

Councillor Amil
Councillor Excell
Councillor Haddock
Councillor King

Councillor Manning
Councillor Mills
Mayor Oliver
Councillor Parrott

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For information relating to this meeting or to request a copy in another format or
language please contact:

**Amanda Coote, Town Hall, Castle Circus, Torquay, TQ1 3DR
(01803) 207026**

Email: governance.support@torbay.gov.uk

www.torbay.gov.uk

POLICY DEVELOPMENT AND DECISION GROUP (JOINT COMMISSIONING TEAM)

AGENDA

1. Election of Chairman/woman

To elect a Chairman/woman of the Policy Development and Decision Group (Joint Commissioning Group) for the 2016/17 Municipal Year.

2. Apologies

To receive any apologies for absence.

3. Appointment of Vice-Chairman/woman

To consider appointing a Vice-Chairman/woman of the Policy and Development Decision Group (Joint Commissioning Team) for the 2016/2017 Municipal Year.

4. Declarations of Interest

- (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.)

5. Urgent Items

To consider any other items the Chairman decides are urgent.

Part A – Policy Development

6. Children's Services Improvement Plan: Six Month Update

To receive an update on the Children's Services Improvement Plan.

(Pages 4 - 23)

7. **Transforming Care Partnership and Integrated Personal Commissioning - UPDATE** (Pages 24 - 28)
To receive an update on transforming care partnership and integrated personal commissioning.

8. **School Place Planning**
To receive a presentation on the above.

Part B – Mayoral Decisions

9. **Torbay's Strategy for Achieving Educational, Excellence Everywhere: Vision and Priorities 2016 - 2020** (Pages 29 - 61)
To consider the submitted report setting out the proposed Strategy for Educational Excellence Everywhere 2016/2020.

10. **Annual Youth Justice Plan** (Pages 62 - 102)
To consider the submitted report setting out the proposed Annual Youth Justice Plan

Agenda Item 6



Meeting: Joint Commissioning Team Policy and Development Decision Group

Date: 27 October 2016

Wards Affected: All

Report Title: Children's Services Improvement Plan: Six Month Update

Is the decision a key decision? No

When does the decision need to be implemented? N/A

Executive Lead Contact Details: Julien Parrott, Executive Lead for Adults and Children, julien.parrott@torbay.gov.uk

Supporting Officer Contact Details: Andy Dempsey, Director of Children's Services, 01803 208949, andy.dempsey@torbay.gov.uk

1. Proposal and Introduction

- 1.1 Torbay Children's Services were judged to be inadequate in January 2016, following an inspection by Ofsted undertaken in November 2015. The Council had previously been issued with an improvement notice in January 2011 following similar findings in respect of safeguarding services for children and young people.
- 1.2 In May 2016, Torbay Council was subject to a Statutory Direction confirming the appointment of Hampshire County Council's Chief Executive, John Coughlan, as the Commissioner for Children's Services in Torbay. Hampshire were also contracted as 'expert advisor' to support the required improvement activity.
- 1.3 A Children's Improvement Board (CIB), chaired by the Commissioner and comprising of the Department for Education, Council, partner agencies and Elected Member representatives has now been established to oversee improvement activity. Meeting on a monthly basis, the CIB receives regular updates on improvement activity, within Children's Services and across partners, performance data and the emerging impact on outcomes for children.
- 1.4 A key element within the improvement journey is the planning and oversight tool. This has recently been refreshed with input from Hampshire to ensure a very tight focus on the recommendations made by Ofsted, as the starting point for the development of a vision for sustainably good services for children. The improvement plan remains a work in progress and is subject to regular review by Children's Services and Corporate Leadership within Torbay Council and the CIB. A copy of the Improvement Plan is attached at Appendix 1.

forward thinking, people orientated, adaptable - always with integrity.

2. Reason for Proposal

- 2.1 A key finding by Ofsted was that corporate and departmental leadership and management had been ineffective in prioritising, challenging and improving the quality of Children's Services, particularly those for children in need of help and protection. This was compounded in Ofsted's view by a lack of focus on ensuring effective practice and good frontline services for children and families.
- 2.2 Research suggests that sustainable and demonstrable improvements commence at the point there is a frank recognition and acceptance of the service's weaknesses¹. At this stage, improvement activity requires to focus on core systems, dealing with any backlogs and securing thresholds in order to 'stabilise' the service, as the basis for service improvement.
- 2.3 Working within a clear evidence base for improvement activity and with the support of Hampshire colleagues, Children's Services have refocused its improvement activity towards getting the basics right and building an ethos and culture that embraces rigorous and forensic self assessment. A revised format for articulating and monitoring the delivery and impact of improvement activity is key to this changed approach.
- 2.4 The revised improvement plan (attached at Appendix 1) builds on the Hampshire experience as improvement partner to the Isle of Wight and seeks to create clear links between Ofsted recommendations, improvement actions and better outcomes for children. It is a direct response to the challenge posed by Hampshire colleagues that previous improvement activity was far too diffuse and complicated with the risk that it compounded rather than addressed Ofsted's concern about a lack of focus on core activities.
- 2.5 The improvement plan attached at Appendix 1 summarises activity up to the end of August and will be considered by the CIB at its meeting on 26th September. It is acknowledged that some areas of improvement activity are less well developed particularly those around cross cutting themes such as domestic abuse and early help. The improvement plan will be kept under regular review to ensure that any remaining gaps are addressed, that agreed actions are delivered and determine the impact of activity on outcomes for children and families. Further improvement actions will emerge as evidence shows that service stability is such that the focus can shift towards the pursuit of quality in practice.
- 2.6 Ofsted undertook their first monitoring visit on 25th/26th July since their judgement of inadequate in January 2016. Their overall finding is that the local authority is making **expected progress** to improve services for its children and young people. Ofsted's findings are broadly similar to those of Hampshire particularly around the ongoing variability in the quality of assessments and plans, the timeliness of some activity and evidencing impact for children and families.
- 2.7 Hampshire are providing substantial input from a team of senior children's social care leaders and managers who are offering a range of tailored support

interventions which, at this stage, is heavily 'diagnostic' in character. This is beginning to shift towards a greater focus on actions including revising practice standards, management oversight and training for practitioners/managers.

- 2.6 Alongside scrutiny of the improvement plan by the CIB and Children's Services and corporate leadership, updates will be provided to Council on at least a six monthly basis as part of the enhancement of governance arrangements for Children's Services.

3. Recommendation(s) / Proposed Decision

- 3.1 The Joint Commissioning Team Policy Development and Decision Group is asked to note the progress to date as set out in the Improvement Plan and agree to receive updates on a regular basis.

Appendices

Appendix 1: Children's Services: Improvement Action Plan

Appendix 2: Equality Impact Assessment

Background Documents

Action Research into improvement in Local Children's Services (Spring 2016)

ISOS Partnership and Local Government Association (LGA)¹

Torbay Children's Services: Improvement Action Tracker

Version -20-9-16

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
Children in need of help and protection						
Ensure that assessments are timely, proportionate and effectively identify the risks, and needs and protective factors, leading to appropriate and measurable plans						
Assessment timescales expected to complete with 20 days, exceptions are 45 days	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> Assessment Timeliness practice standards to be revised Practice standards to be implemented for Single Assessment and Safeguarding and Supporting Families teams. Performance reporting to specify the distribution of working days from the referral outcome to assessment authorisation. 	<ul style="list-style-type: none"> Increase in percentage of assessments completed within 20 days 	<ul style="list-style-type: none"> 19% at 20 days (Oct 15) 81% within 45 days (Oct 15) 	<ul style="list-style-type: none"> 60% 20 days / Apr 17 90% 45 days / Apr 17 	The development of greater proportionality in single assessments has yet to deliver any sizeable or sustained increase in the numbers of assessments completed within 20 days.
S47 assessments to be completed within 15 working days	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> CP Enquiry (S47) practice standards to be revised Practice standards to be implemented for Single Assessment and Safeguarding and Supporting Families teams. Heads of Service to comply with management oversight appendix within Scheme of Delegation in relation to S47 authorisation. Performance reporting to specify working days from strategy meeting outcome to conclusion of S47 	<ul style="list-style-type: none"> All CP investigations completed within timescales % of ICPCs held within 15 working days of initial strategy 	<ul style="list-style-type: none"> 75% (Oct 15) 70% (Sept 15) 	<ul style="list-style-type: none"> 100% / Apr 17 95% / Apr 17 	<p>Similar proportions of investigations are currently overrunning.</p> <p>Performance on this measure shows sustained improvement at to the planned levels</p>
Child's record identifies risk, needs and protective factors	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> Assessment Quality practice standards to be revised. Practice standards to reflect consistent use of Signs of Safety risk assessment and danger statements. Practice standards to be implemented for Single Assessment and Safeguarding and Supporting Families teams. 5 day Signs of Safety training commissioned for all social work staff during November 2016 	<ul style="list-style-type: none"> % of case audits which rated the quality of assessments as at least RI 	<ul style="list-style-type: none"> Base line to be re-worked 	<ul style="list-style-type: none"> 90% / Apr 17 	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Consistent application of CP	Head of Service	<ul style="list-style-type: none"> Heads of Service to comply with management oversight appendix to 	<ul style="list-style-type: none"> % of Section 47s that lead to an initial case 	<ul style="list-style-type: none"> 53.1% (Apr – Oct 15) 	<ul style="list-style-type: none"> 60%+ / Apr 17 	Larger volumes of section 47s are still be completed than that compared to

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
thresholds and CP process	MASH/ SA Head of Service SASF	Scheme of Delegation in relation to S47 authorisation. <ul style="list-style-type: none"> Performance reporting to capture Heads of Service oversight Child Protection training to be facilitated for all Team Managers and Chairs / IROs 	conference <ul style="list-style-type: none"> Children subject to sec 47 per 10k CPP per 10k 	<ul style="list-style-type: none"> 322 (2015/6) 86 CPP per 10k (Oct 15) 	<ul style="list-style-type: none"> 250/ Apr 17 55 / Apr 17 	Benchmarks The number on plans is currently consistently in line with statistical benchmarks
Reduce number of single assessments that result in no further intervention	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> MASH Operational practice standards to be revised and implemented. Additional descriptors to be written into single assessment to identify interventions completed Assessment Quality practice standards to be implemented across Single Assessment and Safeguarding and Supporting Families teams. 	<ul style="list-style-type: none"> % of referrals where the child is assessed considered not to be in need 	<ul style="list-style-type: none"> 46% (2015/6) 	<ul style="list-style-type: none"> 23% / Apr 17 	The number and proportion of single assessments that do not lead any further role have reduced slightly so far this year.
Child's record identifies outcome based CIN and CP plans, including interim planning prior to initial multi-agency meetings	Vashti Wickers/ Giselle Jones	<ul style="list-style-type: none"> Design and develop SMART outcomes based plan using Signs of Safety template Plan to be built into PARIS Plan practice standards to be written and implemented across Single Assessment and Safeguarding and Supporting Families teams. 	<ul style="list-style-type: none"> % of CIN and CP plans audited as at least RI 	<ul style="list-style-type: none"> 79.6% (Apr – Jun 16) 	80% / Apr 17	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Ensure that timely decisions are made on contacts and referrals and that initial visits to children are prompt						
All contacts/referrals to be screened within 24 hours.	Head of Service MASH/ SA	<ul style="list-style-type: none"> MASH operational procedures to be written and implemented within the MASH. Performance reporting to specify distribution of working days from contact to referral outcome. 	<ul style="list-style-type: none"> % of contacts where a decision was made within 24 hours 	<ul style="list-style-type: none"> 46.6% (Oct 15) 	90% / Apr 17	Since Ofsted's last inspection there has been a sustained improvement in the timeliness of initial decision making within the MASH.
Children in need to be seen within 5 working days of referral outcome.	Head of Service MASH/ SA	<ul style="list-style-type: none"> Child Seen practice standards to be revised Practice standards to be implemented across Single Assessment and Safeguarding and Supporting Families teams. Performance data to specify out of assessments scheduled in that 	<ul style="list-style-type: none"> % of referrals where the child was seen within 5 working days (SA) 	<ul style="list-style-type: none"> 15.6% (Oct 15) 	95% / Apr 17	Compliance whilst improved is still too variable across and within services. The best levels of compliance are within the Assessment Service.

Torbay Children's Services: Improvement Action Tracker

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What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		reporting month the distribution of working days until child seen. <ul style="list-style-type: none"> Head of Service to comply with management oversight appendix within Scheme of Delegation in relation to initial visit exemptions 				
Children in need of protection to be seen within 1 working day.	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> Child Seen practice standards to be revised Practice standards to be implemented across Single Assessment and Safeguarding and Supporting Families teams. Performance data to specify out of assessments scheduled in that reporting month the distribution of working days until child seen. Head of Service to comply with management oversight appendix within Scheme of Delegation in relation to initial visit exemptions 	<ul style="list-style-type: none"> % of referrals where the child was seen within 1 working days (Sc 47) 	<ul style="list-style-type: none"> 61.5% (Oct 15) 	95% / Apr 17	Compliance levels have been sustained but not significantly improved on the baseline position
• Ensure that 16-and 17-year olds who are homeless are given the opportunity to have a comprehensive assessment and help and support according to their needs						
Ensure that the referral mechanism is effective	YOT and Youth Homelessness Prevention Service (Responsibility YOT Manager)	<ul style="list-style-type: none"> Create and share work flow for 16/17 year olds with Youth Homelessness Prevention service. Agree MASH Screening process. Coordinate weekly tracking meeting for Social Workers completing assessments and Youth Homelessness Prevention workers. 	<ul style="list-style-type: none"> Nos of children 16+ who were subject to a single assessment 	<ul style="list-style-type: none"> 75 (Aug 15 – Jul 16) 	>=100 per year / April 17	The anticipated upturn in assessments CYP 16+ has not yet materialised this year.
Ensure that all young people receive the opportunity for an assessment	YOT Social Workers (Responsibility YOT Manager)	<ul style="list-style-type: none"> Train YOT Social Workers to complete Single Assessments and Signs of safety. New Practice standards to be implemented in IYSS. For process of assessment and management oversight 	<ul style="list-style-type: none"> % single assessments of children 16+yrs cases audited where the quality was at least R&I 		<ul style="list-style-type: none"> 80% / Apr 17 	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Ensure that assessments lead to an offer of help	YOT Social Workers (Responsibility)	<ul style="list-style-type: none"> New Practice standards to be implemented in IYSS. For process of assessment and management 	<ul style="list-style-type: none"> % of CLA entering care who were 16+ 	<ul style="list-style-type: none"> 5% (2015/16) 	<ul style="list-style-type: none"> 5 - 10% Apr 17 	Currently the anticipated upturn in CYP 16 + entering care has not materialised

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
and support where needed	ty YOT Manager)	oversight. <ul style="list-style-type: none"> Assessments to occur within multi-agency IYSS to improve access to services. 				
Ensure that all children who go missing from home or care are offered a timely and comprehensive return interview and that information from these interviews is collated to inform effective targeting of preventative and protective services						
Children who go missing to be offered a return home interview within 72 hours of their return	HOS for Safeguarding and QA	<ul style="list-style-type: none"> review contractual arrangements with existing service provider issue contract variation develop a set of return home interview practice standards implement return home interview practice standards 	<ul style="list-style-type: none"> % of return home interviews who were provided with a return home interview within 72 hours 	<ul style="list-style-type: none"> Performance info as at October 2015 needs to be calc 	100% / Apr 17	Review quarterly contract monitoring data to evidence this position
Monitor and analyse information from return home interviews	Consultant SW/CSE Coordinator CS Performance Lead HOS for Safeguarding and QA	<ul style="list-style-type: none"> all young people who go missing to be discussed at the weekly multi-agency Missing Monday Meeting develop PARIS template to ensure that all missing data is recorded on PARIS LOGI report to be created to monitor volume and timeliness of return home interviews TSCB MACA audit to look at the quality and impact of return home interviews 	<ul style="list-style-type: none"> % of return home interviews audited that were judged to be at least RI 	<ul style="list-style-type: none"> Performance info as at October 2015 needs to be calc 	100% / Apr 17	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Partnership working						
With partners, ensure that multi-agency thresholds are understood and consistently applied across the partnership						
Threshold document appropriately reflects the expectations of TSCB	AD / TSCB	<ul style="list-style-type: none"> Documentation amended to ensure consistency and aids understanding Document reflects TAF coordinator role 	<ul style="list-style-type: none"> % of contacts that led to a referral 	<ul style="list-style-type: none"> 29% (2015/16) 	35% April 17	Further longitudinal analysis being completed to address the potential of changing thresholds

Torbay Children's Services: Improvement Action Tracker

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What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		<ul style="list-style-type: none"> Document published 				
Partners apply thresholds effectively	AD / TSCB	<ul style="list-style-type: none"> Training for partners in child's journey and early help and intervention delivered with newly launched documentation available 				
All EH Assessments/Referral Received are appropriate according to threshold.	HOS Targeted Intervention EH Team TAFAs	<ul style="list-style-type: none"> TAF Training TAFAs/CCW roles supporting partners Monitor and review EH assessments received and push back inappropriate assessments with advice and guidance offered. Develop existing Targeted practice. Presentations at Stat SW team meetings to enable consistent understanding of step down processes and the significance of clear plans. 	<ul style="list-style-type: none"> % of EH contacts that lead to a referral 	<ul style="list-style-type: none"> 58% (Oct 15) 	<ul style="list-style-type: none"> 75% April 17 	Numbers of inappropriate referrals decrease and children receive the right support at the right time – April 17 (Amber)
Partners are confident in making single agency referrals and TAC working without reliance on CSC for intervention and support.	HOS Targeted Intervention EH Team TSCB	<ul style="list-style-type: none"> TAF Training TAFAs/CCW roles supporting partners Monitor and review EH assessments received and push back inappropriate assessments with advice and guidance offered. 	<ul style="list-style-type: none"> % of EH referrals judged to be at least RI or better 	<ul style="list-style-type: none"> Existing data 		Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Work effectively with partnerships to ensure that children receive timely and effective early help and assessments and plans are in place for each child						
Children receive a timely response	HOS Targeted Intervention EH Team	<ul style="list-style-type: none"> In day screening of EH assessments to ensure that EH route is appropriate and safe. Any risk is identified and stepped up to MASH within the day. 	<ul style="list-style-type: none"> % of EH stepped up cases responded to within 1 day? 	<ul style="list-style-type: none"> 4 days (Oct 15) 	<ul style="list-style-type: none"> 1 day / Apr 17 	Data needs to be recalculated and presented in line the other compliance measures.
Early Help Panel support good	HOS Targeted	<ul style="list-style-type: none"> Early Help Panel members invited 	<ul style="list-style-type: none"> % invitations to EH that led to attendance 			Attendance of EH Panel members needs to be recorded on PARIS

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
threshold management / understanding	Intervention EH Team	<ul style="list-style-type: none"> E H Panel facilitates member challenge and discussion on threshold / LP expectations 				Survey of EH panel membership (November '16)
Support to enable partners to provide consistent response to TAF activities	HOS Targeted Intervention Supporting Families Co-ord	<ul style="list-style-type: none"> TAF coordinators recruitment TAF coordinators support EH assessment authors / LP as chairs 	<ul style="list-style-type: none"> % of TAFs led by partners 	<ul style="list-style-type: none"> Baseline to be produced 	?	
Re-alignment of Targeted Services across the Child's Journey Threshold as part of EH/FSW Review	HOS Targeted Intervention Commissioners across JCT and CSC TSCB/Partners TM's across EH and Targeted	<ul style="list-style-type: none"> Complete report and recommendations for Targeted Intervention across The Child's Journey. Use TSCB and Governance across Partners to roll out formal recommendations Explore variation of contracts/commissioning arrangements – where necessary. Drive TAF training across partnership. Use TAFA/CCW to support up-skilling of partners to create effective Assessments and Plans. Develop new working practices and delivery model for Targeted Services within CSC 	<ul style="list-style-type: none"> % of EH contacts 'nfa'd' % of EH cases that have been received within 12 months 	<ul style="list-style-type: none"> Baseline to be produced 	?	
Ensure that the threshold for a referral to the designated officer is well understood across the partnership						
Ensure that the threshold for a referral to the designated officer is well understood across the partnership	HOS for Safeguarding and QA	<ul style="list-style-type: none"> appoint a Senior IRO with lead responsibility for LADO review existing LADO arrangements develop and implement a set of LADO practice standards update and redistribute LADO promotional material 	<ul style="list-style-type: none"> % of LADO contacts that meet threshold 	<ul style="list-style-type: none"> 71.3% 	?	

Torbay Children's Services: Improvement Action Tracker

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	CS Performance Lead	<ul style="list-style-type: none"> deliver a series of targeted awareness raising sessions to voluntary and community groups create PARIS templates to ensure that all LADO activity is recorded on PARIS and can be reported on produce an annual report for 2015/16 and identify key priorities for 2016/17 undertake a thematic audit to look at the quality of work and the partnership's understanding of the LADO threshold and role 				
With partners, ensure that timely and effective services are in place, particularly in relation to domestic abuse, adult mental health, CAMHS and emergency duty service						
Domestic abuse	Children's Commissioner / TSCB	<ul style="list-style-type: none"> Domestic abuse interventions are available for referral by CSC 	<ul style="list-style-type: none"> % of children in need (as a result of DV) % of CIN receiving DV services 	Baseline to be produced	?	
Adult Mental Health	Children's Commissioner / TSCB	<ul style="list-style-type: none"> Adult mental health: Challenge to AMH member by TSCB engagement in TSCB improvement plan work 	<ul style="list-style-type: none"> Number of Children receiving AMH contacts 	Baseline to be produced	?	
CAMHS	Children's Commissioner / TSCB' HoS Targeted Intervention	<ul style="list-style-type: none"> Challenge to CAMHS member by TSCB Engagement in joint training Engagement in TSCB improvement plan work 	<ul style="list-style-type: none"> % of CIN referred to CAMHS that receive initial consultation within 18 weeks 	Baseline to be produced	100% within 18 weeks / date?	
EDS provides a timely and effective service to children out of hours	Children's Commissioner / TSCB' HoS Targeted	<ul style="list-style-type: none"> Children who are in need of protection receive a robust timely service OOH's Children who are in need receive an appropriate response OOH's 	<ul style="list-style-type: none"> ? Practice standard for EDS contacts? 	Baseline to be produced	100% date	

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
	Intervention	<ul style="list-style-type: none"> Engagement in EDS / Devon project steering group 				
Safeguarding and Quality Assurance Service						
Strengthen the quality assurance role in independent reviewing officer and children protection conference chairs and ensure that reviews and conferences result in effective information sharing and purposeful, timely plans for children						
Appoint a HOS	Assistant Director	<ul style="list-style-type: none"> Recruit to vacancy 	% of social work post vacant	28.7% (2015/6)	?	IRO vacancies and management roles have been filled, but recruitment and retention activity has as yet not made any in roads to the levels of permanent staff. However the use of agency staff has reduced.
Appoint a Senior IRO	HOS Safeguarding and QA	<ul style="list-style-type: none"> Create Job Description Recruit to vacancy 	% of social work posts covered by agency staff	24.3% (2015/6)	?	
Implement Signs of Safety Approach	HOS Safeguarding and QA / Senior IRO	<ul style="list-style-type: none"> introduce Signs of Safety as a method to conduct CPCs provide SOS training for CP Chairs in SOS Approach all CP Chairs to undertake 5 day SOS Practice Lead course develop and implement a set of practice standards for CP Chairs and IROs 	<ul style="list-style-type: none"> % of CPP audited that were rated as at least RI) % of ICPC that did not result in a plan – in line with benchmarks 	<i>Data to be provided</i> 78% 2014/15	85% April 17	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Monitor and analyse service specific performance information	HOS Safeguarding and QA CS Performance Lead HOS Safeguarding and QA HOS	<ul style="list-style-type: none"> develop a set of performance measures develop a LOGI PARIS report that captures agreed data set and monitors compliance with practice standards for CP Chairs and IROs introduce monthly team Performance Meeting directly observe Practice of CP 	<ul style="list-style-type: none"> % of CP plans issued within 3 (wrk) days % of CLA reviews cancelled in month % of CLA review where children engaged in review %of IRO 	<ul style="list-style-type: none"> Monthly PARIS performance report under development 	?	

Torbay Children's Services: Improvement Action Tracker

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What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
	Safeguarding and QA	Chairs and IROs annually <ul style="list-style-type: none"> introduce a monthly dip sample/audit of CP and CLA plans and DRPs 	recommendations complete with 5 (wrk) days			
Ensure IROs and CP Chairs provide effective challenge	HOS Safeguarding and QA / Senior IRO	<ul style="list-style-type: none"> deliver a range of bespoke development workshops for CP Chairs and IROs to cover following topics: <ul style="list-style-type: none"> role of CP Chair role of IRO effective challenge SOS participation LADO develop and implement a mid way check process for CP Chairs and IROs to demonstrate oversight of cases 	% of cases audited where the IRO oversight was rated at least RI	To be provided	?	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards
<ul style="list-style-type: none"> Children looked after and permanence planning 						
<ul style="list-style-type: none"> Monitor the progress of children looked after more closely at Key Stage 4 and pay greater attention to ensuring that they achieve five GCSE grades A*-C, including English and maths 						
Monitoring progress	Head of Education, Learning and Skills Virtual Head	<ul style="list-style-type: none"> Data monitored routinely by VH / teachers Designated teacher data tracking set up 	<ul style="list-style-type: none"> CLA Progress measures 	<ul style="list-style-type: none"> Data to be provided 	?	
Attention to attainment	Head of Education, Learning and Skills Virtual Head	<ul style="list-style-type: none"> Additional VH teacher recruitment Attendance officer (LAC) recruitment / attendance is tracked GCSE pod purchased / FC informed of role requirement Develop designated teacher handbook 	<ul style="list-style-type: none"> GCSE 5 + A* to C Progress measures SATS performance 	<ul style="list-style-type: none"> Data to be provided 	?	
<ul style="list-style-type: none"> Review the permanency policy and ensure that permanence planning is pursued for all children in a timely manner and that consideration is routinely given to Foster to Adopt arrangements and concurrent planning, where appropriate 						

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
Permanence planning at the earliest stage	Head of Specialist Services	<ul style="list-style-type: none"> Permanence policy written; reflected in practice standards, processes and procedures Permanence Panel TOR reviewed re: EPP Practice Culture drafted Practice development and learning session delivered Practice culture changes from front door through the child's journey 	<ul style="list-style-type: none"> % of children entering care where a permanency planning had occurred within 13 weeks of PLO starting 	<ul style="list-style-type: none"> Data to be provided 	?	
Permanence Plans improve outcomes for CYP.	Head of Specialist Services	<ul style="list-style-type: none"> Permanency decisions monitored and driven forward Outcome based Plan drafted and on PARIS Outcome based plans are effective 	<ul style="list-style-type: none"> % of CLA plans that evidenced permanency planning 	<ul style="list-style-type: none"> Data to be provided 	?	
Increase in Foster to Adopt arrangements	Head of Specialist Services	<ul style="list-style-type: none"> Number of children with foster to adopt arrangements are increasing exponentially. 	<ul style="list-style-type: none"> % of CLA entering care aged 5 and under with a plan for foster to adopt 	<ul style="list-style-type: none"> 1 (Apr – Jun 2016/17) 	95% of under 5's / ?	
<ul style="list-style-type: none"> Care leavers 						
<ul style="list-style-type: none"> Develop ways for care leavers to receive clear and effective advice and guidance on their next steps, which include more formal communication to them of their entitlements 						
Provision of Care Leavers Website	Care Leavers Practice Manager	<ul style="list-style-type: none"> Provide website with advice and guidance for young people Ensure regular review of website updates 	<ul style="list-style-type: none"> % of Eligible and relevant and former relevant that said they had accessed the website 	<ul style="list-style-type: none"> Online user survey rating? 	?	
Care leavers to be able to access information via social media	Care Leavers Practice Manager Care Leavers' Forum	<ul style="list-style-type: none"> Develop and review Social Media Presence Ensure all young people are aware of Social Media for Care Leavers 	<ul style="list-style-type: none"> % of Eligible and relevant and former relevant "following" the page on Facebook 	<ul style="list-style-type: none"> No social media presence 	50% / ?	Face book page live has gone live current number of followers- 34/160
Creation of Introduction to Leaving Care booklet to be given to all Care Leavers	Care Leavers Practice Manager	<ul style="list-style-type: none"> Identify best practice examples of Leaving Care information booklet Develop booklet with feedback from young people in the service. Develop process to ensure all Care 	<ul style="list-style-type: none"> % of eligible, relevant who had received a guide to leaving care 	<ul style="list-style-type: none"> No booklet for all care leavers 	100% / Jul 17	All young people now receive the Guide to Leaving Care

Torbay Children's Services: Improvement Action Tracker

Version -20-9-16

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		Leavers receive booklet.				
Clear pathway for information sharing with Care Leavers	Care Leavers Practice Manager Care Leavers Business Support	<ul style="list-style-type: none"> Produce Care Leavers Communication Strategy which identifies process for giving advice and guidance. Ensure that the communication strategy is updated regularly. 	<ul style="list-style-type: none"> % of Eligible, relevant and former relevant that said that they were well supported in place 	<ul style="list-style-type: none"> <i>Data to be provided</i> 	?	Communication strategy in place. Review in 6 months in line with advice from Service Users
<ul style="list-style-type: none"> Ensure that the quality of pathways plans is consistently good and that care leavers are actively encouraged to contribute to the development and content of these plans 						
Pathway plans to be re-designed in consultation with young people	Care Leavers Practice Manager Social Work Student	<ul style="list-style-type: none"> Research best practice in pathway plans nationally. Design plan in consultation with young people. Gather feedback on plans and modify on 6 monthly basis. 	<ul style="list-style-type: none"> % of pathway plans were the young person's contribution was evident 	<ul style="list-style-type: none"> <i>Data to be provided</i> 	?	New Pathway Plan implemented Jul 2016
Quality assurance processes in the care leavers team to ensure good quality pathway plans	YOT Manager	<ul style="list-style-type: none"> Care Leavers service to hold quality assurance reviews on a 6 monthly basis. Collate Quality Assurance of Pathway plans. Collate audit findings in relation to Pathway plans. Initiate practice changes to continually improve plans. 	<ul style="list-style-type: none"> % of pathway plans judged to be at least RI or better 	<ul style="list-style-type: none"> <i>Data to be provided</i> 	?	QA meeting scheduled for October 2016
Young people's forum to review pathway plans on a yearly basis.	Care Leavers Forum	<ul style="list-style-type: none"> Young people to be asked at each pathway planning meeting for feedback on the forms. Establish Care Leavers' forum Feedback to be anonymously collated and triangulated by the Care Leaver's forum. 	<ul style="list-style-type: none"> % of pathway plans were the young person's contribution was evident 	<ul style="list-style-type: none"> No feedback from young people sought in relation to Pathway plans. 	?	Feedback collated December 2016
Pathway plans to be improved in response to	Care Leavers Practice	<ul style="list-style-type: none"> Ensure usage of MOMO app across the service, through provision of appropriate technology and training 	<ul style="list-style-type: none"> % of CLA 15 + who have used MOMO 	<ul style="list-style-type: none"> No feedback from young people sought in 	?	

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
feedback from MOMO app.	Manager YOT Manager	for staff. • Data from MOMO app to be used to review quality of Pathway Plans		relation to Pathway Plans. • <i>Data to be provided</i>		
• Leadership and Governance						
• The Chief Executive should ensure that leaderships in Torbay is strong, consistent and sharply focused on improving and sustaining outcomes for children throughout children's social services						
Increase corporate oversight and understanding of CS performance, resource and outcomes	DCS CX	• Introduce weekly keep in touch meeting/teleconference between DCS & CX			Commenced July 2016	Well informed on CS performance, budget and outcome
	DCS /CX	• Implement monthly reporting from DCS to CX on CS performance			First report issued August 2016	CX has a comprehensive overview of performance using appropriate comparators
	DCS / AD corporate Services	• Children Services key decisions and plans incorporated within annual cycle of council decision making arrangements. • Overview & Scrutiny Working Party for Children's Services established.		• In place August 2016	Revised schedule agree with Gov Services September 2016 subject to major review at CS SLT	Key decisions and plans subject to review and revision by Elected Members
Corporate Parenting board	Lead Member AD / Head of Specialist Services	• CPB meets regularly • CP strategy, Plan, Pledge written • Key Partners attend • Training for PCB elected members by LGA arranged / provided	• <i>% of young people receiving support CIN, CPP and CLA confirming positive impact on their needs</i>	• <i>Data to be provided</i>	?	CPB dashboard CPB action plan
• Improve the quality of performance management and monitoring through an improved and robust suite of data, effective and challenging management oversight and rigours action planning						
Deliver Management reporting tool platform	Principal Performance Manager	• Deliver new online reporting tool for all managers and populate with live performance data	• Team managers and Services Managers critique performance and address areas for development in a timely way.	• No ready accessible to live performance data	April 2016 COMPLETED	Q1 Online Tool live and available to Service Managers. Begin roll out of drill down information
		• Establish drill down function on key performance data to see individual	• Team managers and Services Managers	• No ready access to	September 2016	Q2 Online Tool available to Team Managers. Additional drill down available.

Torbay Children's Services: Improvement Action Tracker

Version -20-9-16

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		performance	critique performance and address areas for development in a timely way.	variation in performance at a team and individual level		Begin building in of benchmark information.
		<ul style="list-style-type: none"> Introduce benchmark information across performance data 	<ul style="list-style-type: none"> % of practice standards where there is evidence of sustained improvement in performance 	<ul style="list-style-type: none"> No ready access to benchmark information alongside live performance data 	December 2016	Q3 Build in additional views of data including more benchmarks and outcomes of Audits
		<ul style="list-style-type: none"> Build further PM and service views 			February 2016	Q4 Team and service views built in as standard (as opposed to self service drill downs)
Develop and implement data addressing areas for drift and delay	Principal Performance Manager	<ul style="list-style-type: none"> Develop data on timeliness of decision making, visiting and assessment timeliness. (Data Gaps noted by Ofsted are addressed.) 	<ul style="list-style-type: none"> % of practice standards where there is evidence of sustained improvement in performance 	<ul style="list-style-type: none"> No ready access to drift and delay data 	80% by April 17	<p>Q1 Data on first visits, MASH decision making and visits during assessments / section 47s and timeliness of assessments improved on base line Oct 15</p> <p>Q4 performance on visiting and decision making sustained</p>
Re-establish performance management routine	Principal Performance Manager and HoS	<ul style="list-style-type: none"> Set expectation that performance is reviewed at practice manager level and service level ahead of monthly review 	<ul style="list-style-type: none"> Individual and team compliance on key service expectations known and addressed. 	<ul style="list-style-type: none"> No minuted actions from monthly performance sessions 	September 2016	Q1 Routine of meetings and minutes with improvement actions recorded begins

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		<ul style="list-style-type: none"> Record all actions and decisions from monthly performance meetings Develop performance reports for key governance and decision making forums – corporate reporting, Children’s Improvement Board, Corporate Parenting Board TSCB (CS element) 	<ul style="list-style-type: none"> Service Managers and Team managers able to provide own narrative on progress and use data to inform service plans. 	<ul style="list-style-type: none"> SM and TM not able to confidently report on performance 	December 2016	Q2 Evidence that improvement actions routinely addressed
		<ul style="list-style-type: none"> Develop routine reports on the quality outcomes of case audits 	<ul style="list-style-type: none"> Overview of practice quality readily available to DCS,AD, team and service managers every month 	<ul style="list-style-type: none"> No routine report on outcomes of Audits 	December 2016	Q2 Overview of case audits begins to be reported in monthly meetings
		<ul style="list-style-type: none"> Develop routine reports on what children are saying (from MOMO) 	% of CLA who have used MOMO	<ul style="list-style-type: none"> Not routine reports on voice of CLA 	? February 2017	Q3 CLA overview of feedback begins to be reported in monthly meetings
Refine and update PARIS forms to reflect practice and additional information needs	Principal Performance Manager	<ul style="list-style-type: none"> Develop, refine PARIS forms as specified by Ofsted recommendations and remove and reduce unused and forms and fields from PARIS. 	<ul style="list-style-type: none"> Number of forms revised (and simplified) since April 2016 	<ul style="list-style-type: none"> 1 module completely revised and automated letters rolled out 1 module completely revised and LADO forms suite updated and 3 core forms and 2 additional case notes added 1 module completely revisited 1 module updated 6 case notes added and 1 	<p>June 2016</p> <p>Sept 2016</p> <p>December 2016</p>	<p>Q1 – introduce event based case notes – setting up event based notes , referral return letter</p> <p>Q2 – Address LADO, IRO and Single Assessment, Sos Plan, Audit tool,</p> <p>Q3 – Address recording of non CIN, Fostering and finalise Adoption, additional case notes for PLO and Perm planning , Case and personal supervision</p>

Torbay Children's Services: Improvement Action Tracker

Version -20-9-16

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
				<ul style="list-style-type: none"> new forms added 1 module updated 	April 2017	Q4 EH forms revised and updated
		<ul style="list-style-type: none"> Upgrade Paris to keep in line with latest releases 	<ul style="list-style-type: none"> CS staff benefit from removal of known system errors 	<ul style="list-style-type: none"> Upgrade to current version 	April 2017	Q4 latest version implemented
<ul style="list-style-type: none"> Ensure that learning from audit activity and training is systematically evaluated and contributes to a learning culture with the organisation 						
Implement a new audit tool	Lead Auditor	<ul style="list-style-type: none"> Research and develop new case audit tool based on best practice Roll out training and guidance to auditors 	<ul style="list-style-type: none"> New audit tool on PARIS % of cases audited as at least RI or better 	<ul style="list-style-type: none"> Data to be provided from PARIS 	February 2016 completed	<i>Quarterly audit report demonstrates compliance with new audit arrangements</i>
Monitor and analyse audit findings	Lead Auditor	<ul style="list-style-type: none"> HOS to meet monthly to moderate audits report findings from audits into SCMT and WFD Group dissemination of audit findings using a range of methods: intranet, team meetings, workshops and written reports 	<ul style="list-style-type: none"> WFD Strategy and forward training programme covers areas identified in audits Learning from audits accessible via the intranet and a standard agenda item at team meetings Audit findings to demonstrate improvements in areas % of cases audited as at least RI or better 	<ul style="list-style-type: none"> Data to be provided from PARIS 	quarterly	<i>Quarterly audit reports demonstrate improvements in terms of areas of learning identified in previous quarters</i>

Agenda Item 6

Appendix 2

Supporting Information and Impact Assessment

Proposal:	Children's Services' Improvement Plan
Executive Lead:	Julien Parrott
Director / Assistant Director:	Andy Dempsey

Version:	1	Date:	21.09.16	Author:	Andy Dempsey
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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>To note the progress to date as set out in the Children's Services' Improvement Plan.</p>
2.	<p>What is the current situation?</p> <p>Following dialogue with the Hampshire improvement team, the improvement plan has been substantially revised in order to provide for a much tighter focus on actions that will directly address the recommendations made by Ofsted.</p> <p>The plan is very much a work in progress and will be subject to regular oversight and scrutiny by the Children's Improvement Board, Children's Services' Leadership Team and Corporate Leadership Team.</p>
3.	<p>What options have been considered?</p> <p>The revised improvement plan follows an approach that Hampshire have found effective in their work as improvement partner for the Isle of Wight. The changed approach has only recently been adopted and it is acknowledged that work is ongoing to ensure the plan is exhaustive in setting clear, deliverable actions against all Ofsted recommendations.</p> <p>Hampshire had identified that the previous approach was complicated and insufficiently focussed.</p>
4.	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>The revised action plan will contribute towards the following key priority within the Corporate Plan.</p> <ul style="list-style-type: none"> Protecting all children and giving them the best start in life
5.	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>The action plan will impact on Children's Services and its partners working</p>

	through the Children’s Safeguarding Board.
6.	<p>How will you propose to consult?</p> <p>The improvement plan aims to direct and develop the work of Children’s Services and the range of partner agencies. Ongoing review and consultation on content and progress will be undertaken through the Improvement Board and the Safeguarding Board.</p>
<p>Section 2: Expected Implications and Impact Assessment (These sections will be updated and expanded following the consultation period.)</p>	
7.	<p>What are the <u>expected</u> financial and legal implications?</p> <p>There are no direct financial or legal implications from the revised planning format.</p>
8.	<p>What are the <u>expected</u> risks?</p> <p>If the revised approach is ineffective there is a risk that Children’s Services will not improve in line with the expectations of Ofsted and the DfE Commissioner with an adverse impact on outcomes for children and families.</p>

Agenda Item 7



Meeting: Joint Commissioning Team Policy and Development Group

Date: 18 October 2016

Wards Affected: Torbay Local Authority Area

Report Title: Transforming Care Partnership and Integrated Personal Commissioning - UPDATE

Is the decision a key decision? No (delete as appropriate)

When does the decision need to be implemented? N/A

Executive Lead Contact Details: Cllr Julien Parrott, Executive Lead for Adults and Children, tel: ext 7113, julien.parrot@torbay.gov.uk

Supporting Officer Contact Details: Frances Mason, Head of Partnerships, People and Housing, 01803 208792, frances.mason@torbay.gov.uk



forward thinking, people orientated, adaptable - always with integrity.

1. Proposal and Introduction

1. Torbay is part of the South West Demonstrator site for Integrated Personal Commissioning and the Devon Transforming Care Partnership (TCP) and. Both of these two initiatives support delivery of the new model of care in the ICO. They form part of a range of new approaches encouraging a “Strength Based Approach” to support service users and patients with self-help and resilience including, supporting people with a single point of local access to advice and information to self-manage conditions; appointment of Well Being Co-ordinators; the development of Intermediate Care in the community and; providing local care and support services and accommodation for people with more complex needs closer to home in community settings.

2. Reason for Proposal

2.1 Integrated Personal Commissioning: Announced in the Summer of 2014 by NHS England the Integrated Personal Commissioning (IPC) Programme joins up health and social care funding for individuals with complex needs and gives them greater control over how their combined health and social care budget is used. The goals of the IPC programme are:

- To improve the quality of life of people with complex needs and their carers and enable them and their families to achieve important goals through greater involvement in their care.
- People and their carers are able to design support around their needs and circumstances.
- Prevent crises in people’s lives that lead to unplanned hospital and institutional care by keeping them well and supporting self-management.
- Improve integration and quality of care, including better user and family experience of care.

2.2 Progress in Torbay

- A one year pilot will start in Paignton and Brixham in October. A small team of support planners (brokers) have been trained in the person centred tools and techniques developed by ‘My Support Broker’ MSB to help people with long term health conditions produce support plans that make it possible for them to live their best life (see Appendix 1) . The ethos of MSB is to produce quality and innovative outcomes for clients that produce sustainable savings and enhance the focus on prevention. The Support Planning approach has been successfully tested in Torbay previously via the contract for SPACE for the Learning Disability client group. The pilot will monitor the quality of outcomes for clients from this process and to test if potential savings can be delivered in the long term.
- Torbay Council and South Devon and Torbay CCG have signed a MOU with NHS England to develop the next phase of the programme. This will provide further money for 2016/2017 (£125,000) and 2017/2018 (estimate £250,000) to go ‘further, faster’ in rolling out IPC.
- Caroline Taylor (Director of Adult Social Care) is the local areas representative on the Regional IPC Governing Board.

3. Transforming Care Partnership: Following the Winterbourne view scandal NHS England, LGA and ADASS supported creation of TCPs to improve the lives of children, young people and adults with a learning disability and/or autism who display behaviours that challenge, including people who have mental health conditions to improve community services so people can live near family and friends, making sure the right staff with the right skills are in place. Programme aims include:

- A better community infrastructure resulting in a substantial reduction in the number of people placed in inpatient settings.
- Prevention of people living in inpatient settings.
- Better quality of care and support for children, young people and adults with a learning disability and/or autism who display behaviours that challenge.
- Better quality of life for children, young people and adults with a learning disability and/or autism who display behaviours that challenge.

3.1 Progress in Torbay

- Devon TCP co-produced its vision for the Transforming Care Plan (see attached background document) with people with lived experience, families, carers, professionals and stakeholders across the Transforming Care partnership. The vision is; *“To create a place where children, young people and adults live in the community of their choice, with the people they want, and with the right support, where they are happy, healthy and safe.”*
- Five work streams reporting to the Programme Delivery group which is accountable to Devon TCP Steering Group are operational. Torbay leads on the Quality and Evaluation work stream. The other four work streams are: Data Analysis, Finance and Information; Communication and Engagement; Workforce Development and Contracting, Procurement and Market Management.
- Action plans for each workstream are in development.
- Autism Summit planned for 14 October 2016, to listen to experiences of people who use services, their carers, clinicians, and staff in understanding what the gaps are within our current system for people with autism who also have behaviours described as challenging.
- Communications plan developed
- Two capital bids developed to secure properties which will support people to move from out of area inpatient settings back in to the community within Devon area. In October 2016 there were 7 adults in hospital placements outside the South Devon and Torbay CCG area and 1 patient in South Devon. There are 8 children in transition from special schools or residential accommodation outside Torbay

Appendices

Appendix 1:

My Support Broker (MSB) Briefing

Background

As part of the New Model of Care the Trust are supporting a number of initiatives to provide services differently as we move away from bed based care into a further community focus, including working with the voluntary sector. The MSB project is part of a range of new approaches including the appointment of Well Being Co-Ordinators, the development of Intermediate Care in the community and the encouragement of a “Strength Based Approach” being used by our staff to support service users and patients with self-help and resilience.

The Trust have committed to testing the impact that person centred support planning could have within Torbay working in partnership with the Community Development Trust (CDT) and MSB. The Support Planning approach has been successfully tested in Torbay previously via the contract for SPACE for the Learning Disability client group. This work and the ethos of MSB is to produce quality and innovative outcomes for clients that produce sustainable savings and enhance our focus on prevention as per the care model. Person centred support planning is used to describe an approach to support planning which really focuses on what matters to an individual rather than what is the matter with them. There is a national evidence base building to indicate that this approach empowers and engages individuals in their care, delivers higher quality and more effective support plans at lower cost.

The MSB Pilot

- * A small team of support planners (brokers) in the person centred tools and techniques developed by MSB have been trained and will be operational from October.
- * The service is hosted by CDT to undertake the support planning element of case management processes for agreed cohorts of people. Quality Assurance of the plans will be provided by the Trust.
- * The service would be set up for a 12 month period to give time to trial the service and evaluate the impact before making decisions about the long term need and appropriateness of a service of this type.
- * The pilot will monitor the quality of outcomes for clients from this process and to test if potential savings can be delivered in the long term.

MSB Support Planning staff role

- * The client plans will provide tailored support and services. The Support Brokers understand that arranging high quality, good value for money care and support is critical. The aim to balance “an entrepreneurial approach with a social mission”

* Help people with long term health conditions produce support plans that make it possible for them to live their best life.

* To help those people allocate and manage their individual budget.

* To research and provide information about local services and opportunities, and negotiate with service providers on behalf of consumers to get the best deal and quality.

* To communicate effectively with people, including those with different needs (e.g. people who do not use words to communicate, or people with dementia).

The pilot is live from October and will be evaluated next year.

Steve Honeywill,
Assistant Director Operational Change,
Community Services,
October 2016

Background Documents



Devon TCP 21-6-16
final (1).pdf

Devon Transforming Care Plan



Meeting: Joint Commissioning Team Policy and Development Decision Group

Date: 27 October 2016

Wards Affected: All

Report Title: Torbay's Strategy for Achieving Educational, Excellence Everywhere: Vision and Priorities 2016 - 2020

Is the decision a key decision? Yes

When does the decision need to be implemented? After the call-in period

Executive Lead Contact Details: Julien Parrott, Executive Lead for Adults and Children, julien.parrott@torbay.gov.uk

Supporting Officer Contact Details: Andy Dempsey, Director of Children's Services, 01803 208949, andy.dempsey@torbay.gov.uk

1. Proposal and Introduction

- 1.1 Torbay now has a diverse economy of educational providers across primary, secondary and post 16 phases, including maintained schools, academies, special, studio and grammar schools. Alongside the programme of structural reform that created academies, studio and free schools that are accountable to central rather than local government, there has been a sustained programme of qualification and curriculum reform.
- 1.2 In March 2016, the Department for Education set out its vision for further educational reforms which will require Torbay Council to refresh its own approach towards working with local schools to further improve outcomes for children and young people. More recently, the Government has announced its intention to allow the creation of more Grammar schools. Although the detail of the Government's proposal has yet to be published, Grammar schools are already a feature of the local offer and should not materially impact on the strategy.
- 1.3 The revised strategy sets out a vision for the delivery of the Council's educational support services within a significantly changed operating landscape. A copy of the strategy and associated action plan is attached in Appendix 1. The action plan will be populated in partnership with schools and key stakeholders to ensure a consistent and shared approach towards improvement activity.

2. Reason for Proposal

- 2.1 The scale and pace of change within education over recent years has been unrelenting, encompassing significant structural change, qualification and curriculum reform and changes to the schools' formula funding. As the next stage in the Government's reform programme, Education Excellence, Everywhere has four key pillars:
- Workforce reform - teacher training, development and qualifications
 - Funding - a national funding formula for schools
 - Schools - all schools to be academies by 2022, with a changed role for local authorities
 - System Leadership - teaching schools alliances and national leaders in education
- 2.2 Notwithstanding the changes that have taken place over recent years, the local authority has continuing and substantive responsibilities in relation to educational provision. These include fair access to educational provision (including capacity planning), services for vulnerable learners and the promotion of educational excellence, encompassing intervention in maintained schools and raising concerns with the Regional Schools' Commissioner (RSC) about underperforming academies or free schools.
- 2.3 The challenge for local authorities is that the reform programme has removed many of the levers to direct change whilst leaving the duties imposed unchanged. As a consequence, change can only be achieved through collaboration and brokerage within a much more complex network of provider and stakeholder relationships. The revised strategy sets out a proactive approach that seeks to maximise our influence and involvement in the development of education provision in Torbay.
- 2.4 A further significant factor influencing the need for change is the proposal for a national schools' funding formula from 2017/2018. In the first year, (2017/18) this will involve a 'soft split' with funding coming to the local authority for subsequent distribution to schools, subject to local formula factors and preserving the current ability to move monies between 'blocks' via the schools' forum. However, from 2019/20 each school will receive a direct allocation, with revised blocks held by the local authority for special educational needs and its residual education support functions. The latter is understood to be set at £15 per pupil which will give an annual allocation of £286k. Although a significant reduction on the current allocation £500k, this had been understood to be reducing to zero.
- 2.5 The revised strategy for Torbay identifies four key areas for action:
- Ensuring every child has a place to be educated

- Ensuring the needs of vulnerable pupils are met
- Act as champions for all parents and children
- Act as a champion for high standards

2.6 The strategy identifies a number of high level actions to deliver the key aims. This will be supported by a detailed action plan developed with input from key partners and stakeholders during the Autumn Term. The completed action plan will be subject to regular review by Children's Services' Senior Leadership Team, Executive Lead, Mayor and via the collaborative focus with schools.

3. Recommendation(s) / Proposed Decision

3.1 The Mayor is asked to approve the Strategy for Educational Excellence Everywhere 2016/2020, attached at Appendix 1, giving delegation to the Director of Children's Services to make any final changes in consultation with the Executive Member and key stakeholders and agree to receive regular updates on performance.

Appendices

Appendix 1: Supporting Information and Impact Assessment

Background Documents



Supporting Information and Impact Assessment

Service / Policy:	Children’s Services
Executive Lead:	Councillor Julian Parrott
Director / Assistant Director:	Andy Dempsey

Version:	1	Date:	20.09.16	Author:	Rachael Williams
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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>Council is asked to approve the Strategy for Achieving Educational Excellence Everywhere: Vision and Priorities 2016 to 2020.</p> <p>The revised strategy sets out a vision for delivery of the Council’s educational support services, within a new phase of reforms that will see a significant shift in its role and responsibilities.</p>
2.	<p>What is the current situation?</p> <p>Children and young people are educated in a diverse economy of educational providers across, primary, secondary and post 16 phases. These include maintained schools, academies, studio, special and grammar schools. The vast majority of Torbay Schools and Education Providers have actively chosen to retain their close working relationships with the Local Authority.</p> <p>In a period of significant education reform the Council needs to define and communicate their approach in relation to statutory duties, vision and strategic aims. The strategy will ensure clarity of expectation for partners and galvanise aspiration for children and young people.</p>
3.	<p>What options have been considered?</p> <p>The challenge for local authorities is that the reform programme has removed many of the levers to direct change whilst leaving the duties imposed unchanged. As a consequence, change can only be achieved through collaboration and brokerage within a complex network of provider and stakeholder relationships.</p> <p>The revised strategy sets out a proactive approach that seeks to maximise our influence and involvement in the development of education provision within the context of national reform and legislative powers.</p>

4.	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>This proposal supports the ambition of the Corporate Plan 2015-19 and the Children and Young Peoples Plan 2014 - 2019. The strategy will help the Council to give all children and young people the best start in life so they are safe, happy and healthy to reach their full potential.</p>
5.	<p>Who will be affected by this proposal and who do you need to consult with?</p> <ul style="list-style-type: none"> • Schools • Post 16 Colleges • Children and Young people • Regional Schools Commissioner
6.	<p>How will you propose to consult?</p> <p>All schools and education providers will be sent a copy of the draft strategy paper and an option for written feedback.</p> <p>The consultation will be online on the Council's website and hard copies will also be made available.</p> <p>Consultation with young people will take place using focus groups through youth sessions.</p> <p>The Regional Schools Commissioner will be sent a copy of the draft strategy paper and an option for written feedback.</p>

Section 2: Implications and Impact Assessment

7.	<p>What are the financial and legal implications?</p> <p>Despite a period of national transformation it is important to work within the current legislative framework, whilst being aware of the future.</p> <p>Torbay has a statutory duty to promote high standards and the fulfilment of children young people's potential. Under section 13A of the Education Act 1996 Local Authorities must:</p> <ul style="list-style-type: none"> • Promote high standards in schools and other providers • Ensure fair access to opportunity for education and training • Promote the fulfilment of learning potential <p>Additionally the Children Act 2004 established a statutory chief officer post (Director of Children's Services) and Lead Member for Children in every upper</p>
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	<p>tier local authority. In respect of education the DCS must ensure:</p> <ul style="list-style-type: none"> • Fair access to schools for every child • Provision of suitable home to school transport • Promote a diverse supply of strong schools • Promote high quality early years provision • Access to sufficient educational and recreational leisure time activities • Children and young people participate in decision making • Participation of children and young people in education and training <p>The strategy is inclusive of duties placed on the local authority.</p>
8.	<p>What are the risks?</p> <p>The strategy uses a proactive approach that seeks to maximise our influence and involvement in the development of education provision.</p> <p>Targets will only be achieved through collaboration and brokerage that will need to be built and strengthened with a growing number of stakeholders and providers.</p> <p>Providers and Stakeholders working in an autonomous system can take independent decisions that could impact on the outcomes and aspirations that the strategy aims to achieve, limiting the potential impact.</p>
9.	<p>Public Services Value (Social Value) Act 2012</p> <p>N/A</p>
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>The strategy has been written using national research.</p> <p>Strategies For Transforming Local Education Systems – Education Development Trust, June 2016</p> <p>Effective School Partnerships and Collaboration for School Improvement – DfE Research Report, October 2015</p> <p>The Council Role in School Improvement – LGA/Solace, March 2015</p> <p>A Self Improving School System Towards Maturity – National College, March 2015</p>
11.	<p>What are key findings from the consultation you have carried out?</p> <p>Not applicable at this stage</p>

12.	Amendments to Proposal / Mitigating Actions Not applicable at this stage
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Equality Impacts

13	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	Aspirations for children and young people are enhanced, leading to better outcomes		
	People with caring Responsibilities			Neutral Impact
	People with a disability			Neutral Impact
	Women or men			Neutral Impact
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			Neutral Impact
	Religion or belief (including lack of belief)			Neutral Impact
	People who are lesbian, gay or bisexual			Neutral Impact
	People who are transgendered			Neutral Impact
	People who are in a marriage or civil partnership			Neutral Impact
	Women who are pregnant / on maternity leave			Neutral Impact
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	Aspirations for children and young people are enhanced, leading to better outcomes		

	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			Neutral Impact
14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)			
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)			



Torbay's Strategy for Achieving Educational Excellence Everywhere: Vision and Priorities 2016 to 2020

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Foreword

I am delighted to introduce the Torbay's revised strategy for educational excellence.

The pace of change within Education over recent years has been breathtaking. The academisation programme, creation of free schools, changes to the schools' funding formula and to qualifications and curricula have all taken place whilst schools grapple with meeting the day to day needs of their learners. On the whole Torbay has embraced the reform programme with most of its schools now academies and performance in most respects comparing favourably with national averages. This reflects the strength of local leadership and collaborative working, within a diverse economy of providers, that the revised strategy aims to sustain and develop.

The local authority continues to have a meaningful role within a school led system primarily as the champion for all learners in Torbay. I recognise that the role of the local authority has changed towards one of collaboration and brokerage across the whole system. This strategy exemplifies that approach and as the Lead Member for Children's Services I look forward to working with providers, stakeholders, parents and children to ensure it helps to realise our ambitions for the best educational outcomes for all local children.

Thank you for your ongoing commitment and support.

Julien Parrott, Executive Lead for Children's and Adult's Services

Section 1

Our Vision and Strategic Aims

Torbay is delivering an ambitious Children and Young People plan for 2014 to 2019. This plan aims to give all children and young people the best start in life so they are safe, happy and healthy to reach their full potential.

This strategy for achieving education excellence everywhere is a key element of the framework to deliver our vision for the children and young people in Torbay. Our ambition is to ensure that through greater collaboration, we can ensure children and young people are given the best start in life and can grow and prosper within safe families and communities that give them the best start for the future.

In a diverse educational landscape the local authority must exercise a range of roles and responsibilities within a growing mix of education providers. Torbay positively works with maintained faith and community schools, alternative provision, early years settings, special schools, academies, independent schools and further and adult education providers who comprise a part of the mixed economy of local education provision.

The vast majority of Torbay schools have actively chosen to retain their close working relationship with the Local Authority. Most schools work within the context of Torbay Teaching School Alliance and maintain close links with each other and the Local Authority. Torbay has two Teaching Schools and a number of National Leaders in Education and Specialist Leaders in Education that take a strong role in sharing accountability for outcomes for all children.

We are about to enter a new phase of reform in which a significant shift in roles and responsibilities will be of profound importance. The White Paper, Education Excellence Everywhere published in March 2016 by the Department for Education has begun to provide greater clarity about the Governments plan for education reform. Whilst the majority of the White Paper represents a continuation of reforms put in place during the last two Parliaments, the White Paper envisages a further period of significant change and transformation in the education system. There are four key pillars that make up this vision:-

1. Workforce – Reforms of teacher recruitment, qualifications and development
2. System Leadership – More teaching school alliances and system leaders, such as national leaders in education
3. Funding – The introduction of a national funding formula for schools.
4. School – Autonomy and partnerships. The aim that all schools will become academies by 2022, with further support for the development of multi academy trusts and a changing role for local authorities.

Legislative Framework

Despite a period of national transformation it is important to work within the current legislative framework, whilst being aware of the future.

Torbay has a statutory duty to promote high standards and the fulfilment of children and young people's potential. Under section 13A of the Education Act 1996 Local Authorities must:

- Promote high standards in schools and other providers
- Ensure fair access to opportunity for education and training
- Promote the fulfilment of learning potential

Additionally the Children Act 2004 established a statutory chief officer post (Director of Children's Services) and Lead Member for Children in every upper tier, with responsibilities for education as well as social care services. In respect of education the DCS must ensure:

- Fair access to schools for every child
- Provision of suitable home to school transport
- Promote a diverse supply of strong schools
- Promote high quality early years provision
- Access to sufficient educational and recreational leisure time activities
- Children and young people participate in decision making
- Participation of children and young people in education and training

To deliver our statutory duties, our vision and strategic aims it is vital that the Local Authority defines its role in the future landscape. We consider the role of the Local Authority to be that of a 'champion'. We consider the role to be crucial to ensure a direct and positive impact on learners and their families. Championing is fundamentally about local leadership through influencing and generating consensus: "It is about Councils exercising their unique, democratically mandated leadership role to create, in partnership with schools, settings and the communities they serve, a compelling narrative that describes a shared commitment to high aspiration and achievement, equality of opportunity and access to education, and expectation of lifelong learning." (SOLACE – 2010).

We consider the LA champion roles to be defined as:

1. Ensuring every child has a place to be educated:

This means ensuring there are sufficient school, special school and alternative provision places to meet demand. We will build on our strong relationships with local schools to deliver the places needed, including planning ahead to support applications through the central free school programme or to seek proposals for presumption free schools. We will also champion the availability of education for 2, 3

and 4 year olds, working with our existing providers and schools to grow places and managing the market to attract new provision. We will continue to work with schools, colleges and parents in developing local school transport policies enabling an accessible offer.

2. Ensuring the needs of vulnerable pupils are met:

This means identifying, assessing and making provision for children with special educational needs and disability. Ensuring that alternative provision is available for headteachers to commission for children and young people excluded from school and or unable to attend mainstream school. We will champion vulnerable pupils acting as the 'corporate parent' for looked after children, using the Statutory Virtual Head role to work with schools and other agencies on promoting their educational achievement and progress and deciding how to spend the Pupil Premium Plus. We will continue to promote school attendance and tackle persistent absence working in partnership with schools to build effective packages of support. We will track pupil movement outside of the normal admission round, to ensure all children are accessing provision. We will lead on safeguarding responsibilities for all children, including those in un-regulated settings, educated at home and children missing education, as well as children at risk of radicalisation, working with education providers to ensure that they understand and discharge their safeguarding duties.

3. Act as champions for all parents and families:

This means encouraging and enabling parents, carers and corporate parents to participate in and have a significant impact on their children's education. We will involve parents, children and the local community in debate about how well their aspirations for children are met and work alongside elected members, system leaders and providers to bring about improvements. In doing this we will support parents in navigating the system through a continuing role in admissions, supporting children, young people and parents to understand local SEND arrangements and engage them in designing and co-producing local SEND policies, service commissioning and delivery. We will raise awareness of how to support and challenge their child's school or provider to continuously raise standards and help them to navigate the system regarding appropriate channels for complaints.

4. Act as a champion for high standards :

This means working as a partner in a school led system to empower providers to create the conditions and environments to provide educational excellence. In doing this we will both contribute to and facilitate regional and local networks bringing together system leaders from across agencies and organisations to work in partnership on shared priorities. In doing this we will share local intelligence to build area wide accountability and tackle all forms of underperformance through our teaching alliance, national leaders of education, multi academy trusts or calling for action from the Regional Schools Commissioner and Ofsted.

To deliver this champion role within the system of the future we will:-

- Seek to align schools and other providers with a shared vision and values for education in Torbay
- Engage with providers and schools in an influencing role that respects their autonomy and expertise, intervening decisively in schools or contacting the Regional Schools Commissioner or Ofsted where there are serious concerns.
- Retain a comprehensive overview of performance of all Torbay learners and ensure a dialogue with providers.
- Create and nurture strategic partnerships with and between providers, schools and others.
- Ensure we meet our statutory functions for all children and young people regardless of the type of setting they attend.
- Work with schools to ensure every child has fair access to all schools and other provision, and is included and helped to participate in education which is appropriate for their needs.
- Promote and support a smooth and effective transition for every child and young person, from any one educational stage and provision to another.
- Act as a broker to maximise resources and talent as an independent mediator.
- Deliver improved multi agency support for children and families who have additional needs by developing our early help and preventative offer in an integrated way, including co-production with parents, communities and providers to achieve better outcomes.
- Continue to develop the opportunities and pathways for all 14 – 19 year olds to participate and succeed so that they can access higher levels of learning or employment with training to age 25.
- Support our remaining maintained schools to become an academy within a strong multi academy trust.

What will success look like by 2020?

- Every family should be able to send their child to a good or outstanding local school, FE provider, early years setting or college.
- Every young person leaves school with a recognised qualification and a clear destination, apprenticeship, further study or employment.
- Sufficient inclusive education places of the right quality, both mainstream and special are available to meet the full range of needs and provide best value.

- Performance for all national attainment indicators to be met and exceeded.
- A high percentage of children and young people with a Education Health and Care Plan (EHCP) are educated in mainstream schools and a high percentage of children are educated in local special provision rather than out of area specialist education.
- Our Children Looked After (CLA) achieve good or outstanding progress from their starting points.
- No primary or secondary school below the national standard in attainment or progress to keep pace with government policy and equip our young people for the next stage of their education.
- An overall raising of expectations by the end of primary, secondary, tertiary and adult education with an increasing number of students progressing both to apprenticeships and universities and into work.
- A narrowing of the gap between disadvantaged pupils and the attainment of all pupils.
- A cross phase commitment to raise the proportion of young people achieving the highest levels at all key stages.
- Appropriate pathways and provision for all young people, including high quality alternative provision to be in place so that all are supported to remain in education, gain a recognised qualification and to make at least expected progress.
- Reduction of young people not in education, employment or training (NEET) and not known in line with the Raising of the Participation Age requirements of full participation of young people to the age of 18 in learning, apprenticeships or work with outcomes to be at least in line with or better than statistical neighbours.
- Achieve better than national average for overall attendance in primary and secondary schools.
- Reduction of the number of permanent exclusions.
- All education providers contribute to the local partnership working on early intervention and entrance to social care system is reduced.

Section Two

Current Performance

Early Years

Torbay is experiencing a growth in pupil numbers as a result of an increase in birth rates and significant housing development, this is noticeable in the population of 0 – 4 year old in all wards. This growth has a direct effect on the number of services required for the age range.

In the last year we have grown the offer available to our youngest residents. Approximately 700 eligible two year olds are accessing high quality education as a result of the Two Year Scheme and take up of the funded Fifteen Hour Scheme for all three and four year olds demonstrates 100% take up. We have worked with both providers and schools to generate new childcare places and invested in seven expansion projects. Current data demonstrates that there are sufficient childcare places across Torbay to accommodate demand for funded places, however ward level data continues to identify areas where new childcare places need to be generated. The expansion to provide 30 hours of free childcare for eligible three and four years old will also result in the need for additional provision.

The quality early years education remains high, Torbay has the highest percentage of outstanding early years provision and the vast majority of children are able to access their entitlement in establishment judged as good or better. The impact of this quality has led to raised attainment year on year.

Attainment in 2015 - 2016

EFYS Profile	GLD	CL	PSED	PD	Lit	Maths	UTW	EAD
National	66.3%	80%	84%	87%	70%	76%	82%	85%
Torbay	64%	77.%	80%	84%	69%	72%	81%	82%
Academy	61%	74%	76%	83%	66%	69%	79%	77%
Maintained	70%	82%	86%	85%	74%	78%	85%	87%

Key:

CL – Communication and Language

PSED – Personal, social and emotional development

PD - Physical development

LIT – Literacy

MATHS – Mathematics

UTW – Understanding the world

EAD – Expressive arts and design

- At a local level, 64.3% of children achieved a good level of development, this is an increase of 3.1% on 2014 and shows an upward trend across Torbay.
- Maintained schools achieved higher results at the end of the Foundation Stage across all areas of learning.

- 9 out of 18 academies were above Torbay Average and 7 out of 18 academies were above the national average. 10 out of 13 maintained schools were above both Torbay and National average.
- There continues to be a difference in performance between children eligible for free school meals and non free school meals across Torbay. There was a 19.7% gap in 2015 (68.5% non fsm / 48.8% fsm), this was in line with the gap in 2014 signifying that the gap is not narrowing across Torbay.

Primary Phase

Since 2010, birth rate have been rising steadily and the LA has responded by expanding a number of primary schools. Since 2012, 854 additional primary school places have been created to meet demand. This programme of expansion has ensured there is sufficient capacity for the immediate future but pupil number continue to rise. In 2016 there is only 3% spare capacity, this is outside the surplus of 5 to 10% recommended to allow for unexpected growth, in year applications and parental preferences.

Torbay Association of Primary Schools (TAPS) have taken a lead role in developing services and ways of working on behalf of primary aged children. In partnership with the local authority and two teaching schools the sector have taken action to address areas of concern and instruct support. The consequence of which has resulted in maintenance of key stage 1 and key stage 2 standards against the national average.

Attainment in 2015 - 2016

KS1

Expected Standard	Reading	Writing	Maths
National	74	65	73
Torbay	73	66	70
Academy	10/22 achieved 74+	11/22 achieved 65+	9/22 achieved 70+
Maintained	5/8 achieved	5/8 achieved	5/8 achieved

KS2

Expected Standard	GPS	Reading	Writing	Maths	Combined
National	71	66	74	70	51
Torbay	71	68	68	68	51
Academy	10/22 achieved 71+	16/22 achieved 66+	9/22 achieved 74+	10/22 achieved 70+	8/22 achieved 51+
Maintained	4/8 achieved 71+	7/8 achieved 66+	4/8 achieved 74+	5/8 achieved 70+	6/8 achieved 51+

Secondary Phase

Over recent years the demand for secondary places has been fairly stable with demand being met by existing capacity. However, as the larger primary age cohorts move through the education system, the LA has been planning how to accommodate all pupils. The latest projections show that demand will exceed capacity from 2018 onwards. Options are being developed to ensure that the LA meets demand until 2020 with bulge years being admitted to one secondary school.

Inspections data demonstrates that not all pupils are able to be taught in a provision that is judged to be good or better. However leaders within provisions judged to be less than good have taken decisive action to bring about change and this has resulted in an upward trajectory for pupil outcomes.

Attainment 2014 – 2015

GCSE	5 A*-C including Eng/Maths	% achieving EBACC
National	57.3	22.9
Torbay	57.4	25.9
Academy	3 out of 7 achieved 57>	3 out of 7 achieved 23>
Maintained	0 out of 2 achieved 57>	0 out of 2 achieved 23>

- Torbay is 0.6% below the South West region for % GCSE 5A*-C including Eng/Maths
- Torbay ranks 108th nationally and 4 out of 11 when compared to statistical neighbours.
- Torbay out performs the national figure 22.8% and the statistical neighbour figure 20.2% with 25.2% achieving the English baccalaureate. It positions the authority 2nd out of 11 in statistical neighbour rankings.

Special Educational Needs and Disabilities (SEND)

Torbay has a high proportion of children and young people with Statements or Education Health and Care Plans (EHCP). This equates to 4.4% of the pupil population compared to 2.9% nationally. The highest primary need identified is Social, Emotional and Mental Health (SEMH), whilst there is a significantly lower identification of children and young people with Moderate Learning Difficulties (MLD).

The Local Authority has taken proactive steps to implement the new framework for SEND. The impact of effective screening and identification has resulted in help being co-ordinated and provided at the earliest stage. Strategic Leads across the local area have ensured that all school, health and social care professionals understand and consistently implement the local area's graduated approach to identify needs and plan appropriate provision.

Children with special educational needs support and education health and care plans perform better than the national group. At Key Stage 1 and 2 across all subject areas children make good progress and achieve well against their peers.

Young people with SEND achieved well in their GCSE's in 2014 – 2015. In Torbay 34% of children with SEN achieved 5+ A*- C including English and Maths, against a national picture of 23%.

However young adults with SEND are not progressing to paid employment. In Torbay 3.8% of the cohort entered employment, significantly below the national figure of 7%.

Attendance

National data shows that Torbay's overall absence for 2014 – 2015 was slightly higher than England across all settings. The percentage of sessions missed for state funded primary schools was 4.4% (England 4%) and Secondary 6.3% (England 5.3%). The percentage of persistent absentees is also higher than national figures at 5% (England 3.7%). However unauthorised absence in primary and secondary schools is slightly lower than England.

Admissions

Torbay school admissions service have allocated 1293 reception places for September in Torbay schools and a further 44 reception places have been allocated outside of Torbay. 1539 pupils have been allocated secondary schools with Torbay (including a significant number from bordering authorities) to start in September and a further 88 students will be starting in year 7 at schools outside of Torbay. The Local Authority has a Fair Access Protocol and this is working effectively. In year applications have also increased with 1127 pupils moving into Torbay or transferring schools.

The Local Authority has also considered 163 students at the Pupil Referral Panel with a view to accessing alternative provision or finding a school place than cannot be allocated by normal means.

Section Three

The Challenges for the Future

The challenge facing leaders within local education systems are complex.

Securing excellence and accountability in a landscape of overlapping partnerships, networks and alliances will be essential. We will need to work with both local, regional and national multi academy trusts that span beyond our geographical area.

The critical challenges to overcome are:-

Defining the Accountability System

It is widely recognised that there is a lack of clarity and differentiation between the various organisations operating within the system. The respective roles of Ofsted, Regional School Commissioners (RSCs) and Local Authorities have common characteristics and will inevitably overlap in some functions. This lack of clarity impacts on partners, stakeholders and parents, not knowing who you are accountable to or where to broker support.

In a time when we are aligning schools to the potential of creating a “bottom up” approach to accountability, with schools and school groups being open to support and challenge from one another, we need to take action to define the roles and responsibilities of external oversight bodies.

To overcome this challenge we will:-

- Share intelligence with schools, system leaders, Ofsted and the Regional Schools Commissioner for the benefit of improving pupil outcomes.
- Take action to host meetings with the Regional Schools Commissioner and Ofsted on shared priorities.
- Contribute to the work of the Regional Schools Commissioner Board.
- Chair the Torbay School to School Board, allocating resources using a fair and transparent criteria.

School Funding Reform

The Department for Education consulted in March 2016 on a reform that will change the current system for distributing school funding. The government has started a process of introducing a national funding formula from 2018 to 2019, the plans would remove the role of the local authority in determining how much funding schools are allocated. The Local Authority will continue to receive an allocation of funding for children and young people with high level special educational needs and early years children, however the funding level has not been determined.

Current practice allows the School Forum to maximise the use of funds across the three allocated blocks, the dedicated schools grant (DSG), higher needs block and early years block. The transfer of resources between blocks has enabled an investment in the development of quality early years practice and subsidised the additional support for pupils with complex needs. Proposed changes will lead to a significant pressure on the higher needs block and a subsequent decline in opportunities for our children and young people.

The plans would also dissolve the duty for the Local Authority to have a Schools Forum. Currently the Forum collectively invests in local area priorities.

To overcome this challenge we will:-

- Facilitate an equivalent body to School Forum.
- Apply tight thresholds to the allocation of higher needs funding.
- Work with our early years providers to plan for the impact of reduced funding.

School Place Planning

The Local Authority is one of many stakeholders who contribute to the development of creating new school placements. New policy means that the Local Authority no longer retains the power to open new schools and any expansion work for academies is by approval from the Regional Schools Commissioner, this makes the creation of additional places challenging and beyond the control of the Local Authority.

Current Free School policy (a term used for all new schools post May 2015) can be brought forward by two main routes. The presumption route or the direct route. The presumption route enables the local authority to run a competitive process to select a sponsor whilst the direct route is conducted by the Department for Education. Both routes remove the Local Authorities ability to select the provider and site/asset for accommodation . The policy could result in the generation of additional spaces in areas of least need or a lack of parental choice, with one multi academy trust delivering a large number of schools. The ability of the EFA to purchase land/assets within the authority could also lead to both negative and positive impacts for Torbay as a place.

In addition to the generation of school placements, the Local Authority will also need to balance the delivery of sufficient early years and childcare spaces. The increase in the offer to provide 30 hours of funded childcare for eligible parents will create capacity demands that will have to be balanced against the need to provide 2 year old spaces.

To overcome this challenge we will:-

- Complete an accurate School Capacity Survey (SCAP).
- Publish a needs assessment and share widely with key stakeholders for all phases of education.
- Identify sites and existing assets, inform the EFA and encourage early purchase.

- Maintain and utilise relationships with key personnel within Multi Academy Trusts, Regional School Commissioners office, Department for Education and Education Funding Agency.
- Bid to deliver new school projects on behalf of the Education Funding Agency
- Identify risks, bring forward solutions and make decision in a timely manner.

System Leadership Capacity

Government policy in the last six years has led to a major expansion of the opportunities for system leadership – the work of school leaders, governors and staff who take responsibility for improvement not only within their own school, but working with other schools to drive improvement across a wider area.

The Local Authority has welcomed the development of two teaching schools, Torbay Teaching School Alliance and All Saints Teaching School. Both Teaching Schools have worked to build and share leadership capacity, deploying the work of Specialist Leaders in Education (SLE). National Leaders in Education and Multi Academy Trusts have also developed models and capacity to impact upon school improvement.

The relatively autonomous manner in which the provider capacity has evolved, creates the potential for duplication and gaps in the nature and availability of support. It should be acknowledged that current national policy has developed a provider market with schools competing to sustain and grow pupil numbers and become a preferred supplier of improvement services.

In a full academy system, the role of the local authority in monitoring performance will change. Recent announcements and actions by both the Department for Education and Ofsted confirms that they view the Local Authority as an active player with an explicit remit to provide expertise and intelligence to enable the development and deployment of resources, in line with local need.

To overcome this challenge we will:-

- Chair the School to School Board, ensuring all system leaders can contribute resources to the school improvement process.
- Actively contribute to the strategic boards of both teaching schools.
- Help to identify gaps in leadership capacity and share these with organisations.
- Be transparent in the information we provide relating to growth opportunities.
- Maintain and strengthen links with Ofsted and Department for Education

Section Four

Priority areas for action

As there is much to do our planned actions are ambitious and challenging. We are determined to pursue them relentlessly and we believe we have the ways to achieve them. As part of our on-going discussions and partnership with headteachers, governors and other stakeholders there is a good level of shared ambition to achieve improvements in the period leading up to 2020.

This strategy will be supported by an action plan, created in partnership with all stakeholders, which recognises not only the need for pace and mutual challenge but also the need for ensuring that improvements are embedded. We will focus on working smarter together, with the sum being greater than the individual parts.

PRIORITY ONE – Ensuring every child has a place to be educated

- We will develop accurate pupil projections, creating an annual sufficiency report for all phases of education.
- We will actively promote and communicate the local need to elected members, local education providers and external bodies. We will do this by producing high quality documents that can be used in new school applications and as evidence to reduce or expand capacity within existing schools.
- We will host an annual conference, keeping people apprised of both local and national policy.
- We will publish an overview of potential sites and existing assets and keep these updated to support applications for new schools or possible school expansions.

PRIORITY TWO – Ensuring the needs of vulnerable pupils are met

- We will develop a comprehensive Special Education Needs and Disability Strategy.
- We will undertake a needs assessment of alternative provision and ensure the generation of sufficient alternative placements.
- We will gather intelligence on the number of children receiving part time packages, fixed term exclusions and permanent exclusions. We will both challenge and support schools to ensure that pupils are re-integrated and their school place retained.
- We will develop our local policies and protocols to ensure you are supported to safeguard children in education.
- We will develop a shared raising attainment plan to enhance the outcomes of Children Looked After (CLA) and hold ourselves and schools to account for the money received through pupil premium plus.

PRIORITY THREE – Act as champions for all parents and families

Parents have a central role in supporting and encouraging aspiration. The majority of parents want their children to do well; the education systems need to ensure that parents are supported to achieve their ambition.

- We will create specific guidance and advice for parents to enable them to raise concerns and have their questions answered.
- We will develop an online space where information can be accessed.
- We will make available information to help parents, children and young people to make informed choices.
- We will develop our approach to co-production of key strategies and decision making.

PRIORITY FOUR – Act as a champion for high standards

- We will implement a new and transparent performance and monitoring system that is shared with schools and used by school leaders at the School to School Board.
- We will develop system leadership and collaborative capacity, engaging with regional partners, local leaders and accountable bodies to share local priorities and gaps.
- We will centrally commission services targeted at local need
- We will facilitate a forum after the removal of the school forum in 2018.

In Conclusion

Torbay Council and all education providers are committed to our role as champions for children and young people and to discharging our statutory responsibilities to the highest standard. We see education as a high priority in times of austerity, since the future employability and wellbeing of Torbay's citizens depend on it. We are proud of the strong education system across the area. We will be energetic in the delivery of our strategy and rigorous in our actions.

We look forward to an exciting future, secure in the knowledge that the Council and all education settings have at their heart, strong shared values and a commitment to ensuring that our learners' life chances are the very best possible.

Appendix 1**EDUCATION STRATEGY ACTION PLAN**

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
Priority Area One – Ensure every child has a place to be educated						
To develop accurate pupil projections.						
To create an annual sufficiency report for all phases.						
To communicate local need to elected members, local education providers and external bodies.						
To host an annual conference related to school place planning.						
To publish an overview of potential sites and existing assets for new school applications and expansion projects.						
Priority Area Two – Ensure the needs of vulnerable pupils are met						
To develop a comprehensive Special Educational Needs and Disability Strategy.						
To undertake a needs assessment of alternative provision and ensure the generation of sufficient alternative placements.						

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
<p>To gather intelligence on the number of children receiving part time packages, fixed term exclusions and permanent exclusions.</p> <p>To use this intelligence to both support and challenge schools to ensure that pupils are re-integrated and their school place retained.</p>						
To develop the range of local policies and protocols to ensure that there is clarity in how to safeguard children in education.						
To develop a shared raising attainment plan to enhance the outcomes of Children Looked After and hold ourselves and schools to account for the money received through pupil premium plus.						
Priority Area Three – Act as a champion for all parents and families						
To create specific guidance and advice for parents to enable them to raise concerns and have their questions answered						
To develop an online space where information can be accessed.						
To make information available						

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
Priority Area Four – Act as a champion for high standards						
To implement a new and transparent performance monitoring system that is shared with schools and used by systems leaders at the School to School Board.						
To develop system leadership and collaborative capacity, engaging with regional partners, local leaders and accountable bodies to share local priorities and gaps.						
To centrally commission services targeted at local need.						
To facilitate a forum beyond 2018 for collective financial decision making.						

Agenda Item 10



Meeting: Joint Commissioning Team Policy and Development Decision Group

Date: 27 October 2016

Wards Affected: All

Report Title: Annual Youth Justice

Is the decision a key decision? No

When does the decision need to be implemented?

Executive Lead Contact Details: Cllr Julien Parrott, Executive Lead for Adults and Children, tel: 207113, email julien.parrot@torbay.gov.uk

Supporting Officer Contact Details: Andy Dempsey, Director of Children's Services, tel 208949, email andy.dempsey@torbay.gov.uk

1. Proposal and Introduction

- 1.1 There is a statutory requirement for each local authority to set out an annual plan for the delivery of the Youth Justice Service within their area. Torbay Youth Offending Service co-ordinates the provision of youth justice services across Torbay.
- 1.2 Torbay Youth Justice Service is multi agency comprising the Police, National Probation Service, health and Local Authority. It's work is overseen by a Partnership Board chaired by the Director of Children's Services. The service works in partnership to achieve the national youth justice strategic priorities:-
 - Preventing new entrants to the criminal justice system;
 - Reducing re-offending;
 - Increase victim and public confidence;
 - Ensure the safe and effective use of custody.
- 1.3 A copy of Torbay's Annual Youth Justice Plan for 2016/17 is attached as Appendix 2.

2. Reason for Proposal

- 2.1 Torbay Youth Offending Service is performing well with low levels of re-offending and use of custody. Re-offending rates are the third lowest nationally and the fourteenth lowest for the rate of offences per offender . First time entrants have reduced further from 66 (2014/15) to 52 (2015/16) but remains close above the rate for the south west region and statistical comparators. One of the priorities for the 2016/17 plan is to sustain the downward trend.
- 2.2 The number of young offenders in Torbay reduced from 107 (2014/15) to 80 (2015/16) although the level of complexity and vulnerability increased. Essentially the service is working with a smaller cohort of young people who are more entrenched in their offending behaviour, which is often of a more serious nature. The area for action for 2016/17 acknowledges this change.
- 2.3 Funding for the service is provided by partner agencies, the Office of the Police and Crime Commissioner (OPCC) and a central grant from the Youth Justice Board (YJB). There have been reductions in both local contributions and YJB grant for 2016/17 which has been offset to an extent by the use of slippage and an increase in the OPCC contribution. Work is underway with local partners to find a sustainable solution for 2017/18 onwards taking account of the outcome of a Ministry of Justice review of youth justice which will be known before the end of the year.

3. Recommendation(s) / Proposed Decision

- 3.1 The Mayor is asked to approve the Youth Justice Plan 2016/17, attached at Appendix 2, giving delegated authority to the Director of Children's Services to make any final changes in consultation with key stakeholders.

Appendices

Appendix 1: Supporting Information and Impact Assessment

Appendix 2 Youth Justice Plan 2016/17

Agenda Item 10

Appendix 1

Appendix 1

Supporting Information and Impact Assessment

Service / Policy:	Children's Services
Executive Lead:	Julien Parrott
Director / Assistant Director:	Andy Dempsey

Version:	1	Date:	7 th October 2016	Author:	Andy Dempsey
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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>To approve the Youth Justice Plan 2016/17</p>
2.	<p>What is the current situation?</p> <p>There is a statutory requirement placed upon the local authority working with its statutory partners to develop an annual justice plan.</p>
3.	<p>What options have been considered?</p> <p>None – There is a statutory requirement placed on the Local Authority by the Crime and Disorder Act 1998.</p>
4.	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>n/a</p>
5.	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>The plan aims to engage all young people in Torbay who are offending and or at risk of entering the criminal justice system.</p> <p>The local authority has consulted with key stake holders and partners through the Youth Offending Service Partnership Board.</p>
6.	<p>How will you propose to consult?</p> <p>Consultation has been conducted with stakeholders via the Board and via ongoing victim and offender engagement.</p>

Section 2: Implications and Impact Assessment	
7.	<p>What are the financial and legal implications?</p> <p>There is no direct financial implications from this decision.</p>
8.	<p>What are the risks?</p> <p>Without an effective plan in place there is a risk to young people and the wider community through increased offending and risk taking behaviour.</p> <p>.</p>
9.	<p>Public Services Value (Social Value) Act 2012</p> <p>n/a</p>
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>The planning approach follows guidance provided by the Youth Justice Board and performance against key determinants is broadly positive.</p>
11.	<p>What are key findings from the consultation you have carried out?</p> <p>Partner agencies are supportive of the 2016/17 Plan.</p>
12.	<p>Amendments to Proposal / Mitigating Actions</p> <p>The plan may change depending upon the outcome of the Ministry of Justice review of youth justice which should be known before the end of the year.</p>

Equality Impacts

13	Identify the potential positive and negative impacts on specific groups			
	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact	
Older or younger people	X			
People with caring Responsibilities			X	
People with a disability	X			
Women or men	X			
People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>	X			
Religion or belief (including lack of belief)			X	
People who are lesbian, gay or bisexual	X			
People who are transgendered	X			
People who are in a marriage or civil partnership			X	
Women who are pregnant / on maternity leave			X	

	Socio-economic impacts (Including impact on child poverty issues and deprivation)		X
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)		X
14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)		
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)		

TORBAY

ANNUAL YOUTH JUSTICE PLAN

2016/2017



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Chair of Management Board Statement

'The Annual Youth Justice Plan forms an important element within local arrangements to reduce offending by young people, their involvement in the criminal justice system and protect the wider community. It sets out the impact of work undertaken over the previous year and our shared priorities for the current year, as a mechanism for the Board to monitor progress and impact.

Torbay Youth Offending Service continues to perform well against the key determinants of entry into the criminal justice system, use of custody and reoffending, however significant challenges remain. The service is working with fewer young people but those coming into contact with the service are generally more complex and entrenched in their offending behaviour. Alongside this, partner agencies are struggling with the challenges presented by ongoing reductions in funding and their ability to sustain resources in this area of work, notwithstanding their evident and ongoing commitment. Over the coming year, this will require openness and trust across partners in the necessary dialogue to find a sustainable solution that is in the best interests of Torbay as a community.

I commend this plan to you and thank you for ongoing support and commitment.

Andy Dempsey

Director of Children's Services and Chair, Torbay Youth Offending Team Management Board

Introduction

The Torbay Youth Offending Team (YOT) sits within a wider adolescent service known as Integrated Youth Support Services (IYSS). This team incorporates youth justice services, care leavers services, youth homelessness prevention, healthy relationships and educational attendance.

The Youth Justice element of this team is still referred to as the YOT and remains a multi-agency partnership between Torbay Council, Devon and Cornwall Police, National Probation Service, South Devon and Torbay Clinical commissioning group, the Devon and Cornwall Police and Crime Commissioner. Under the Crime and Disorder Act 1998, this team is responsible for the delivery or commissioning of statutory youth justice services.

The YOT and the wider IYSS is committed to the provision of high quality youth justice services, in partnership with other services and organisations, with the aim of preventing offending and re-offending by children and young people. In addition to the services provided to young people in or at risk of entering the Youth Justice System, the service recognises the role it has in increasing public confidence in the Youth Justice System and increasing victim satisfaction through their involvement in restorative and reparative processes.

There were 80 young offenders in Torbay in 2015/16 (a drop from 107 the previous year) which is just 0.7% of the 10-17 year old population. The 10-17 population in Torbay has fallen by more than 12% in recent years from 12,779 in 2006 to 11,045 in 2014. This does not include those receiving a Community Resolution.

The YOT remains subject to the three national key priorities and performance indicators:

1. Reducing the numbers of young people entering the criminal justice system for the first time
2. Reducing reoffending
3. Reducing the use of custody

1.1 Summary of Achievements 2015/2016

The following table describes the areas for improvement identified in the 2015/2016 plan and the progress made during the year.

Area for improvement	Action	Success criteria	Outcome	Further work
Continued focus on clear plans that involve young people and parents	<p>Workbooks or a version of the workbooks agreed and implemented by case workers</p> <p>Develop formal reviews with parents / Carers.</p>	<p>Workbooks or a version of the workbooks utilised for all young people open to the YOT</p> <p>Parents / Carers / Social Workers attend reviews</p>	<p>Planning work has been integrated into the implementation of AssetPlus in July 2016.</p> <p>Formal reviews of cases are happening at a 6 monthly basis.</p>	<p>AssetPlus post implementation training to focus on Planning in September 2016.</p>
Maintain good re-offending performance through regular monitoring and identification of themes and trends	<p>Use of live tracker tool for re-offending analysis</p> <p>Analysis of the top 10 offenders with Board exercise on ensuring all is being done to prevent re-offending.</p>	<p>Good re-offending performance when compared with local and national trends.</p> <p>As above plus improved re-offending performance within this group.</p>	<p>Live tracker tool has not been implemented due a vacancy in the performance post.</p>	<p>Action to be forwarded into next plan.</p>

<p>Progress work on RJ quality mark and therefore better service for victims</p>	<p>Continued work toward achieving RJ quality work focusing on the service delivery to victims</p> <p>Implement a process to encourage victim work rather than defaulting to indirect reparation</p>	<p>Achievement of RJ quality mark</p> <p>Increase in direct victim work with young offenders</p>	<p>Self assessment of RJ Quality Mark undertaken. Project plan to meet the RJ Quality Mark has been written and is being implemented.</p> <p>Victim considerations across QA processes.</p> <p>Victim opt-out approach taken in victim contact.</p> <p>New volunteer role contacting victims for feedback about their experiences of the service.</p>	<p>Ongoing work on achieving RJ quality indicators.</p> <p>Decision at YOT Management board in relation to the costs and benefits of accreditation.</p>
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Consistent use of out of court disposals and processes	Scrutiny of Out of Court Disposal process	Scrutiny panel set up with peninsula and partner colleagues	Scrutiny Panel has been established, and has membership of local YOT's and police. Is identifying a consistent approach to decision making.	
Better identification and targeting of those at risk of becoming FTEs	Develop a Police process to routinely identify early offending behaviour	Young people at risk of offending referred for Early Help support	Early Help Panel is providing a workload for the Prevention Service.	Further work to be completed on the workflow between Early Help and YOT. Better understanding of the impact of Early Help work on FTEs.
Increased focus and quality of delivery regarding harmful sexualised behaviour	Further training delivered to practitioners and supervisors regarding SHB	Training regarding HSB with learning difficulties and further training for supervisors completed	AIM training for HSB with Learning Difficulties completed by Case Managers	

Delivery of young perpetrators groups in line with the DA strategy	Deliver at least two groups focused on young perpetrators of domestic abuse	Completion of two young perpetrators of domestic abuse groups	Two domestic abuse groups are currently running- one for perpetrators, and one for victims.	Impact assessment of DA groups.
Focus on complex cases within YJ cohort	Commission specialist training for case workers with regard to trauma recovery model	Completion of training and change of focus for workers in their delivery	Trauma recovery model training has been undertaken	Analysis of impact on work through the QA system.
Focus on delivery of work in cases where young person has learning difficulties	Commission delivery of work focusing on woodland work with young people with learning difficulties open to the YOT	Delivery of two woodland skills project groups	Groups delivered.	Resource no longer available.
Better information sharing to improve Education Training and Employment (ETE) performance	Formally establish an ETE panel with Carers South West (CSW) and IYSS Contribute to agenda for more diverse and niche provision for vulnerable learners	Improved sustained ETE for YOT cases Better attainment within ETE provision	Commissioning of post 16 support provision now under the remit of the YOT Manager.	Impact of new commissioning model to be measured.

1.2 Key Developments in 2015/2016

There have been some significant developments in the governance and management of Torbay Youth Offending Team. In January, Amanda Paterson was recruited as the YOT Manager, replacing Gail Rogers the Interim Head of Service. In July 2016, Andy Dempsey was appointed as Interim Director of Children's Services and Chair of the YOT Management Board, replacing the former Director of Children's Services Richard Williams. There have been initial discussions to explore the potential of a joint YOT Management Board in the local area with the aim of improving participation of Board members.

There have been budget reductions across a number of partnership contributors, combined with a reduction in statutory cases, which will be explored in detail during this report. This has led to an increased focus on the expansion of roles and funding stream for IYSS staff. The most significant example of this has been the integration of the Youth Homelessness Prevention Service with Single Assessments for Youth Homelessness (under the Southwark ruling) into IYSS. Social Workers within YOT are now undertaking these assessments. Early indications suggest that there is a substantial cross over between the youth justice cohort and young people presenting as homeless, and that this integration is leading to positive outcomes across the service. A review of services for young people across Torbay is currently being undertaken, with an appraisal of the value of expanding the remit of IYSS to bring together all services for all young people. Initial work has led to the YOT Manager having oversight of the commissioning arrangements for post-16 education support (Careers South West) with a view to improving links with IYSS.

In July 2016 AssetPlus implementation began following 6 months of training and team development. Preparation included a baseline audit of practice and the development of a Local Approaches to Working Practices document. The post implementation phase of the training will continue for 6 months, until all cases are assessed under the new methodology and working practices are embedded. A second audit is ongoing to measure the impact on practice of AssetPlus. The outcome of the audits will also inform any further training.

Further practice developments include the establishment of the domestic violence groups for both perpetrators and victims. The role of the RJ coordinator has been re-appraised, and this role now includes additional responsibilities. The worker is currently on a part time secondment to the adult RJ service, which is improving partnership links whilst providing the IYSS budget with an additional funding stream. Alongside the Early Help Service in Torbay, IYSS has also begun implementation of the AMBIT (Adolescent Mentalisation Based Integrative Therapy) approach. This is an evidenced based whole systems approach which has been reviewed in relation to Youth Justice by the Youth Justice Working Group.

Virtual Remand Courts and Paired Courts have been piloted in North Devon over the past year. This approach will be rolled out to Torbay in October 2016. Plans include a regional YOT Management approach to ensure that outcomes are not impacted by this new approach.

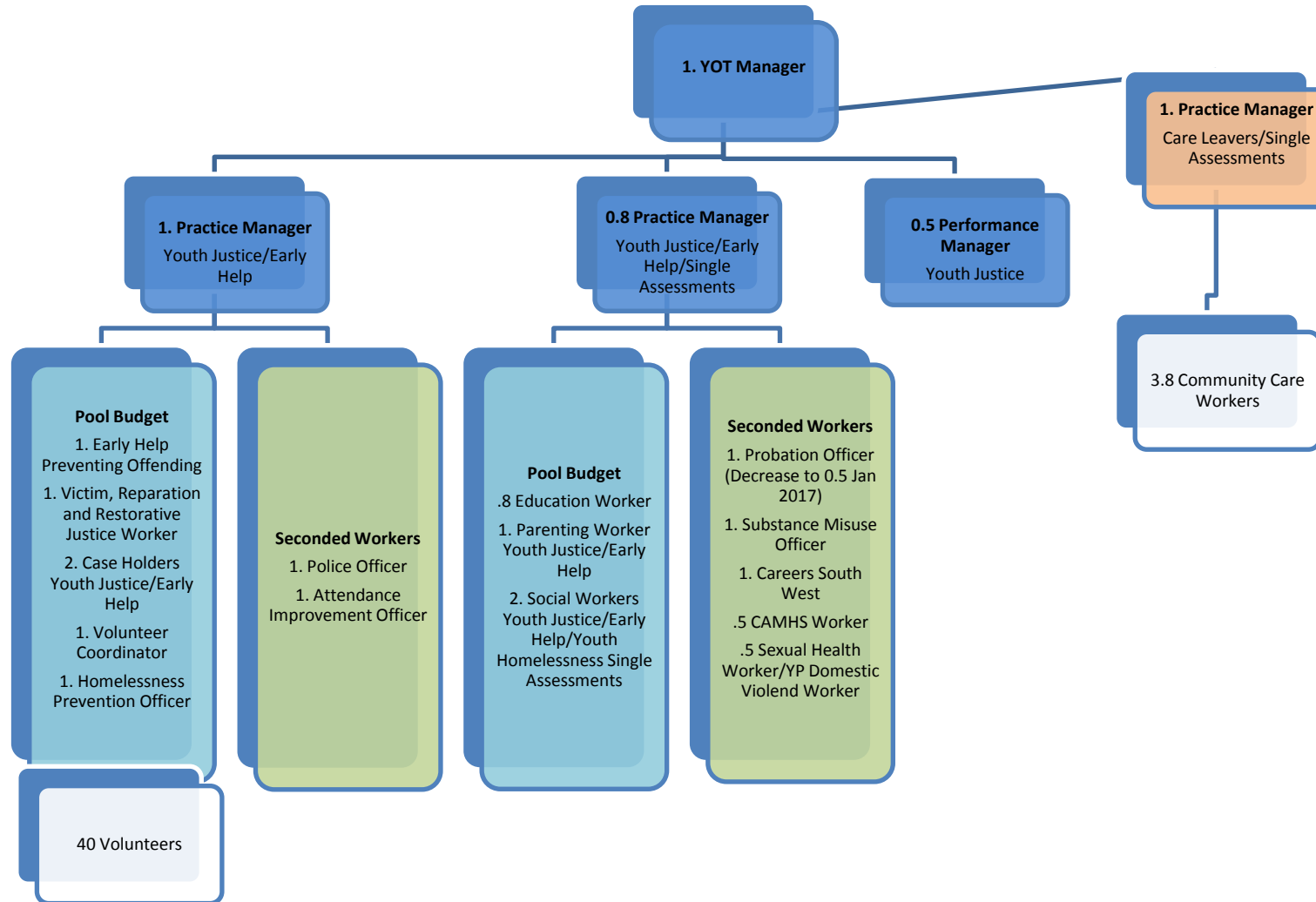
Torbay Youth Offending Team has not been subject to an inspection or screening by HMI Probation during 2015/16. The publication of thematic inspections continues to have an impact on practice. The recently published inspection into desistance has been used to guide training associated with the strengths based approach used in AssetPlus. The thematic inspection into Referral Orders has provided a framework for the restorative justice review, utilised for report writing training associated with the use of AssetPlus, and integrated into the ongoing training for Referral Order Panel Members. We have welcomed the recent publication of the inspection into homeless young people known to the Youth Offending Team and will ensure that the findings are integrated into the approach to homelessness within IYSS.

In January 2016 OFSTED published a report on the inspection into children in need of help and protection, children looked after and care leavers, which judged Torbay Children's Services to be inadequate. Children's services are currently subject to an improvement plan being overseen by a commissioner appointed by DFE. Improvement work to be completed across IYSS is being led by the YOT Manager.

In April 2016 HMIC published the National Child Protection Inspection post-inspection review of Devon and Cornwall Police. This has triggered a subgroup of the Youth Crime Partnership to scrutinise the use of Youth Custody, and ensure the implementation of the Home Office Concordat on Children in Custody. The YOT Manager is a member of the subgroup and is working in partnership with the Local Authority to review the use of overnight custody for Youths.

The YOT Manager is also a joint lead for the preparation for future Joint Thematic inspections.

Structure and Governance



The Youth Offending Team sits within the Integrated Youth Support Service structure above. The YOT Manager has line management responsibility for three practice managers, one of whom has responsibility for the Care Leavers Service, the other two managers sharing responsibilities across Youth Justice, Early Help, Attendance Improvement and Youth Homelessness Prevention. The YOT Manager is a member of the Children's Services Senior Management Team, including all Heads of Service across the local authority. Through weekly meetings, this provides the Youth Offending Team with links across Children's Services. Contract monitoring of the Substance Misuse Service and the careers service (Careers South West) provides valuable external links. Internal and external links ensure that Youth Justice outcomes are promoted across the partnership.

The YOT Manager monitors and ensures that the YOT meets the conditions of any grants through a monthly meeting with the allocated finance officer in the Local Authority. Placement information is countersigned by the practice managers to ensure accuracy. Reviews of safeguarding incidents are also the responsibility of the YOT Manager and are specified within the Torbay Children's Services Scheme of Delegation.

The Youth Offending Team sits within Children's Services in Torbay Council. The Director of Children's Services is the Chair of the Management Board, and the YOT Manager is line managed by the Assistant Director of Children's Services. The Early Help offer is linked to the Early Help Panel in Children's Services, and the Youth Homelessness Prevention work links the Youth Offending Team to housing via a joint commissioning arrangement.

The service is overseen by the Management Board. A Youth Justice Forum, coordinated by Devon and Cornwall Police, leads on scrutiny of specific issues. For example Out of Court Disposals and Young People held in police custody overnight.

The YOT Manager participates in the Torbay Safeguarding Children Board, and the Missing, Exploited and Trafficked Subgroup.

Resources and Value for Money

3.1 Budget

The YOT budget is detailed in Table 1 in the appendix, with planned spending in table 2. The structure chart in section 2 demonstrates that the YOT is in compliance with the minimum staffing requirements set out in the Crime and Disorder Act, and specifies the staffing agency. Table 3 describes staffing by gender and ethnicity, Table 4 describes volunteers by gender and ethnicity and Table 5 describes the number of staff and volunteers trained in Restorative Justice.

YOT Spending is 87% on staffing, with 13% spending on office functions. Spending on staffing is anticipated to stay at this level as it represents a minimum level of staffing to ensure that YOT viability. A breakdown of the YOT spending for 2016/17 has been provided in Table 2. No areas for saving have been identified. Provision of Youth Justice Software is the highest cost area aside from staffing, a change in provider is unlikely to allow for significant savings, and would certainly lead to a significant training and implementation burden.

The partnership budget includes provision from the local authority to manage and perform the range of functions within IYSS. This is a response to the reduction in statutory case numbers across the services, including statutory YOT work. These reduced numbers mean that a pooled budget can be used more efficiently to achieve a range of outcomes for young people and ensure a resilient specialist Youth Offending Team. The Torbay Youth Offending Team Board has agreed this model given the links between the different services provided in IYSS and the Youth Justice Outcomes.

There have been reductions in contributions to the budget in 2016/2017. This has been mitigated by a slight increase in contributions from the PCC and the Local Authority, as well as some slippage from the vacant Performance Manager post. Further reductions in budget are anticipated in 2017/18. The Local Authority is currently in the process of a project to appraise the youth offer in Torbay including IYSS and YOT which will consider the anticipated shortfall. Through the Youth Offending Team Management Board, partners have been requested to identify the outcomes and measures that they expect in relation to their contribution. This will be critical to ensuring that the IYSS model is able to provide youth justice outcomes to the partnership, whilst also providing outcomes across the other areas of the service. One of the outcomes of this piece of work will be a clear plan for the spending of the pool budget.

3.2 AssetPlus implementation

One of the operational challenges in 2016/2017 is the additional time needed to implement AssetPlus. This has been achieved within the current resource, with support from the implementation team in the Youth Justice Board. There is no additional budget allocation for the project. Implementation has been not without its challenges. The case management system is not able to fully provide the functionality expected- for example in transfer to custody cases, large volumes of data have not transferred between the systems and there have been a number of technical problems. Communication between the software provider, the YJB, Torbay Council, the IT department and the Youth Offending Team has been a particular challenge, and training in Restorative Justice has been key to enabling this. Addressing difficulties with the functionality of the system have been compounded by the absence of a performance manager in the team. Nonetheless, the project is currently on time in relation to the implementation plan, with all cases due to be assessed using the new framework by January 2017. This progress is a credit to the business support staff, the youth justice workers and the practice managers. AssetPlus is a standing item at Monthly team meetings and there are quarterly update training event days.

Partnership Arrangements

4.1 Local Arrangements

Representatives from the following agencies sit on the Torbay Youth Offending Team Management Board:

<u>Name</u>	<u>Organisation/Agency</u>
Gail Rogers	SWIFT Innovation Lead – Joint Commissioning
Amanda Paterson	Integrated Youth Support Service
Mark Benden/Jon Nason	National Probation Service
Quentin O'Donnell	Local Partnership Advisor, Youth Justice Board
Sarah Carlsen-Browne	Office of Police and Crime Commissioner
Siobhan Grady	Head of Joint Commissioning, South Devon & Torbay CCG
Ana Contreras	Business Support, IYSS
Tara Fowler	Environmental Health Manager, Safer Communities
Jackie Mucklow	Superintendent, Devon & Cornwall Police
Andy Dempsey	Director of Children's Services, Torbay Council
Alison Hitchings	CSW Group
Alex Drennan	Probation Manager, National Probation Service
Susan Bahman	Legal Team, South & West Devon Magistrates' Court
Quentin O'Donnell	Youth Justice Board

Representatives from the Youth Offending Team attend the following local and regional forums to ensure that there are clear links with other key service providers:

- Children's Services Management Team
- Children's Services Practice Managers Meetings
- Torbay Safeguarding Children's Board
 - Missing, Exploited and Trafficked Subgroup
- Early Help Panel
- South West YOT Managers Meeting
- Multi-Agency Child Sexual Exploitation meeting
- Un accompanied Asylum Seeking Children's Subgroup
- Youth Court Users Group
- Pupil Referral Panel
- Youth Homelessness Prevention Panel
- Young Person's Steering Group
- Devon and Cornwall Youth Justice Forum
 - Youth Overnight Custody Subgroup
- Torbay and Devon Out of Court Disposal Scrutiny Panel
- Sexually Harmful Behaviour Steering Group
- MAPPA
- Quarterly Probation Review meetings
- MARAC
- Torbay Social Work Forum
- Online Safety Reference Group
- Missing Mondays
- Community Safety Partnership Tasking (Anti-Social Behaviour)
- Quality Review Meetings
 - Youth Homelessness Prevention Service
 - Substance Misuse Service
 - Careers South West
 - CAMHS commissioning

Current Government Priorities

Troubled Families

“Stronger Families” is the Torbay approach to troubled families. A matrix of concerns about families is produced and monitored through the Early Help process. When cases are allocated via Early Help the matrix is used to inform the initial assessments of young people’s needs. Youth Offending data is shared with the Stronger Families team to ensure that YOT involvement is shared across agencies and that the appropriate lead professional is allocated when there are concerns about a family. Work is ongoing to link the data collected on outcomes for Stronger Families and the impact of working with the Youth Offending Team.

Leaving Custody

There is currently one Torbay Young Person in custody, and custody numbers have been consistently low. As a result of these low numbers, there is an opportunity to provide a bespoke package for young people using available resources. A young person being remanded or sentenced to custody triggers a notification to the Care Leaver’s service and a screening for the Care Leavers Service. If this is not available, resources are accessed from Youth Offending Staff using the knowledge and experience of the Care Leavers Service.

“Prevent” Duty

Torbay YOT has demonstrated a commitment to addressing extremism. All Youth Offending Team Case Managers and Operational Managers have been trained in “Prevent”. The Youth Offending team have made 6 referrals via Prevent to the local Channel meetings chaired by the police. These meetings ensure that risk is correctly identified and assessed across agencies, and provide a risk management plan. The Youth Offending Team provides a hub for discussions about whether a prevent referral is necessary for young people known to services across Torbay, and a further referral has been made through the IYSS link between the Care Leavers’ Service and the Youth Offending Team.

Youth Justice Review

Interim findings were published in January 2016. Torbay currently represents the “innovative model” identified in the initial findings-through integration in the IYSS model. Praise for the multi-agency model, and a focus on decentralising budgets indicates that there is likely to be no significant legislative change in terms of the structure of Youth Offending Teams. If anything, there is a possibility of

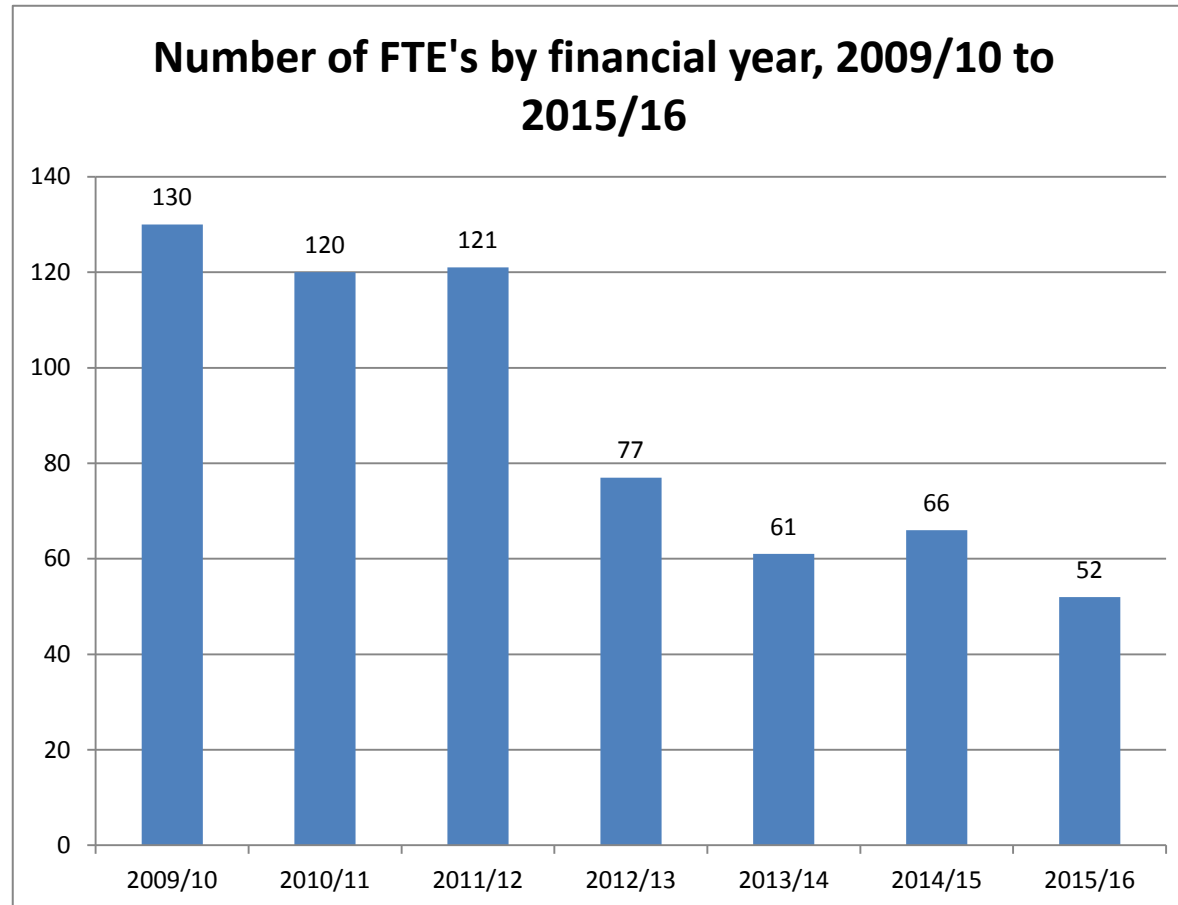
greater emphasis of local decision making about who sits on the management board and where performance data will be reported. Likely change in the community will be to local control of the Youth Justice Grant.

On the one hand, the models that are highlighted in the review as good practice are largely commissioned arrangements, but on the other hand, the report emphasises closer working with Children's Social Care. There was thorough consideration of preventative work. There may be a greater expectation that this is done well. Regionalisation of custody is suggested, and this leads to questions about regionalisation of services, which would be possible under the current legislation.

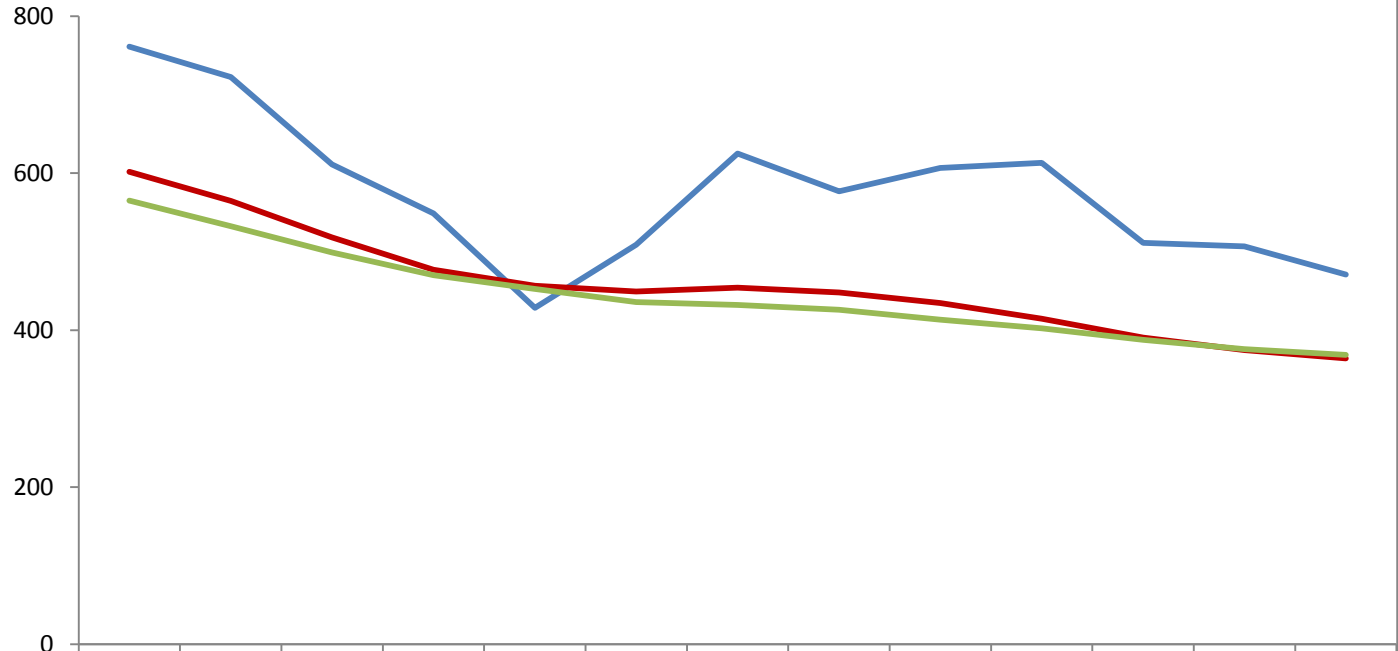
The final review is due for publication in November 2016 and this should be met with a further paper for the management board to consider implications for Torbay. The interim report has been used to inform service developments, and the current plan, which will be reviewed post publication.

Risks to future delivery against the youth justice outcome measures

5.1 First Time Entrants



Rate of FTEs per 1,000 under 18's - Jan 15 - Dec 15

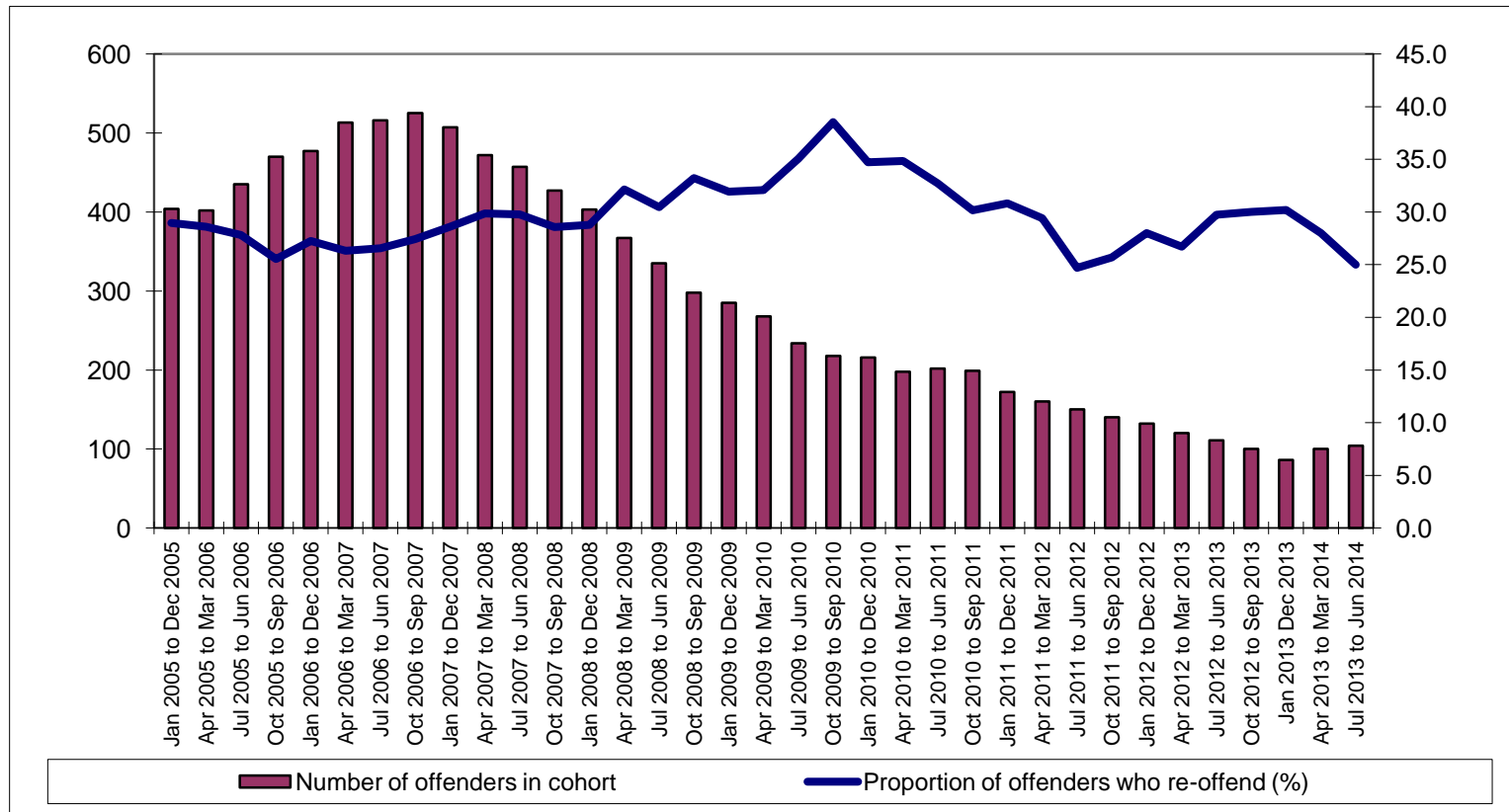


	Jan 12 - Dec 12	Apr 12 - Mar 13	Jul 12 - Jun 13	Oct 12 - Sep 13	Jan 13 - Dec 13	Apr 13 - Mar 14	Jul 13 - Jun 14	Oct 13 - Sep 14	Jan 14 - Dec 14	Apr 14 - Mar 15	Jul 14 - Jun 15	Oct 14 - Sep 15	Jan 15 - Dec 15
Torbay	761	722	611	549	428	509	625	577	607	613	511	506	471
South West	602	564	518	477	457	449	454	448	434	415	390	375	364
England	565	533	499	470	452	436	432	426	413	402	388	376	369

The number of first time entrants into the Youth Offending Team has been declining since 2009. First Time Entrants decreased in 2015/16 to 52 from 66 in the previous year.

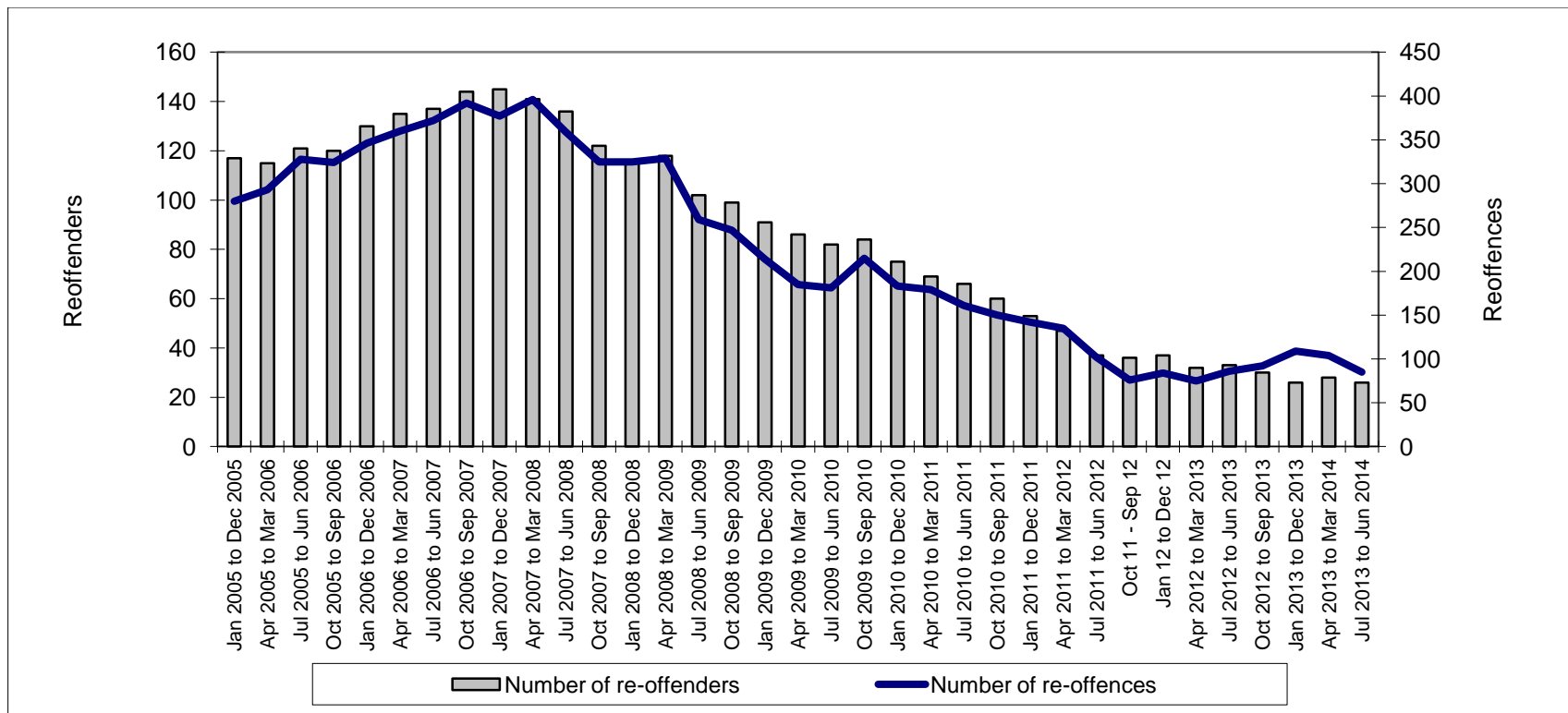
Data from PNC is now used to measure FTEs and rates are calculated per 100,000 population to allow for comparison. The most recent data (Jan 15 - Dec 15) shows that Torbay (471) had a higher rate than the South West (364) and National (369) Devon & Cornwall (333) and Family Group (374) rate. Torbay had the 19th lowest number of FTEs and was 107th out of the 138 YOTs in terms of the rate. Torbay has been subject to some fluctuation in recent quarters due to low volume of FTEs and the rate has ranged from 471 to 613 per 100,000 population in the past year, equating to a range from 52 to 68 young people. The PNC rates in the chart below show that Torbay has converged with the national rate but in recent years has usually been above the national average. In 2016/2016 the effectiveness of the Early Help Panel as a mechanism to reduce FTE needs to be evidenced and improved.

5.2 Re-offending



The re-offending cohort reflects a national pattern of lower numbers of offenders who are more likely to re-offend.

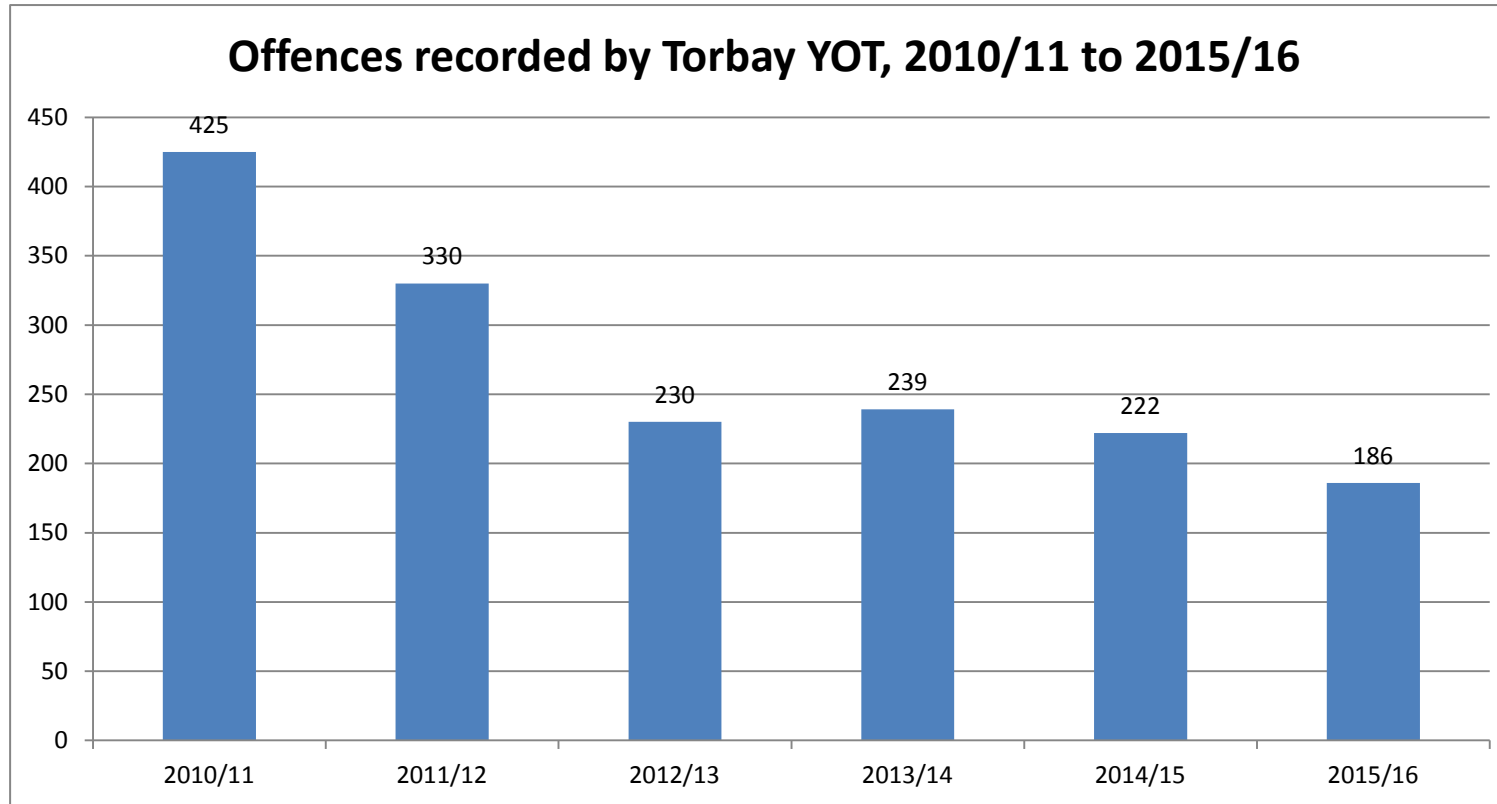
This data is not able to reflect the current picture, and there is a need in 2016-2017 for the Youth Offending Team to provide its own performance data through the re-offending toolkit, with a view to targeting reoffending more effectively.



The number of re-offences is marginally higher than the number of re-offenders. This suggests that Torbay YOT has been effective at addressing prolific offenders.

The chart below shows the falling trend in the cohort size. This was accompanied by a rise in reoffending, but this trend has recently reversed and reoffending has been falling for a number of quarters. Latest data indicates that Torbay had the 3rd lowest reoffending rate nationally and the 14th lowest number of offences per offender.

However, this data is not able to represent the current cohort, and the use of the Live Tracker would be more effective.



5.3 Use of custody

There has been one young person sentenced to custody this year from Torbay. The young person was not known to services prior to his offence, but had been remanded to the care of the Local Authority prior to sentencing. Following his sentencing a multi-agency post custody review was held which has led to changes to the way that remand cases are addressed.

Youth Justice Outcomes Plan

Outcome	Risk	Plan	Who	By When
<p>First Time Entrants</p>	<p>Rate of First Time Entrants per population is higher than the national average. Risk of this pattern continuing.</p> <p>No ongoing performance management</p> <p>High proportion of young people with Autistic Spectrum Disorders in the FTE group</p>	<ul style="list-style-type: none"> • Measure effectiveness of Early Help in respect of preventing offending. • Utilise data from Stronger Families to identify and target work with partners • Benchmark against statistical neighbours • Employ performance manager • Training and support to enable a plan for working with young people with Learning Difficulties • Improve links with the ASB team to ensure all ASB cases are being identified at an early stage. 	<p>YOT Manager, YOT Practice Manager, and Performance Manager</p>	<p>Data by January 2017</p> <p>Further planning by March 2017</p>
<p>Re-Offending</p>	<p>Service to maintain low re-offending rate.</p>	<ul style="list-style-type: none"> • Identify positive practice in relation to reducing re-offending. • Use of re-offending 	<p>YOT Manager and Performance Manager</p>	<p>Data by January 2017</p>

	No current data	<p>toolkit</p> <ul style="list-style-type: none"> • Employ Performance Manager 		Further planning by March 2017
Use of custody	Service to maintain low numbers of young people in custody	<ul style="list-style-type: none"> • Continued use of qualitative information to inform service development via post-custody reviews • Continued links with partners to offer viable alternatives to custody • Analysis of risk of custody cases to identify best practice 	YOT Practice Managers	<p>Data by January 2017</p> <p>Further planning by March 2017</p>

Service Plan

Area for Improvement	Action	Success Criteria	Responsible	Deadline
AssetPlus post implementation training to focus on Planning in September 2016.	Training events every three months.	All cases to have an AssetPlus assessment.	Case Managers	1 st January 2017
	QA of all cases using the Youth Justice Board framework for 6 months.	QA of cases to demonstrate quality is maintained in the new system.	YOT Manager and Practice Managers.	1 st March 2017
Ongoing work on achieving RJ quality indicators. Decision at YOT Management board in relation to the costs and benefits of accreditation.	Complete report on progress against Restorative Justice Council Quality Mark. Identify plan for improvement.	Improvement plan to be completed.	Restorative Justice Worker	1 st September 2017
	Decision to be made at YOT Management Board.	Decision about pursuing RJ Quality Mark.	YOT Manager	1 st November 2017
Impact assessment of DA groups.	Set outcome measures for DA groups.	Outcome measures achieved.	Healthy Relationships worker and YOT Case Managers.	30 th September 2016
	Provide report on impact of DA groups to Management Board	Report to Management Board.	YOT Manager	1 st February 2017
Develop QA Procedures	QA process to be agreed at YOT Management Board	Robust and defensible QA process	YOT Manager	1 st November 2016
Impact of new commissioning model to be	Commissioning model to	Clear context for the	Director of Children's	1 st January 2017

measured.	be explored at Senior Management Level.	provision of YOT services in Torbay	Services	
Ensure that young people are not held overnight in custody unnecessarily	Review of all young people held overnight in custody by YOT Manager Report provided to Youth Justice Forum and Management Board	No young people held overnight in police custody unnecessarily.	Youth Justice Forum	1 st January 2017
Use of virtual courts	Training and implementation of virtual remand courts.	Virtual remand courts running effectively.	Youth Justice Forum	1 st January 2017
Board member to identify outcome measures in relation to budget contribution	All board members to provide a list of outcome measures to be monitored via the management board.	Management Board Minutes	YOT Manager and Management Board Chair	1 st November 2017
AMBIT Implementation	Train the trainer completed. Team Training day Development plan following training day	AMBIT self assessment	YOT Manager and Parenting Worker	1 st September 2017

Risk Register

Risk	Mitigation
Publication of Youth Justice Review changes Youth Justice priorities	Youth Justice Plan to be reviewed following publication in November 2016
Continued reduction in partner funding	Exploration of the expansion of IYSS. Potential for YOT staff to take on more roles and access other funding streams
Changes to structure and governance of Torbay Local Authority following OFSTED improvement work	Youth Justice Plan to be reviewed following decision making
Regional Devolution	Review with South West YOT Manager Meeting
Ongoing lack of performance management	Worker to be redeployed from Local Authority

Appendix

Table 1: Partner contributions to the youth offending partnership pooled budget 2016/17

Agency	Staffing costs (£)	Payments in kind - revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	85,389	231,493		316,882
Police Service	53,386	n/a		53,386
National Probation Service	35,115	9,634		44,749
Health Service	22,321	17,207		39,528
Police and crime commissioner**	n/a	65,091		65,091
Welsh Government	n/a	n/a		n/a
YJB Youth Justice Grant (YRO Unpaid Work Order is included in this	n/a	197,764		197,764

grant)				
Other***	n/a	n/a		
Total	196,211	521,189		717,400

Table 2 YOT Budget for 2016/17

PAY - APT & C STAFF	437,300
NI - APT & C STAFF	44,900
PENS - APT & C STAFF	41,600
TRAINING GENERAL	1,900
STAFF PUBLIC TRANSPORT	1,000
PUBLIC TRANSPORT COSTS-OTHER	1,700
EMPLOYEES LUMP SUM ESSENTIAL	2,000
EMPLOYEES MILEAGE	4,500
NON EMPLOYEES MILEAGE	2,000
PURCHASE	1,000
CATERING - WATER COOLERS	300
OFFICE EXPENSES GENERAL	1,000
SERVICES - GENERAL	1,257
COMMUNICATIONS - GENERAL	1,200
POSTAGE	1,000
COMPUTING - SOFTWARE LICENCES	5,700
OTHER EXPENSES - GENERAL	2,200
SUBSISTENCE - OFFICERS	500
ASSISTANCE TO FAMILIES	400
MISCELLANEOUS - GENERAL	500

Table 3 Staff by Gender and Ethnicity

Staff	Male	Female
22	8	14

Staff	White British	Irish	Declined to participate
22	11	1	10

Table 4 Volunteers by Gender and Ethnicity

Volunteers	Male	Female
45	13	32

Volunteers	White British	White and Black Caribbean	Other White background
45	43	1	1

Table 5 Restorative Justice Trained Staff

Staff	Volunteers	Total
5	15	20

This plan has been reviewed and approved by

Name	Organisation	Date
Siobhan Grady	South Devon and Torbay Clinical Commissioning Group	26/09/2016
Alison Hitchins	CSW Group	23/09/2016
Jon Nason	National Probation Service	23/09/2016
Jackie Mucklow	Devon and Cornwall Police	<i>Awaiting response</i>
Sarah Carlson-Brown	Office of the Police and Crime Commissioner	29/09/2016
Gail Rogers	Joint Commissioning Torbay Council	28/09/2016
Susan Bahman	Legal Team, South & West Devon Magistrates Court	<i>Awaiting response</i>

This plan has been approved by the Chair of the YOT Management Board, Andy Dempsey.

Signature: Andy Dempsey (via Email)

Date: 30th September 2016