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Date: Thursday, 10 January 2013

Overview and Scrutiny  
Town Hall  
Castle Circus  
Torquay  
TQ1 3DR

Dear Member

**PRIORITIES AND RESOURCES 2013/2014 REVIEW PANEL - TUESDAY, 15 JANUARY 2013**

I am now able to enclose, for consideration at the Priorities and Resources 2013/2014 Review Panel to be held on Tuesday, 15 January 2013, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>	<b>Page</b>
3.	<b>Children's Services: Schools - Home to School Transport</b>	(Pages 50 - 51)
4.	<b>Children's Services: Business Support and Commissioning</b>	(Pages 52 - 59)

Yours sincerely

Kate Spencer  
Clerk

# Agenda Item 3



Principal  
Stephen Criddle

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SC/LK

10<sup>th</sup> January 2013

Cllr John Thomas  
Chair of Overview and Scrutiny Committee  
Torbay Council  
Town Hall  
Torquay  
TQ1 3DR

By email only to: [Scrutiny@torbay.gov.uk](mailto:Scrutiny@torbay.gov.uk)

Dear Councillor Thomas

## Home to School Transport - Change of Policy Recommendation

I write with concern at the recommendation as part of budget cuts to immediately end Torbay Council's post 16 transport block contribution of £70,000 per annum, which has helped enable over 800 post 16 Torbay learners to access top quality vocational and academic training at South Devon College in 2012/13. The Home to School Transport original budget saving recommendation was for £11,000 (page 13).

We understand the need for budget savings and that the "prospective budget for 2013-14 is being developed on key principles that reflect the priorities of the Council of securing a cleaner Bay and more prosperous economy....."

A block contribution of £70,000 to support post 16 travel has been in place between Torbay Council, Stagecoach and South Devon College for the last 2 years (2010/11-£122,000), with considerable take up by learners and some of the lowest 'NEET' figures in the country.

Terminating this contribution has many risks which may not have been fully considered in the recommendation:-

- The post 16 government 16-19 bursary scheme referred to has replaced Educational Maintenance Allowance (EMA) support and will not be able to absorb this cut, and therefore participation is likely to fall
- An increased number of young people will be unable to access top quality training preparing them for employment and as a result of the barrier of cost of transport will risk becoming NEET, with consequences to their futures and other possible implications



SC/LK

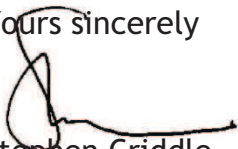
10<sup>th</sup> January 2013

Cont 2.

- The removal of the contribution may have an adverse impact on the viability of some bus services should learners and their families be unable to afford the bus pass
- Immediate ending of this contribution would jeopardise learning for 17 year old students halfway through their courses and should at worst be phased out over 3 years, in line with RPA (Raising the Participation Age) statutory changes
- Overall the decision may not be in the best long term economic interest of Torbay as it could lead to less participation, lower skills and employability for many young people
- Other potential cost savings/budget decisions with a more positive economic return may not have been considered as an alternative

The Priorities and Resources 2013/14 Review Panel are asked to consider this representation to sustain best practice in the interests of young people and longer term economic and social benefit.

Yours sincerely



Stephen Criddle  
Principal

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Mayor's office: [Gordon.Oliver@torbay.gov.uk](mailto:Gordon.Oliver@torbay.gov.uk)  
Cllr. Chris Lewis: [Chris.Lewis@torbay.gov.uk](mailto:Chris.Lewis@torbay.gov.uk)



# Agenda Item 4



## **Children's Services: Business Support and Commissioning**

### **The proposal**

The re-structure of the Business Support team within Children's Services is currently being finalised and staff consultation is due to commence in January. The request in November for staff to consider voluntary redundancy, the short term use of agency staff to fill posts and the deletion of vacant posts has helped to meet the required budget target and this will result in less compulsory redundancies than first thought. However, a number of staff will need to be placed at risk of redundancy along with the movement of some staff within the team.

As the service has been running with vacant posts there should be no visible impact on front line services. The re-structure will also show an increased capacity in some areas where required. Business support for Safeguarding teams remains a priority.

Once the changes have been implemented they will be reviewed on an ongoing basis to ensure that Business Support is as effective as possible across the service.

### **Supporting Officer Contact Details:**

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## **Children's Services: Corporate**

### **Summary**

**2012/13**

**Service Name: Children's Services - Corporate**

**Service Contact: Richard Williams**

**Date of review: June 2012**

**Version No: 1.0**

This document can be made available in a range of languages, on tape, in Braille, large print and in other formats.

For further information please contact 01803 207227.

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## **Introduction**

This service review covers the services provided by Commissioning and Performance within Children's Services.

Included within this business unit are the following services:

- Paris Team
- Organisational Development (workforce)
- Children's Partnership Improvement Programme (CPIP)
- Business Support
- Senior Management

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## Paris Team:

<b>What is provided?</b>	<p>The PARIS team Support departments across Children's Services by maintaining the PARIS database which holds records of children referred to the service.</p> <p>The team provide the following functions:</p> <ul style="list-style-type: none"> <li>• To develop and provide reports</li> <li>• Completion of statutory data returns to central government</li> <li>• To train staff and maintain the database</li> <li>• To administer the system</li> </ul>
<b>Why is it provided?</b>	<p>Staff working within Children's Services rely on the information contained within PARIS to manage their cases and assists in fulfilling our duties to protect children and young people.</p>
<b>Who uses the services / what is the demand?</b>	<p>Internal: Staff working within Children's Services</p> <p>External: Key partners e.g. out of hour's doctors, A&amp;E staff etc</p> <ul style="list-style-type: none"> <li>• Ofsted inspections and requirements to improve and maintain data quality</li> <li>• Training and support of over 700 users</li> </ul>
<b>How much does it cost to provide?</b>	<p>Staff: 5 FTE</p> <p>Budget: £190,000</p>
<b>How well are we providing it? Key achievements in the last 2 years</b>	<ul style="list-style-type: none"> <li>• The PARIS support team have managed the successful upgrade of the database.</li> <li>• The development of the database to remove paper based processes.</li> <li>• Supporting the integrated working of teams by developing electronic assessments and systems to record critical information.</li> </ul>

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## Children's Partnership Improvement Programme (CPIP):

<b>What is provided?</b>	<p>To manage the overall improvement programme put in place to address the areas for development identified by Ofsted.</p> <p>To evidence the impact of the changes to the satisfaction of the DFE, partners and stakeholders.</p> <p>To ensure that 7 projects deliver to agreed timescales and actions.</p>
<b>Why is it provided?</b>	<p>To ensure that improvements are made so that all children and young people are safe.</p> <p>To deliver improved outcomes and manage the processes required to deliver changes to practice and organisation of services.</p> <p>The CPIP is required under the terms of the notice to improve issued identified by the DFE.</p>
<b>Who uses the services / what is the demand?</b>	<p>Internal: All of children services staff, the current demand reflects the numbers of children and young people supported by Children Services (1,100) at any moment in time added to the number of children and young people about whom concerns are raised</p> <p>External: All people across the partnership including the voluntary sector.</p>
<b>How much does it cost to provide?</b>	<p>Staff: 2 FTEs</p> <p>Budget: £77,000</p>
<b>How well are we providing it? Key achievements in the last 2 years</b>	<p>Since the creation of the CPIP it has delivered</p> <ul style="list-style-type: none"> <li>• A new social work structure that has reduced cases loads (from excessive levels) and improved management to staff ratio.</li> <li>• Removal of a backlog of 500 cases</li> <li>• Development of core practice standards</li> <li>• A significantly improved programme to address recruitment and retention that will see the introduction of career pathways and competitive packages for staff relocating to Torbay.</li> <li>• An improved and consistent supervision policy</li> <li>• A unified Torbay Safeguarding Childrens Board backed risk assessment tool</li> <li>• A new competency framework and appraisal system</li> <li>• An effective arrangement for the triaging of all contacts which is evident in reduction of social worker time lost to pursuing cases that are NFA, the proportion of cases re-referred and the positive feedback from stakeholders.</li> <li>• Increased capacity to intensively support families in crisis and whose services has been valued highly</li> <li>• The successful management of the external scrutiny process and the challenge from the DFE to evidence change and improvement.</li> <li>• Clear thresholds for Children and Young People and over 550 people trained in its application.</li> <li>• Improved commissioning arrangements for mother and baby placements that will improve the progression of cases through the court system.</li> </ul>

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## Organisational Development:

<b>What is provided?</b>	<p>To manage the commissioning and delivery of workforce development to all Children Services so that practice and outcomes are improved.</p> <p>To ensure the efficiency and effectiveness of all commissioned training.</p> <p>To lead a partnership approach to workforce development and planning.</p>																																								
<b>Why is it provided?</b>	<p>To improve practice and outcomes for children by the delivery of high quality learning and development.</p> <p>To ensure that child protection training is delivered and accessible to meet the safeguarding standards set under working together</p> <p>To ensure professionals receive the nationally required expected training i.e. Social Work First Year Assessed practice, Early year's practitioner standards.</p> <p>Raising the quality of leadership through</p>																																								
<b>Who uses the services / what is the demand?</b>	<p><b>Internal: Training for all children services</b></p> <p><b>External: Voluntary sector and partners in the development and delivery of training.</b></p> <table border="1" data-bbox="363 936 1318 1368"> <thead> <tr> <th></th> <th>Training Events advertised</th> <th>Training Website viewings</th> <th>Bookings</th> </tr> </thead> <tbody> <tr> <td>Sept 2011</td> <td>5</td> <td>712</td> <td>95</td> </tr> <tr> <td>Oct</td> <td>22</td> <td>2597</td> <td>241</td> </tr> <tr> <td>Nov</td> <td>27</td> <td>2545</td> <td>392</td> </tr> <tr> <td>Dec</td> <td>3</td> <td>272</td> <td>15</td> </tr> <tr> <td>Jan</td> <td>32</td> <td>2199</td> <td>245</td> </tr> <tr> <td>Feb</td> <td>30</td> <td>1619</td> <td>148</td> </tr> <tr> <td>March</td> <td>34</td> <td>1060</td> <td>203</td> </tr> <tr> <td>April 2012</td> <td>20</td> <td>534</td> <td>85</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Training Events advertised	Training Website viewings	Bookings	Sept 2011	5	712	95	Oct	22	2597	241	Nov	27	2545	392	Dec	3	272	15	Jan	32	2199	245	Feb	30	1619	148	March	34	1060	203	April 2012	20	534	85				
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<b>How much does it cost to provide?</b>	<p>Staff: 4 FTEs</p> <p>Budget: £404,000 £190,000 DFE grant (as yet unconfirmed)</p>																																								
<b>How well are we providing it? Key achievements in the last 2 years</b>	<p>A net cost reduction in the per place training through the introduction of a learning platform and choose and book system.</p> <p>The creation of electronic learning and induction based on the common core set of skills.</p> <p>The commissioning of high quality training for social workers.</p> <p>The expansion of the training programme and the development of specialist induction.</p> <p>The development of 10 members of staff into social workers (with a further 15 in the process of being trained).</p> <p>The implementation of a sub regional delivery of multi-agency safeguarding training.</p> <p>Lead agency in the commissioning of regional leadership training (free to Torbay).</p>																																								

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## Business Support

<b>What is provided?</b>	<p>Business Support provides administration and business support across all areas of children's services and supports the day to day functioning of the whole department and specifically the front facing teams who work with families and children.</p>
<b>Why is it provided?</b>	<p>There is no statutory basis for providing business support, however the team support the statutory activities carried out across Children's Services. If business support services were not provided this would have detrimental effect on frontline practitioners who would not be able to spend the necessary time dealing with children and families.</p> <p>During 2011 a full service review was undertaken and the new Business Support Service was established. The review aimed to :</p> <ul style="list-style-type: none"> <li>• Compliment the reshaping agenda of children's services by ensuring that the Support Services provided meet the needs of individual teams;</li> <li>• Ensure equity in support service needs across teams within Children's Services;</li> <li>• Harmonise the work contained within the Admin support Service roles to allow for movement and cover arrangements to be efficiently provided across teams.</li> <li>• Assess the necessary skill mix of staff contained within Support Services to ensure the right staff are provided in the right areas;</li> <li>• Define the management structure within Support Services and across the support services areas;</li> <li>• Identify workforce development issues;</li> <li>• Deliver a high quality professional support service in a timely manner.</li> </ul>
<b>Who uses the services / what is the demand?</b>	<p><b>Internal:</b></p> <ul style="list-style-type: none"> <li>• All departments across Children's Services</li> </ul> <p><b>External:</b></p> <ul style="list-style-type: none"> <li>• Partnership Agencies including the Police and Health as well as the Voluntary Sector and Service Users.</li> </ul>
<b>How much does it cost to provide?</b>	<p><b>Staff: 2 FTEs</b></p> <p><b>Schools Business Support:</b></p> <ul style="list-style-type: none"> <li>• 13 FTEs</li> </ul> <p><b>Localities Business Support:</b></p> <ul style="list-style-type: none"> <li>• 15 FTE s</li> </ul> <p><b>Commissioning and Performance Business Support:</b></p> <ul style="list-style-type: none"> <li>• 2 FTEs</li> </ul> <p><b>Safeguarding Business Support:</b></p> <ul style="list-style-type: none"> <li>• 32 FTE</li> </ul>

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## Senior Management:

<b>What is provided?</b>	Strategic Direction and Operational Day to Day Management of Children's Services
<b>Why is it provided?</b>	To provide strategic direction and operational day to day management of Children's Services
<b>Who uses the services / what is the demand?</b>	Internal: All departments across Children's Services, Corporate Senior Leadership Team, Elected Mayor and Elected Members  External: Partnership Agencies including Police, Health and Voluntary Sector, Government Departments including Ministers
<b>How much does it cost to provide?</b>	Staff: 4 FTEs  Budget: £404,000
<b>How well are we providing it? Key achievements in the last 2 years</b>	The Bullet Points below are comment taken from the recent Local Government Group Peer Review of Safeguarding Children in Torbay. <ul style="list-style-type: none"> <li>• Clear and visible leadership</li> <li>• Credible and coherent plan</li> <li>• Enthusiasm and people being up for it</li> <li>• Approach has introduced much needed systems, processes and security</li> <li>• Early help projects and approaches</li> <li>• Positive front-line relationships across agencies</li> <li>• Positive Change has definitely happened</li> <li>• Staff report the situation is safer than it was</li> </ul>

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