

Monday, 19 July 2021

CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY BOARD

A meeting of **Children and Young People's Overview and Scrutiny Board** will be held on

Tuesday, 27 July 2021

commencing at **9.30 am**

The meeting will be held in the Meadfoot Room - Town Hall

Members of the Board

Councillor Bye (Chairman)

Councillor Barnby
Councillor Mandy Darling

Councillor Mills (Vice-Chair)
Councillor Douglas-Dunbar

Co-opted Members of the Board

Tatiana Wilson, Church of England Diocesan Representative

Laura Colman, Primary Parent Governor Representative

Vacancy - Roman Catholic Diocese Representative

Vacancy - Secondary Parent Governor Representative

Together Torbay will thrive

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CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY BOARD AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Board.
2. **Minutes** (Pages 4 - 10)
To confirm as a correct record the Minutes of the meetings of the Children and Young People's Overview and Scrutiny Board held on 4 May 2021.
3. **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.)
4. **Urgent Items**
To consider any other items that the Chairman decides are urgent.
5. **Children's Improvement Plan Quarterly Update** (Pages 11 - 28)
To receive an update on the Children's Improvement Plan.
6. **Corporate Parenting Strategy** (Pages 29 - 44)
To review the Corporate Parenting Strategy and provide feedback to the Cabinet at their meeting on 24 August 2021.

7. **Update on the implementation of the Youth Offending Team action plans** (Pages 45 - 47)
- (i) To receive an update on the Youth Offending Team Action Plans following the Her Majesty's Inspectorate of Probation (HMIP) inspection and Local Government Association Peer Review of the Youth Offending Team (YOT) (arising from meeting 1/3/21).
 - (ii) To receive an update on the implementation of the Cabinet's response to the Board's recommendations on the Youth Offending Team (arising from meeting 1/3/21).
8. **Children and Young People's Overview and Scrutiny Board Action Tracker** (Page 48)
- To receive an update on the implementation of the actions of the Board and consider any further actions required (as set out in the submitted action tracker).
9. **Exploitation Update** (Pages 49 - 63)
- To receive an update on exploitation from Katie Buckley, Exploitation Team Manager.

Meeting Attendance

Whilst national Covid-19 restrictions were lifted on 19 July 2021, Torbay Council has taken the decision to continue operating in a Covid-19 secure manner in order to protect staff and visitors entering Council buildings and to help reduce the spread of Covid-19 in Torbay. This includes social distancing and other protective measures (e.g. wearing a face covering (unless exempt), signing in and using hand sanitiser). Our public meetings will continue to operate with social distancing measures in place and as such there are limited numbers that can access our meeting rooms. Also, to help prevent the spread of the virus, anyone attending meetings is asked to take Covid lateral flow test the evening before - if you have a positive test result please follow the Government's guidelines and do not attend the meeting.

If you wish to attend a public meeting please contact us to confirm arrangements for your attendance.

Minutes of the Children and Young People's Overview and Scrutiny Board

4 May 2021

-: Present :-

Councillor Bye (Chairman)

Councillors Atiya-Alla, Barnby and Mills (Vice-Chair)

Co-opted Members

Tatiana Wilson, Church of England Diocesan Representative

Non-voting Co-opted Members

Jo Morrell, Torbay Youth Trust

Charlie Hine, care experienced young person

Brent Davison, Devon and Cornwall Police

Mike Cook, Imagine This Partnership Board

(Also in attendance: Councillors Law, Brooks, Douglas-Dunbar, Loxton and
Jacqueline Thomas)

1. Apologies

The Chairman welcomed everyone to the virtual meeting, particularly Mike Cook from the Imagine This Partnership Board, who had joined the Board as a non-voting co-opted member to help give their experience to the Board.

Apologies for absence was received from Councillors Mandy Darling and Steve Darling.

2. Minutes

The Minutes of the meetings of the Board held on 27 January and 1 March 2021 were confirmed as a correct record and signed by the Chairman.

3. Virtual School Annual Report 2019-2020

The Cabinet Member for Children's Services, Councillor Law, and the Headteacher of the Virtual School, Jane Inett, outlined the submitted annual report of the Virtual School for 2019/2020, which was the 10th annual report and the result of ten years of development from the team. Members noted that the Virtual School was exemplar and had helped to enable strong achievements from our cared for young people. The ethos of the team was to help our cared for young people achieve the most through putting in appropriate support through Personal

Educational Plans (PEPs) and ensuring that they have the correct tools e.g. during lockdown they were provided with access to additional learning websites, laptops and making weekly calls to carers to see how things were going, to ensure that they could make the most of their time out of school, with over 80% returning to school by the summer term.

Members noted that normally the Virtual School was judged by attainment at the end of the academic year, but there were no league tables for the last year and no national comparisons as the children had not sat their formal tests. This meant that based on the end of year data the position at key stage 4, GGSE, may have been improved as sometimes the scores increase following a formal maths test.

The Board was advised that the ambition was for all PEPs to be rated at 'good' to ensure that the schools really know their children and are putting in the appropriate support for them.

Members of the Board asked questions in relation to the following:

- how to ensure the PEPs are 'good' – the Headteacher of the Virtual School reads all the PEPs and advised of the processes that were in place where this was not the case such as contact was made with the school to ensure that appropriate action was taken to increase the PEP to a 'good' rating to ensure the best outcomes for the young person and the importance of a 'dedicated teacher' to support the person;
- is there SEND (Special Education Needs and Disability) screening when children come into care and how does the Virtual School ensure the physical school is aware of the needs of the child – when a child comes into the Virtual School a check is carried out to see if they have an ECHP (Education, Health and Care Plan), school action or support for the child would be identified in their first PEP. The Virtual School has a SENCO (Special Educational Needs Co-ordinator) who oversees all those children with an ECHP;
- there are high numbers of cared for young people within the Youth Offending Team (YOT) is the Virtual School aware of this – this information is not always known to the Virtual School, however, some of the young people may be care experienced rather than cared for, often these individuals may have speech, language and communications issues. There was currently only one cared for young person within the YOT which is in post 16. The YOT has a dedicated speech and language therapist who supports young people; and
- has the number of children attending schools out of area changed and do you record children moving schools – there were fewer children out of area which was normally 50% of the young people, out of area covered any school outside of Torbay so even neighbouring areas are classed as out of area. Details of the school moves were set out at the end of the annual report. Stability of school is really important to the young person and the Virtual School only supports moves when it is in the best interest of the young person.

There was support for the child informed approach, trying to maintain cared for young people in mainstream schools working towards positive outcomes and it

was suggested that more could be done to work with the community to see what additional support they could offer working towards better outcome for our young people.

The Board formally expressed their thanks and appreciation to the Headteacher and colleagues from the Virtual School for all their help supporting children who are in our care.

(Note: prior to consideration of the item in Minute 3 the Chairman, Councillor Bye, declared a non-pecuniary interest as a Council appointed governor of the Virtual School.)

4. Workforce Development and Sufficiency of Placements and Commissioning

The Cabinet Member for Children's Services, Councillor Law, outlined the submitted report on the effectiveness of the Council's approach to workforce development for Children's Services. Members noted that since the Learning Academy opened last September the vacancy rate for social workers has reduced by 10%, turnover has reduced by 11% and the use of agency staff has reduced by 23%. These improvements were as a result of investment and financial support for Children's Services last year. The Council now had in place established and clear pathways for professional development of staff, who know that they are valued and there is a proper structure for them. This includes development of an Advanced Social Worker role and structured development opportunities for first line managers.

The Cabinet Member for Children's Services and Director of Children's Services, Nancy Meehan, responded to questions in relation to the following:

- what is the Learning Academy and where is it based – the Learning Academy is based in the Town Hall, Torquay with a training room and reflection rooms which had not been able to be properly utilised as a result of Covid-19 restrictions. This is not a social worker academy as the Council wanted a learning academy that looked wider, the head of the academy has a nursing background. Initially the focus was on newly qualified social workers, now it includes development for first line managers, advanced social workers, YOT induction process and has clear links with South Devon College, CPD (continuing professional development) modules and mentorship award. The Learning Academy was enhancing the Council's ability to retain staff going forward;
- what is the workload of clients for ASYE (Assessed and Supported Year in Employment) newly qualified social workers – during the first year they start with 2 or 3 children which is gradually increased to 10 over the first year, in the second year it increases gradually up to 15 or 17 depending on their development needs. An automated report is produced each week and sent to the Director/Senior Officers to track how many children each worker is supporting;
- do they have mentors – yes they have a Practice Educators, ASYE lead, an Advanced Social Worker and Team Manager and also work in teams to ensure that they are well supported. In previous years some of the newly qualified social workers were struggling with the number of families they

were supporting and this is one of the reasons for the Learning Academy and increased capacity to support lower numbers of children in the early years;

- there has been a real turnaround in the service over the past year, where do you see the Learning Academy in five years time – to increase the capacity of the Academy and involve wider partners, support the Senior Leadership Team with relevant course, work on succession planning, leadership to ensure that we retain and develop our staff. To reduce the amount of change in the workforce and for all people to understand the child friendly approach we want for Torbay;
- what does it mean for children in our care – this will help with stability, children form a relationship with their social worker, it is disturbing for them to keep retelling their stories, we are creating the relationships between the families and the Council and the social workers are the window to families and those who are in crisis. We want to invest in our children as they deserve a trusted relationship with their social worker and for this to remain consistent; and
- we are employing one experienced agency social worker per two newly qualified social workers – this is being done in order to maintain lower cases for new social workers, if more social workers are retained there will be less need for so many newly qualified social workers and this can be reduced in time.

The Board acknowledged the positive progress made in recruiting and retaining staff and the future ambitions for the Learning Academy.

4.1 Arrangements for Fostering and Residential Care

The Cabinet Member for Children's Services, Councillor Law, and the Director of Children's Services, Nancy Meehan, outlined the submitted paper on the effectiveness of the arrangements for fostering and residential care, including options for meeting the needs of children and young people with complex needs who require specialist provision within Torbay. The Council's Sufficiency Strategy ensures the sufficiency of placements with foster carers and the Council and partners are continuing to look for ways to increase numbers and capacity and to make the best use of our foster carers through providing them with appropriate support and training.

Members noted that there were currently 316 cared for children, 51% are living in Torbay, 21% living in neighbouring authorities areas and 28% living out of area – some of those living out of area as this best meets their needs and established relationships.

The Board acknowledged the work with partners to try to increase the number of foster carers, such as the appointment of a dedicated Officer for Fostering Recruitment and Retention and the work with Home for Good, who work with local churches and church groups recruiting and supporting foster carers. It was important to get out and about and once restrictions allow stands will be set up at appropriate events to talk to potential new foster carers. People take a long time between thinking about becoming a foster carer to actually coming forward. There

were 95 enquiries last year and we currently have 86 foster families but still need more.

The Council was doing all it can to place children with foster families as a permanent solution as we want them to feel they will be loved within the family and achieve better outcomes, ideally within Torbay. The number of children in residential was currently 19 as a result of positive sufficiency work over the past year, this was from a highest point of 46.

The Board asked question in relation to the following:

- the report referred to introducing the Independent Placement Panel in August 2019 what happened before – previously there had been a High Cost Panel whose terms of reference included looking at the number of children in residential care and if this was the best in terms of cost and stability. We want to be restorative and the name High Cost Panel does not give the right impression, it is about what is right for the children and the value of the placement not the cost associated with the child – this is why it was replaced by the Independent Placement Panel which oversees all of our external placements;
- who is the new Fostering Recruitment and Retention Manager – Sophie Harbon-Powell;
- how long does it take from an enquiry to becoming a foster carer – there is a two stage process (stage 1 is two months and stage 2 is four months) these stages can run concurrently and it could take up to 16 weeks (four months); and
- the Council awarded Freedom of the Borough of Torbay to two of our foster carers in recognition of the large numbers of children they had supported, did the publicity around this lead to an increase in enquires – there were more enquiries last year compared to others – a written response will be circulated to the Board around the numbers following the publicity of the Freedom of the Borough of Torbay on 26 February 2021.

Members felt that the reports under minutes 4 and 4.1 had been very informative and were satisfied by the responses provided to their questions that appropriate action and progress was being made in respect of workforce development and sufficiency of placements and commissioning at this time.

5. Children's Improvement Plan Quarterly Update

Members noted that due to staff sickness it had not been possible to circulate a report for this item, however, the Director of Children's Services, Nancy Meehan, provided a verbal update. The Improvement Programme aimed to bring Children's Services to a 'good' standard by April 2021. The Plan was based on previous Ofsted recommendations and covered the following four themes:

1. Leadership, management and governance

This involved making sure the right leadership and culture is in place to improve outcomes, management grip around delivery of services, ensuring completed data, performance and intelligence – are we doing better and are

statutory responses improving e.g. when people are referred to services, speed of proceedings etc – these were all seeing improvements. Professional responses to where there may be concerns of allegations of safeguarding issues of people who are in positions of trust were improving and meeting all timescales and there had been a significantly improved response to children at risk of exploitation e.g. through MACE, CMOG meetings in response to child exploitation screening tools and improvement partnership working.

2. A robust model of social work practice

This was covered earlier in the meeting plus community based early help services being rolled out across Torbay to ensure a community and voluntary sector response. This would help deliver services to families in their communities to help reduce the need for formal statutory responses.

3. A sufficient and skilled workforce

This was also covered earlier in the meeting. Staff turnover is currently 9.9% which is below the national and regional statistical neighbours.

4. Quality assurance and audit

Children's Services are quality assuring their work and holding up a mirror to see if their actions make a difference to our families. Ofsted had acknowledged that the Council was in a very different place as demonstrated by the move away from a DFE appointed Commissioner to an Improvement Partner. There has been improvements in recording and showing outcomes for children but there is still a long way to go. The vision is that children deserve outstanding services at all times.

Members asked questions in relation to the following:

- the Plan was to be rated as 'good' by April 2021, the Improvement Board acknowledged that we were probably not yet there, what more do we need to do to get to 'good' and what are the areas of weakness – Ofsted are not seeing any signs of children being unsafe which is positive, but there is still variability and lack of consistency for all our children across all our teams. They are focussing on supporting first line managers to bring in consistency across all teams, children should get the same and right and good service across all teams. They need to be more reflective in supervision, what does it mean for the children when making decisions in the context of the child's journey and life? The challenge has been trying to deliver improvements in Covid-19 not having the same access to 1 to 1 reflections or debriefs after a difficult situation, learning and development working within a team has not been there as they are working differently;
- progress of Liquid Logic – this is on track to be implemented on 7 June 2021 and will enable improvement of reporting through streamlining of systems. During that week there will be a lockdown of the two systems, the challenge is to ensure that data is input into the two systems to migrate the data across, the challenge is to ensure that data is input into the two

- systems and there are plans and people in place to carry this out and ensure that there is no data blackout during that time; and
- does anyone from the voluntary and community sector sit on the Improvement Board – not at present but the membership is being reviewed to see who the partners are to take us on the next stage of our journey and how the voluntary sector can be involved. It was important to ensure representation and the voice of young people was taking into account – Nancy Meehan agreed to take this suggestion back to the Chair of the Improvement Board.

6. Children and Young People's Overview and Scrutiny Board Action Tracker

The Board noted the submitted action tracker. The Clerk advised that:

- three expressions of interest had been received from parent governors and that we were allowing time for others to put forward their interest before determining if an election needs to be held, if there is more than one person from each category;
- that the Our Promise to You – The Torbay Pledge to cared for and care experienced children/young people 2021-2022 had been adopted and the Cabinet Member for Children's Services had agreed to provide regular updates every six months; and
- the Cabinet's response to the recommendations of the Youth Offending Team was circulated with the tracker.

Members raised the following points:

- disappointment that an action plan had not been agreed for the Our Promise to You – The Torbay Pledge – Councillor Law explained that the Pledge was what we intended to do each and every day on a regular basis and Jo Morrell confirmed that the Pledge related to the key messages that our young people wanted and needed to be lived in every day and that the young people will hold people to account. They are building in feedback through the Corporate Parenting Board and looking at how the young people who are part of the Circle are going to have more say over the agendas of the Corporate Parenting Board to ensure there is accountability. A response will be included in the new Corporate Parenting Strategy to ensure there is a mechanism built in so that young people can hold us to account for delivery of the Pledge. Members were assured by this response that appropriate action was being taken; and
- Lack of Youth Workers and one of the YOT recommendations related to the YOT budget – Councillor Law explained that as this was a shared budget part of it could not be increased without the other partners increasing their contribution. This was partly being picked up as part of the Early Help Strategy as it is important for the community to bring in their support.

Chairman

Senior Responsible Officer	Nancy Meehan

Date of Report	13/07/21
Overall Status	Amber

Overall progress narrative	
1	<p>This next phase of our improvement journey is to designed to build on those improvements already achieved. Our ambitious plan to deliver consistent, high standard and good quality services to our children has, like many other services, been challenged by the COVID-19 pandemic. However, Ofsted noted in their recent focused visit (March 2021) that "despite the pandemic, the progress made in improving services for children in Torbay, noted at the previous monitoring visit in January 2020, has continued. Structures and strategic partnerships are now more firmly embedded, and positive steps have been made towards delivering the authority's children's services improvement plans.". However, although this is a positive endorsement of our progress, we are not complacent and acknowledge that we are still not delivering consistently the quality to which we aspire.</p> <p>The next phase of our improvement will continue to be delivered under the 4 themes.</p> <ul style="list-style-type: none">• Leadership, management and governance• A robust model of social work practice• A sufficient and skilled workforce• Quality assurance and audit <p>it will continue to be set out in a plan which inebrates improvement priorities with those contained in the Sufficiency Strategy (2021/2024).</p> <p>Following the recent Ofsted Focus Visit we have updated this highlight report to concentrate on areas that still require scrutiny to provide assurance that children are consistently receiving the level of service to improve their outcomes and life chances. The associated workstreams will continue to prioritise those elements of service upon which we are focusing our improvement effort.</p> <ul style="list-style-type: none">- Early Help- Residential and Leaving Care- Permanence- Fostering- Learning Academy- Edge of Care

Senior Responsible Officer		Nancy Meehan		Date of Report		13/07/21	
Key Priority Areas							
Ref	Description of Immediate Improvement					Owner	By When
1	Edge of Care - Edge of Care services to be developed and strengthened to full capacity, where possible in conjunction with partners, so that they fulfill their full role in safely preventing avoidable care solutions.					Becky Thompson	Review November 2021
2	Strengthen management direction and plans for children so that they contain specific actions that directly relate to addressing what needs to be undertaken (to secure goodoutcomes) within clear timescales.					Rachel Setter	
3	Improve the quality of supervision to assure that identified actions ob childrens plkand are follwed through in a timely manner and, where required, consider time specific remedial actions or escalation.					Rachel Setter	
4	Build the sufficiency and availibility of highly specialist placement provision, suitability of after care and the range of housing options for care experienced young people.					Tracey Fields and Nancy Meehan	
5	Develop more specific support for care experienced young people to help them prepare for the adult world and the challenges they may face.					Becky Thompson	

Medium Term Developments			
Ref	Description of development		By When
1	Social Work Model - complete the training in restorative practice for all social care staff and extend to include statutory and non-statutory partners accross the council area .		01.04.2022
2	The Partnership - to continue to develop the function and impact of the Torbay Safeguarding Partnership Board.		01.04.2022
3	Early Help - to consolidate the implementation of the Early Help Strategy through good governance and active oversight by the Early Help Board with a particular focus on establishing the effectiveness of the local hubs and their network of services.		Review in November 2021

Issue Risks								
Ref	Issue / Risk	Description	Mitigation / Resolution	Date Raised	Owner	Probability	Impact	Risk Score
1	Risk	If the service response is inadequate, then children may come to significant harm.	Robust monitoring and oversight of casework. Effective performance management and quality assurance framework, and robust governance. Staff development to ensure correct skills level.	January 2020	Nancy Meehan	4	5	20
2	Risk	If skilled and experienced staff leave the organisation as a result of rapid change activity, then there may be capacity issues within the service.	Ensure that staff are supported through change. Provide effective workforce development opportunities. Recruitment and retention strategy put in place.	January 2020	Nancy Meehan	4	4	16
3	Risk	If new staff cannot be recruited, then there may be capacity issues within the service.	Recruitment and retention strategy: ensure pay and benefits are competitive and robust approach to recruitment advertising targeted in the right areas	January 2020	Nancy Meehan	4	4	16
4	Risk	If there is low level compliance with the model of social work and statutory requirements, then children may come to significant harm.	A training programme has been put in place for all staff to ensure there is a clear understanding of the model of social work, and statutory requirements.	January 2020	Nancy Meehan	3	5	15
5	Risk	If the pace of progress in implementing the improvement plan is not fast enough to meet the requirements for 'good' by April 2021, then Ofsted may subject the service to additional measures.	Ensure sufficient resourcing of improvement plan; Rigorous and systematic monitoring of improvement plan; performance management and quality assurance framework	January 2020	Nancy Meehan	5	5	25
6	Risk	If the quality of the data is poor, then it may result in inaccurate performance monitoring and analysis.	Data cleansing of existing data; Implementation of robust use of child level data by team managers; data quality reports; action by managers to ensure that data entered into case management system is accurate	January 2020	Nancy Meehan	3	4	12
7	Risk	If the council's political leadership are not fully engaged or aware of their roles and responsibilities in relation to children's services, then there may be a lack of appropriate scrutiny and accountability.	A training seminar will be organised for all members to increase their knowledge around the potential social care journey of the child.	January 2020	Nancy Meehan	2	2	4
8	Risk	If partners are not fully engaged or aware of their roles and responsibilities in relation to the improvement activities, then some improvement actions may not be achieved.	Senior leadership from key partners are members of the Children's Services Improvement Board to ensure they are involved in the strategic development and oversight of their agency's involvement.	January 2020	Nancy Meehan	3	4	12

Children's Services Improvement- Highlight Report

Senior Responsible Officer		Nancy Meehan				Date of Report		13/07/21
9	Risk	Risk to children due to Covid pandemic including inability to be able to have unrestricted movement in the community an increase in statutory requirements including children coming into care due the impact of their emotional wellbeing, and an increase in parental dysfunction requiring crisis interventions.	Robust oversight of the increase in statutory referrals, investment in edge of care and other commissioned services to support children to remain safety in family homes and wider community, support via	October 2020	Nancy Meehan	3	4	12
10	Risk	The HMIP inspection of the Youth Offending Team raised significant concerns in respect of Domain 3 and OOCd. There was also challenge around Domain 1 and the strategic requirements.	An LGA peer review had already identified some of these challenges and we have commissioned further work in order to robustly respond to the areas of weakness that were identified in both the Peer Review and the Inspection.	November 2020	Nancy Meehan	3	4	12

Guidance for RAG status

STATUS	Overall ratings	Individual Action ratings
GREEN	Activity on track and delivering expected outcomes	Improvement activity is on track or completed and delivering expected outcomes.
AMBER	Activity on track but expected outcomes have not yet been evidenced and/ or activity delayed but still being delivered	There is some minor delay in improvement activity and/ or activity is on track but limited evidence of outcomes
RED	Activity not on track and outcomes are poor or deteriorating	There is significant delay in improvement activity and/ or activity is not delivering expected outcomes

Page 13

Theme One: Leadership, Management and Governance																						
Overview narrative																			Overview RAG rating			
The most recent monitoring visit (4th Visit) of January 2020 continues to identify effective political and senior leadership, but also highlights the culture change within the workforce. Progress to establish a permanent workforce continues but the impact of this is being reduced due to the stability of the present agency staff working within Torbay. Sufficiency of emergency and unplanned placements remains an area of development and will be improved further by the increasing numbers of in-house foster care provision and improved performance in securing permanency. A positive downward trend has been established in reducing those placed further away and the use of residential care - however placement stability indicators are higher but the authority is not a significant outlier. As a result this theme has an overall rating of 'Amber'.																			AMBER			
Placement Stability																						
Ref	Performance Measure	2019/20	Period	2020/21									Final 2020/21	Current Year to Date	2021/22		Target		Trend	Benchmarking		
				Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21			Apr 21	May 21	Min	Upper		Month	National	Stat Neighbour to 2021
1.1	% with 3 or more placements	15.4%	Snapshot	9.6%	5.8%	4.3%	9.8%	10.1%	9.6%	11.9%	11.4%	10.6%	10.6%	13.0%	11.6%	13.0%	TBC	TBC	↑	11.0%	11.8%	10.5%
1.2	CLA / cared for children long term placement stability %	51.3%	Snapshot	64%	61%	62%	62%	64%	66%	67%	66%	66%	66%	67%	67%	67%	TBC	TBC	↔	68%	65%	67%
1.3	% of CLA / cared for children placed more than 20 miles from the address from which they came into care	29.9%	Snapshot	29.0%	29.0%	28.5%	28.6%	26.0%	27.0%	29.8%	27.4%	26.2%	26.2%	26.5%	27.6%	26.5%	TBC	TBC	↓	20%	n/a	n/a
Management oversight and supervision																						
	% qualified social worker supervisions		Snapshot																	n/a	n/a	n/a
Services for children at risk of involvement in gangs, youth violence., missing, CSE, radicalisation																						
Ref	Performance Measure	2019/20	Period	2020/21									Final 2020/21	Current Year to Date	2021/22		Target		Trend	Benchmarking		
				Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21			Apr 21	May 21	Min	Upper		Month	National	Stat Neighbour to 2021
1.4	Number of children going missing during period (each child counted once only in period)	216	YTD	25	23	37	20	24	23	21	19	23	154	48	29	34			↑	n/a	n/a	n/a
1.5	Number of CLA / cared for children who went missing from care during the period (each child counted once only in period)	99	YTD	13	13	11	10	7	7	11	10	9	38	17	13	11			↓	n/a	n/a	n/a
1.6	Number of exploitation/ vulnerability assessments	136	YTD	37	22	30	14	13	11	8	21	20	241	38	15	23			n/a	n/a	n/a	n/a
1.7	Number of exploitation/ vulnerability assessments graded as 'High Risk'	22	YTD	8	0	1	4	3	1	3	3	4	35	2	0	2			n/a	n/a	n/a	n/a
1.8a	Number of children returning home from being missing in month		YTD							29	15	22	166	47	29	33			n/a	n/a	n/a	n/a
1.8b	Number of episodes of children returning from being missing		YTD							32	45	50	562	142	69	73			n/a	n/a	n/a	n/a
1.8c	Number of children returning from being missing in month who had at least one Return Home Interview									17	11	18	n/a new measure from January 2021	17	16	15			n/a	n/a	n/a	n/a
1.8d	Number of children returning home from being missing in month who did not have a Return Home Interview because they declined all interviews offered									12	5	12	n/a new measure from January 2021	16	13	9			n/a	n/a	n/a	n/a
1.8e	Number of Return Home Interviews in 72hrs	222	YTD	24	17	22	24	15	11	14	17	not available for March	180	37	15	22			n/a	n/a	n/a	n/a

Data checks and issues

Figures before January 2021 undercount children placed for adoption.

Some data accuracy work needed about addresses. Note that the published figure for other LAs is based on % placed more than 20 miles away and outside their home LA. This is not comparable to the figure for Torbay of % placed more than 20 miles away. We have given the national figure based on 20 miles away whether inside or outside home LA. No SN available using this definition.

AM reports this was probably not accurate in earlier reports. Have corrected YTD figure from current data.

As above.

This dataset remains problematic because there is not always a connexion between the number of episodes of missing and the number of RHIs. One RHI may cover several episodes of missing, particularly if children have consecutive episodes.

Theme One: Leadership, Management and Governance						
Progress in delivering key improvement plan actions						
Objective	Key Actions	Q1	Q2	Q3	Q4	Narrative
Karen Ogle: To continue to develop systematic management oversight of practice, including practice scrutiny by senior managers, and ensure it is used to improve the quality of decisions and the provision of help to children and young people.	Assure the quality of supervision, to ensure that identified actions on children’s plans are followed through in a timely manner and, where required, consider time-specific remedial actions or escalation.					Learning Academy has undertaken a dip sample on the quality of supervision and ,management oversight following the OFSTED visit, she is due to report back to CSLT on 16/6/21. The Quality Assurance Safeguarding Audit quarterly report Jan to March 20201 is able to evidence from full audit and dip sample findings that we continue to make improvements but there are areas for further development as outlined in the learning summaries. Live data is not available until end of June due to the implementation of Liquid Logic. Staff Sickness may impact on our ability to continue to audit/dip sample at the current level. HOS is meeting with Rachel Setter and Bex Rushton to agree next steps following 17/6/21 which will incorporate further dip sampling within each service to review progress made. Dip sampling templates have been produced to incorporate identified actions within Highlight report and will be considered in the meeting. Agency Auditor to be confirmed from 9/7/21 to support the progress made to date and provide cover for sickness that may have impacted.
	Assure the quality of management oversight that and actively monitor that there is evidence of reflective supervision and group supervision documented at prescribed intervals on children's files.					The April performance report evidences that management oversight on children’s files stands at 90% compliance in April with an average of 83% for the 20/21 period. Bex Rushton has completed a dip sample exercise following the Ofsted Visit and will be reporting back to CLST on 17/6/21 to give a qualitative overview. The Quality Assurance Safeguarding Audit quarterly report Jan to March 20201 is able to evidence from full audit and dip sample findings that we continue to make improvements but there are areas for further development as outlined in the learning summaries. Live data is not available until end of June due to the implementation of Liquid Logic. Staff Sickness may impact on our ability to continue to audit/dip sample at the current level. HOS is meeting with Rachel Setter and Bex Rushton to agree next steps following 17/6/21 which will incorporate further dip sampling within each service to review progress made. Dip sampling templates have been produced to incorporate identified actions within Highlight report and will be considered in the meeting. Agency Auditor to be confirmed from 9/7/21 to support the progress made to date and provide cover for sickness that may have impacted.
	Establish consistent, systematic and high-quality management oversight of frontline practice that drives child-centred planning within timescales appropriate for the child.					Bex Rushton has completed a dip sample exercise following the Ofsted Visit and will be reporting back to CLST on 17/6/21 to give a qualitative overview. The Quality Assurance Safeguarding Audit quarterly report Jan to March 20201 is able to evidence from full audit and dip sample findings that we continue to make improvements but there are areas for further development as outlined in the learning summaries. Managers awareness/understanding of what is required. Varying levels of abilities Understanding what ‘Good’ looks like. This has been identified as a learning need with the Head of the Learning Academy and will be discussed on the 11/6/21 with a trainer in order to progress. To confirm outcome of meeting and timescale for training. Once training has been completed further dip sampling will take place to review progress.
Becky Thompson: Ensure that the Local Authority has detailed and relevant knowledge about its local communities, including children in care and care leavers, and uses this intelligence effectively to meet their needs.	Leaders identify the vulnerable groups in their local areas and their needs and ensure that there is an effective response for these groups of children.					Progress: leaders now have significant management grip in terms of the vulnerable groups within the local area, including unborn babies, cared for children, care experienced adults and young people and children with disabilities and their parent/carers. The introduction of a number of Panels, and the review of existing panels to ensure their efficiency and effectiveness, has been integral to the development of leadership knowledge in respect of these groups. Barriers: a significant barrier to the needs of cared for and care experienced young people and those young people at risk of homelessness, is the lack of appropriate move-on housing stock within the local area. The impact, threshold and governance of CAMHS remains a barrier in respect of meeting the mental health and emotional wellbeing needs of children and young people, however this is to a degree mitigated by the commissioning of bespoke package of support in line with individual young people's assessed needs. Next steps: s75 agreement with CAMHS to be reviewed, in terms of the therapeutic wellbeing service and the effectiveness of this moving forward. Ongoing joint work with housing to consider alternative solutions to the issues in respect of move-on accomodation for young people. Ongoing joint work with the Torbay Youth Trust, to establish data and performance set, address the backlog of young carer assessments and ensure that there are clear, up to date assessments and plan in place for young carers, particularly those preparing for transition. Embed the use of parent/carer assessment and evidence impact through CWDT performance surgeries.
	Commissioned and in-house services have sufficient capacity and meet the needs of local children, young people and families in need of help, care and protection.					Progress: An Edge of Care Tracker has now been created and is reviewed weekly in line with the Access to Resources Panel, to track and monitor both internal and commissioned packages of edge of care support. Agreement has been given for interim workers to be used as an interim measure whilst the internal Edge of Care team continues to be subject to ongoing HR processes and fully built. A procurement process has been initiated in respect of a commissioning framework of edge of care providers; a market engagement has taken place and the process continues. Barriers: there has been a delay in the establishment of the internal edge of care team and therefore internal caapcity for such packages of support are diminished. Next steps: develop Edge of Care commissioning framework for spor purchased provision. Build the edge of care team to full capacity.
Becky Thompson: Ensure that the local authority is an active, strong and committed corporate parent in line with the corporate parenting principles set out in Section 1 of the Children and Social Work Act 2017. Ensure that there is a	The accessibility, style and clarity of case records enhance the understanding that children in care and care leavers have about their histories and experiences.					Progress: a Restorative Language framework has been established, which is being embedded across Children's Services to ensure a consistent use of agreed restorative language in respect of how we speak about, write about and record events relating to cared for and care experienced young people. Participation is key in this, and the HOS Regulated Services now meets monthly with two cared for children, to consider a number of issues affecting cared for young people, including life story work and how records can impact on their sense of identity and can either help or hinder their understanding of decision-making related to their care. The outcome of the participation work feeds into CLST and the Corporate Parenting Board, to ensure that the child's voice and experiences have a direct impact on decisions made throughout the Council. The Circle and My Voice have worked on a project entitled 'Language that Cares' which has also fed into this work. Torbay have worked with CORAM BAAF on the Bright Spots survey in relation to both cared for and care experienced adults, to enhance our understanding of the improvements needed in line with the direct views of children and young people. Barriers: there remains inconsistency and variability within the system.

Progress in delivering key improvement plan actions						
corporate sense of responsibility for children in care and care leavers and the chief executive leads a Local Authority that recognises and prioritises the needs of children in all aspects.	More specific support to care experienced young people to help prepare them for the adult world and the challenges they may face, including education, career choices and sustainable accommodation arrangements.					Progress: a Task and Finish group has been established which is reviewing the way in which we prepare young people for independence. Funding for a specific project worker has been agreed and this role will be responsible for drawing on both internal and community resources, with a view to provide an enhanced offer for cared for young people. Ofsted found that: "The service has been largely successful in encouraging and promoting education, employment and training opportunities for care experienced young people". The Virtual School have funding agreed for a specific post-sixteen education worker, who will form part of the joint work with the Cared For and After Care teams in terms of post-sixteen education and training through post-sixteen PEPs. A Task and Finish group has been established, jointly with housing, to explore the housing needs of young people at risk of homelessness and cared for and care experienced young people. Barriers: There remains a significant difficulty in terms of the accessibility or social and private housing within Torbay, which results in barriers to sufficient move on accommodation. Next steps: The Corporate Parenting Action Plan will consider an in-house offer of employment and training preparation for cared for and care experienced young people and adults, through HR. Actions arising from Task and Finish groups to be progressed. Current preparation for independence packs to be reviewed. Work with South Devon College in respect of access to courses, such as tenancy management. Development of apprenticeship opportunities in line with the development of the Corporate Parenting Action plan.
	Ensure that the Corporate Parenting Board is aware of the circumstances of young people and services available to cared for and care experienced young people affected by youth homelessness and strengthen their oversight in this area.					Progress: an interim Corporate Parenting Strategy is in the process of being created, which will then be reviewed in line with the participation work and in particular the outcome of the Bright Spots surveys. HOS Participation Work will now be fed directly into the Corporate Parenting Board. The CEO, DCS and HOS are exploring the creation of an operational CPB which will feed into the strategic CPB. A Corporate Parenting action plan has been created. Corporate Parenting champions are being established across the Council. A joint youth homeless protocol has been endorsed, between CS and housing. A Task and Finish group has been established, jointly with housing, to explore the housing needs of young people at risk of homelessness and cared for and care experienced young people. Barriers: There remains a significant difficulty in terms of the accessibility or social and private housing within Torbay, which results in barriers to sufficient move on accommodation. Next steps: creation of an operational CPB. Consideration of formalising a Young Director apprenticeship. Actions arising from Task and Finish groups to be progressed.
Stefan Chapleo: Continue to strengthen the services for children at risk of involvement in gangs, youth violence., missing and CSE.	Establish an Exploitation Sub Group to be chaired by the police as part of the newly emerged governance structure.					A sub-group has been established and is chaired by the police. Next meeting 10.06.2021
	Ensure that the MASH carry out multi-agency screening in response to the receipt of all Exploitation Toolkits relating to children who are not open to a social worker.					Whenever there are concerns in relation to exploitation, MASH complete the Exploitation Toolkit to establish the level of risk. Compliance will be audited through regular MASH dip-sampling.
	Ensure that regular multi-agency strategy meetings take place to maintain oversight of concerns relating to exploitation.					Where there are consents in relation to exploitation, and threshold for S.47 is met, multi-agency strategy meetings are convened. Compliance will be monitored through the monthly audit framework and MASH dip-sampling.
	Use the appropriate multi-agency forum (such as Trlage, CEMOG and MACE) to scrutinise CE risk and formulate responses to victims and develop disruption plans for perpetrators.					These forums are established and overseen by the newly appointed Exploitation Manager, Katie Buckley.
Becky Thompson: There is a sufficiently wide range and choice of placements (including specialist provision and housing options) available to meet the needs of children in care and care experienced young people	Further strengthen commissioning to assure sufficiency of appropriate placements which will include consideration of the role of the Council's wholly owned company and a potential strategy to support and incentivise private sector landlords.					Progress: the LA have attended a nationwide presentation in relation to a Guarantor Scheme and this is being actively considered. The sixteen plus framework, to include cared for and care experienced young people at risk of homelessness, has been established, following a tender evaluation process. Recruitment activity continues in relation to enhancing the in-house local fostering provision as outlined earlier. Barriers: There remain significant difficulties in terms of housing stock within Torbay. Next steps: meeting with commissioning, youth homelessness and HOS Regulated to confirm next steps in terms of Guarantor Scheme.

Progress in delivering key improvement plan actions

young people.	<p>Ensure children and care leavers who live away from Torbay have immediate and continual access to education and health services that meet their needs.</p> <p>The responsible social workers notify the 'receiving' Local Authority that a child is moving to their area promptly and ensure that services are in place to meet the child's needs before the child moves.</p>					<p>Progress: the Becoming Cared For Guide and Resource Pack has been created and disseminated to all social workers and Team Managers, which includes specific guidance in respect of actions required when a child or young person is placed out of county, for example the statutory requirement to notify the 'receiving' LA. An initial cared for planning meeting has been established, organised by SARs and involving the social worker, Team Manager, Independent Reviewing Officer and Family Time Team Manager, and this happens within five working days of a child becoming cared; this meeting is used to reiterate timescales for the initial My Care Plan, consider how a child can be involved in their Initial Cared For Child Review, confirm arrangements for Family Time and to consider aspects of placement planning, as well as ensuring all statutory duties including consent and IHA paperwork and notification of receiving LAs has been completed. The LA continue to commission bespoke packages of support, when threshold for intervention from CAMHS is not met; this relates to those cared for children placed in and outside of Torbay. Barriers: the threshold for CAMHS remains high. Our understanding of relevant services in other LAs requires development and some local services cannot be accessed by other LAs. COVID-19 has had a significant impact on the mental health of young people and therefore their needs have become more complex. Next steps: develop a directory of known services in other LA areas. Dip sampling of placement planning to consider how consistently education and health needs are considered within this process.</p>
	For children who need to be in care, decisions about their living arrangements should be timely and only exercised once all other options, such as placement with wider family members have been exhausted. Whenever possible emergency placements are avoided.					<p>Progress: any need for a placement to be identified and accepted for a cared for child requires the agreement of the relevant Head of Service. The implementation of the care planning process has ensured that all other options, including edge of care packages within the home and identification of safe and viable family members through the Family Group Conference process, have been exhausted before a placement need is identified, in line with the Legal Gateway process also. Bringing the Family Group Conferencing service back in-house has ensured that exploration of the wider family happens proactively, to ensure family-led planning and to ensure that exploration of potential placement viability is undertaken in a timely manner. Barriers: placement sufficiency nationwide continues to be problematic, with COVID-19 impacting nationally on the number of placements available, particularly for those children with more complex needs. Next steps: Schedule 3 and reunification Tracker to be updated weekly. Care planning process to be fully embedded. Continued recruitment work in respect of enhancing in-house fostering provision.</p>
	Ensure that there are choices of placement to meet the needs of children who need care, including those with challenging behaviours, those requiring emergency admission and those requiring placements outside of Torbay.					<p>Progress: a focused and targeted recruitment campaign continues, to enhance our local in-house fostering provision. This includes a targeted campaign in relation to the resilience fostering pathway, aimed at retired police officers, NHS workers and teachers. A scoping exercise is being undertaken, with host families in Torbay, to explore their potential interest in either providing lodgings accommodation for care experienced young people and adults who are homeless or are at risk of becoming homeless, applying to be assessed as a foster carer or applying to become resilience foster carers. The Fostering Recruitment and Events Co-ordinator post is now live within the structure. Torbay have agreed a three year working agreement with Home for Good, to enhance our fostering recruitment of families of faith. Fortnightly performance data related to recruitment now being sent to the HOS. Barriers: COVID-19 has had an undeniable impact on families across Torbay and beyond, in terms of health and financial anxiety which has impacted on the rate of initial enquires. The Recruitment and Events Co-ordinator has given notice, after a short time in post. Next steps: work with Home For Good, in terms of the specific needs of Torbay's children to ensure targeted recruitment activity. Recruit to the Recruitment and Events Co-ordinator post. Monthly Fostering Recruitment meetings to be established, to review, track and monitor recruitment activity and impact. Consider the outcome of the scoping exercise with host families and consider a formal 'lodgings' offer for care experienced young people and adults.</p>
	Children returning home from care will receive sufficient support to enable them to live successfully in their communities with few returning to the care of the Local Authority.					<p>Progress: A Schedule 3 Tracker is now in place and is reviewed weekly. The introduction of the care planning structure necessitates a care planning meeting is convened at the point that reunification is being considered; this will consider the safety, risks and support required for any potential plan of reunification to be considered and endorsed and the membership of this meeting is clearly determined within the Terms of Reference for the care planning meeting process. The Tracker is updated every week, with both active and pending Schedule 3 assessments; this will also monitor the need for review of these assessments and any updating Schedule 3 assessments required. Barriers: due to some of the identified placement sufficiency concerns, and in addition to the impact of COVID-19 and increased stress within placements, there have been occasions whereby planning has not been robust enough prior to reunification and this has led to a small number of children returning to the care of the LA. Next steps: Schedule 3 Tracker to be updated weekly. Care planning meeting process to be embedded. Enhanced consideration of edge of care packages to support reunification.</p>
	Effective recruitment, assessment, training and support of carers (including, as appropriate, foster carers, adopters, special guardians and residential staff) ensure that children and young people receive high-quality, safe and stable care that meets their diverse needs.					<p>Progress: as above.</p>
Becky Thompson: Ensure that Torbay as part of the RAA is able to demonstrate how the arrangements comply with its statutory responsibilities and meet the needs of local children.	Fostering and adoption panels, and the respective decision-makers, ensure that children are effectively matched with families. Torbay has arrangements in place to ensure consistently good practice and it monitors the effectiveness of the work of panels.					<p>Progress: Adopt South West are in the process of undertaking a comparative review, from April – Sept 2019 to our recent review of period Sept 20 – March 2021 across the four local authorities. Feedback and data is showing that Torbay have consistently improved and in the main has 'gold star' CPR quality. This report is due for presentation at a forthcoming Operational Board. A meeting is being scheduled to involve all ADM decision makers across the four authorities working with Adopt South West, to ensure consistency and an opportunity to share good practice. A one-page guide to practice and process in adoption has been created and shared across the services. Barriers: there has been delay in best interest decisions and the timeliness of Placement and Adoption Orders due to COVID-19 related Court delay. Next steps: RAA holding a joint meeting with all LAs to ensure consistency in best interest process and ADM decision-making/recording. One page guide to fostering to adopt to be created and embedded.</p>

Progress in delivering key improvement plan actions						
	Children who are adopted, their adoptive families, their birth relatives and adopted adults are informed, and are aware of, their entitlement to receive an assessment of their adoption support needs. When support is needed, it is provided quickly, effectively and leads to improved circumstances for the children, young people, families and carers involved.					Progress: all adopted children and their families have a clear outline of the support offered to them through the implementation of the Adoption Support Plan. There is a now a joint monthly meeting facilitated by Adopt South West and the Team Manager of the Children with Disabilities, particularly looking at joint assessment and planning in cases of adoption support or potential breakdown. Barriers: COVID-19 has had a significant impact on adoptive families, with a sharp increase in post-adoption support referrals to the RAA. Next steps: joint audit across the RAA in respect of adoption breakdown and links to ASD needs in order to enhance shared learning.
	Strengthen the recruitment and preparation of adopters in particular those who will care for children with complex needs and sibling groups.					Progress: As per the minutes of the Operational Board dated 30th April 2021, Adopt South West are prioritising applicants who have expressed an interest in adopting older children, or children with additional needs. An action from this Board, Adopt South West are shortly to provide data in respect of the current pool of adopters and how many of them are able to adopt harder to place children; this has not yet been received. Of the fifteen children subject to Placement Orders as of the 7th June 2021, only five have no identified link [one child has an ADM approved change of care plan to long term fostering, two are siblings and one has intensive Family Finding review activity due to ongoing genetic and medical testing]. The number of adopter approvals is reported to have increased by a third in the year 2020/21. Prospective adopters are completing a training module in respect of sibling adoption and there is an accompanying adopter recruitment campaign in respect of sibling adoption. Barriers: whilst adopter recruitment within the RAA was high in the last year, there continues to be only 40% of adopters who would consider sibling groups, or children with additional needs. Next steps: bespoke recruitment targeted at enhancing the adopter family groups who would consider placement of children with additional needs or sibling groups.
Becky Thompson: Strengthen the arrangements governing the management and use of unregulated and unregistered placements for children and young people.	Ensure robust monitoring and tracking of all children including those placed in unregulated provision to ensure these arrangements remain in a child's best interests.					Progress: There are currently twenty-four young people in unregulated settings (twenty in sixteen plus semi-independent provision, one pending completion of a Reg 24 viability, two overseen by the Court as Connected Carer arrangement does not meet minimum standards however the family setting is felt to be in the children's best interests, and one young person who is in the Army). One young person is in an unregistered provision; this is a complex young man, with a high level of need, who has recently been released from a young offenders setting. A Tracker is in place which monitors the use of unregulated provision, and tracks the management oversight in respect of the child's file. All needs assessment and pathway plans consider the needs of the individual young person, and their independence skills, and this is considered in any decision to place a young person within a semi-independent provision. As per Section 22C of the Children Act 1989, significant attempts are made to place young people in provisions which are located in Torbay, near to a young person's home, maintaining for them access to their education and training, and peer networks and within the boundary of the Local Authority. Barriers: there continues to be an impaired sufficiency of placements for older young people or those with complex needs. Next steps: provider forum to be established. Continued use of the tracker and IPOP oversight to ensure quality semi-independent provider provision. Placement auditor role to be embedded and a clear QA framework in respect of unregulated and unregistered provisions to be established.
	Strengthen our arrangements for avoiding the use of unregistered provision except in exceptional circumstances when all options have been exhausted and similarly ensure robust monitoring and tracking and regular senior management oversight.					
	Ensure all unregulated and unregistered placements are subject to enhanced quality assurance through implementation of Placement Auditor role.					Progress: an Unregulated and Unregistered Tracker has been established, which tracks and monitors the planning and management oversight of all young people placed in such provisions. This is updated weekly. All children in such arrangements are subject to scrutiny and oversight through the Independent Placement Panel Oversight process also, ensuring Director level oversight. Barriers: The Placement Auditor is not yet in post. Next steps: the semi-independent sixteen plus provisions will be the main focus of intensive quality assurance in the initial stages of this post.

Ref	Performance Measure	2019/20	Period	2020/21									Final 2020/21	Current Year to Date	2021/22		Target		Trend	Benchmarking		
				Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21			Apr 21	May 21	Min	Upper	Month	National	Stat Neighbour to 2021	Stat Neighbour from 2021
2.21	% of ICPCs held within 15 working days of Strategy Discussions	63%	YTD	63%	100%	100%	70%	82%	96%	100%	100%	76%	80%	88%	84%	100%	90%	100%	↑	77.6%	72.0%	75.5%
2.22	% of ICPC progressing to CP Plan	94%	YTD	96%	76%	100%	93%	97%	93%	78%	100%	100%	92%	85%	81%	100%	90%	100%	↑	86%	n/a	n/a
2.23	% contact progressing to early help / early help hub	11%	YTD	17%	24%	15%	24%	15%	26%	20%	15%	15%	17%	20%	17%	23%	TBC	TBC	↑	n/a	n/a	n/a

* Rate per 10,000 population aged 0 to 17

Ref	Performance Measure												Final 2020/21	Current Year to Date	2021/22		Target		Trend	Benchmarking		
		2019/20	Period	2020/21											Apr 21	May 21	Min	Upper	Month	National	Stat Neighbour to 2021	Stat Neighbour from 2021
				Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21										
2.24	% of children subject to CP plans who were reviewed within statutory timescales		Snapshot								83%	83%	83%	84%	85%	84%			↓	92%	90%	91%
2.24	Percentage of children looked after / Cared for Children whose last review was on time	95%	Snapshot	92%	92%	94%	77%	79%	77%	82%	83%	90%	90%	97%	97%	97%	90%	100%	↔	n/a	n/a	n/a
2.26	Number of Dispute Resolution Processes (DRPs) raised by Independent Reviewing Officers	121	YTD	15	17	13	11	20	54	16	4	11	185	12	1	11	n/a	n/a	↑	n/a	n/a	n/a

Page 20 Report	Performance Measure	2019/20	Period	2020/21									Final 2020/21	Current Year to Date	2021/22		Target		Trend	Benchmarking		
				Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21			Apr 21	May 21	Min	Upper		Month	National	Stat Neighbour to 2021
2.27	Average length of ongoing pre-proceedings (calendar days)	101	Snapshot	67	69	86	27	37	31	46	63	61	61	25	41	25	TBC	TBC	↓	n/a	n/a	n/a
2.28	Average length of ongoing care proceedings in weeks (calendar days)	n/a	Quarter	n/a	n/a	n/a	n/a	n/a	n/a	301	n/a	273	273	239	230	239	TBC	TBC	↑	National average Q1 2020/21: 36 weeks	n/a	n/a

Ref	Performance Measure	2018/19	Period	2020/21									Final 2020/21	Current Year to Date	2021/22		Target		Trend	Benchmarking		
				Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21			Apr 21	May 21	Min	Upper		Month	National	Stat Neighbour to 2021
2.29	No. of LAC exits in period (children leaving care)	137 / 55*	YTD	10	8	7	5	13	8	6	15	7	107 / 42*	32 / 75*	10	22	N/A	N/A	↑	25*	32*	29*
2.30	No of reunifications (children returning home)	42	YTD	3	0	4	7	3	0	3	5	1	39	13	2	11	0	n/a	↑	n/a	n/a	n/a
2.32a	Number of children adopted	17	YTD	0	0	3	3	2	1	0	2	0	13	5	3	2	TBC	TBC	↓	n/a	n/a	n/a
2.32b	Adoptions from care (percentage leaving care who are adopted)	12%	YTD	0%	0%	43%	60%	15%	13%	0%	13%	0%	12%	16%	30%	9%	TBC	TBC	↓	n/a	n/a	n/a
2.31	Average time (days) between court authority to place a child and deciding on a match	168	YTD	No adoptions this month so n/a	No adoptions this month so n/a	391	322	296	134	No adoptions this month so n/a	412	No adoptions this month so n/a	302	341	414	297	180	140	↓	n/a	n/a	n/a
2.33	Number Special Guardianship Orders granted for Looked After Children	51	YTD	1	2	0	0	4	4	0	0	2	16	1	0	1	TBC	TBC	↑	n/a	n/a	n/a
2.34	The percentage of children ceasing to be looked after who did so because of a SGO / Residence Order / CAO	22%	YTD	10%	25%	0%	0%	31%	50%	0%	0%	29%	15%	3%	0%	5%	TBC	TBC	↑	n/a	n/a	n/a

* Rate per 10,000 population aged 0 to 17

Theme Two: A robust model of social work practice						
Progress in delivering key improvement plan actions						
Objective	Key Actions	Q1	Q2	Q3	Q4	Narrative
Stefan Chapleo: To implement the Early Help Strategy	Established the three integrated teams across the three locality hubs.					Initial Locality Networks held; initial list of partners in each Locality established.
	Embed the Community Engagement Officer across the three locality hubs to support the integrated partnerships and form the conduit between the Local Authority and the Community.					Community Engagement Officer briefed in new role and agreed will co-chair the Locality Networks going forward. The new role in terms of supporting partners in accessing support across the networks has just commenced and an exact development plan around this role is to be established.
	Deliver Early Help awareness training, assessment and TAF planning training across the internal and external partnerships.					Early Help Awareness Training delivered to the 3 Locality Networks by way of the induction to the Early Help Model. Training to be planned on a rolling basis to cover the EH assessment and TAF planning. EH help handbook is being developed and should be ready for CSLT/EH Board approval in July 2021.
	Move the Early Help Service closer to the VCS in connection with the Community Help Line.					Discussions held and intent to move the Early Help “front door” to the Community Helpline and a business case to be developed to help progress this.
	Establish a third Early Help team to specifically target the prevention of homelessness and poverty.					The overall internal EH Service has now been configured into 5 teams - FIT Team 1, FIT Team 2, Homeless and Poverty Prevention Team, Community Engagement and Partnership Support team, Supporting Families Analysis Team. To progress the development of the Homeless and Poverty prevention team interviews have been set up On 11.06.21 for a 0.5fte ATM to lead this team. Pending successful appointment, it is envisaged this worker will be in post by the end of June 2021.
	Strengthen Early Help performance data and its intelligent use to enable the management, monitoring and development of service, team and individual impact.					Initial data set/dash board has been developed and approved at CSLT. This has been sent to the data performance team to incorporate into the monthly performance report. It is envisaged that monthly performance meetings should be able to commence from July 2021.
	Seamless handover of the management of the Early Help Strategy from Peopletoo Consultants to the Early Help leads within the Local Authority and the community.					Close working between Peopletoo and Early Help leads is fundamental to progress to date, and seamless handover will form a part of this later in the year. Handover mechanism to commence the beginning of November 2021.
Becky Thompson: To ensure the sufficiency and effectiveness of intensive Edge of Care services.	To commission and develop a mixed economy of Edge of Care services to support children and families at points of crisis.					Progress: An Edge of Care Tracker has now been created and is reviewed weekly in line with the Access to Resources Panel, to track and monitor both internal and commissioned packages of edge of care support. Agreement has been given for interim workers to be used as an interim measure whilst the internal Edge of Care team continues to be subject to ongoing HR processes and fully built. A procurement process has been initiated in respect of a commissioning framework of edge of care providers; a market engagement has taken place and the process continues. Barriers: there has been a delay in the establishment of the internal edge of care team and therefore internal capacity for such packages of support are diminished. Next steps: develop Edge of Care commissioning framework for spor purchased provision. Build the edge of care team to full capacity.
	To establish an internal Edge of Care team to work flexibly with families to meet need and deliver short term interventions.					Progress: An Edge of Care Tracker has now been created and is reviewed weekly in line with the Access to Resources Panel, to track and monitor both internal and commissioned packages of edge of care support. Agreement has been given for interim workers to be used as an interim measure whilst the internal Edge of Care team continues to be subject to ongoing HR processes and fully built. A procurement process has been initiated in respect of a commissioning framework of edge of care providers; a market engagement has taken place and the process continues. Barriers: there has been a delay in the establishment of the internal edge of care team and therefore internal capacity for such packages of support are diminished. Next steps: develop Edge of Care commissioning framework for spor purchased provision. Build the edge of care team to full capacity.
	To develop a summer strategy to respond to the anticipated increased challenges associated with the easing of COVID lockdown.					
Karen Ogle: Improving the quality of assessments and plans which will incorporate the voices of children.	Strengthen the arrangements to enable direct contributions by children recognising the diverse nature of families.					
	Increase the number of children attending or chairing their own care for reviews.					HOS SARS Gwynne Rayns has identified a gap in data and we are unable to evidence our performance in this area. This data/information has not been collated to date. Live data is not available until the end of June as we transition into Liquid Logic. Gwynne Rayns HOS is meeting with our performance/data teams to agree KPI to be/agreed in order to collect data and get baseline.
	Increase the use of advocacy for children subject to child protection plans.					Gwynne Rays HOS from SARS has discussed with Jayne Beddington from the Children’s Society who hold advocacy contract for children for CP, there has been 47 children during the last quarter that should have had the opportunity to have an advocate. The Children’s Society were not advised by the SW so did not respond. The data has not been shared with Children’s services HOS/SM group, Gwynne Rayns is reviewing the invite list and considering an opt out system. Advocates not currently part of the multi-agency invite process. Social Workers have not responded to request from SARS to process invite for advocate. Agree a comms strategy to all SW/TMs to remind and inform. To review invite system to streamline and invite advocate at initial stage to improve outcomes and the number of children receiving this service. Report back to CLST

Objective	Key Actions	Q1	Q2	Q3	Q4	Narrative
Gwynne Rayns: Improve Quality of Care planning and include the arrangements for robust oversight from the CP/IRO Service.	Children’s care plans comprehensively address their needs and experiences, including the need for timely permanence. Children’s plans are thoroughly and independently reviewed with the involvement, as appropriate, of parents, carers, residential staff and other adults who know them. Plans for their futures continue to be appropriate and ambitious.					Care plan template reviewed ahead of move to LL to ensure that it is SMART and that it is restorative. Reinforcing of requirements of IRO handbook to IROs via input from Dave Basker, Sector Improvement Lead with focus on timeliness and outcomes for children Work is on-going to develop child friendly consultation /feedback forms for Cared For Reviews. Re-instate statutory requirements for care planning around placement change ie early Cared for Reviews Promote effectiveness of mid-way reviews and DRP/resolution processes. Challenges around availability of data eg rate of mid-way reviews completed. Capacity within IRO service to complete mid-way reviews. Tracking and evaluation of learning from outcomes of DRPs/resolution process needs to be developed and prioritised .Cultural change re recognition of importance of role of IRO’s as independent scrutineers of quality of practice – development of care planning meetings which include IRO’s is relatively new practice and needs embedding. Development of process of permanence planning ahead of child’s second review – does LL include a permanence plan document? Develop permanence planning with work completed by Becky Thompson, to include check of forms on LL. Finalise development of child consultation forms. Review performance data and request data re any gaps once Power Bi is in place. Develop KPI re children attending/chairing Cared for Reviews. Bi-monthly dip samples of quality of care plans to be included in the audit planning to evidence improvement. Follow up session with sector improvement lead in 3 months to review changes
	To reduce the proportion of children who are subject to a CP plan for 15 months or more.					Dip sample exercise completed by previous Head of Service in March 21 found 5 children who had been subject to a plan for more than 2 years. Capacity to complete regular dip sampling of relevant children. Capacity to complete regular dip sampling of relevant children. Deeper understanding of the issues re this cohort of children is required ahead of action planning. Recruitment of temporary IRO to fill 11 hours per week vacancy will be used to assist with dip sampling (alongside other IRO tasks).
	Assure that Child Protection plans are explicit and outcome focused with clear timescales to achieve improvement.					Current development of outcome focused template for CP conferences in LL should support improved quality of plans. Training of IRO’s in restorative approaches. Use of mid-way review process for CP conferences. CP chairs open to adopting new ways of working, including use of challenge and being more outcome focused. QA capacity to complete dip sample exercise. CP chairs currently chair and minute own conferences making it harder to focus on the development of high-quality plans via engagement of family. Lack of ability to track and learn from mid-way reviews. Dip sampling exercise to explore quality of CP plans. Identify business support capacity to minute CP conferences to free up CP chairs, allowing them to host restorative conferences that are more child/parent led leading to more engagement in developing SMART plans.
	Ensure that management oversight leads to requirements for specific and timely actions.					Multiple changes of management over the last couple of years has led to lack of consistent leadership for the service – current HoS is on sick leave and temp arrangements are in place. Service improvement plan in place. Robust supervision and oversight of trackers by HoS. Increase effectiveness of performance surgeries and availability of data re SARS. Learning from QA and dip sample activity to be captured and disseminated to evidence change/improved practice. Improved use of available data. Regular and robust supervision. Actions from service improvement plan to be tracked and implemented.
Stefan Chapleo: Strengthening the understanding and arrangements relating to Private Fostering.	Bite size training to be provided for all SW/TM’s in relation to Private Fostering and take steps to implement immediate awareness training for Front Door staff to equip them with the skills necessary to identify privately fostered children.					A training package is currently being designed. This will be completed by 23/06/2021. This will then be circulated and presented in Team meetings across the service.
	MASH will add guidance to the MASS Contact Screening checklist to help identify whether the child's circumstances fall into the remit of Private Fostering regulations.					This is complete and is now included in the MASS Screening checklist. Compliance will be monitored thorough regular MASH dip-sampling.
	Design and distribute leaflets targetted at professionals to assist in identifying children who are privately fostered.					We are in the process of designing leaflets for both professionals and private foster carers. These draft leaflets will be completed by 18/06/2021 and presented to CSCLT on 23/6/2021 for sign off. Once approved they will then be sent to our internal design team for production.
	In conjunction with COMMS, develop and implement a Communication Strategy relating to private fostering.					We have identified a Comms lead for Children's Services and a meeting will be set up to begin to develop a Comms strategy.
Becky Thompson: Ensure that children looked after with a plan for adoption, understand their life story and the reasons why they cannot live with their birth families prior to preparation for a move onto adopters	Assure the quality and effectiveness of life story work for children who are permanently placed away from their birth family so that they may understand what has happened to them.					Progress: funding has been agreed for two CCWs to focus specifically on the provision of high quality life story books for adopted children. It is anticipated that the backlog caused by COVID-19 will be cleared by September 2021. The LA continue to fund bespoke packages of life story work for cared for children. Barriers: sickness and a lack of capacity in terms of in-house CCW caapcity has impacted on provision of life story work with cared for children. Next steps: dip sampling of life story work for cared for children, with a resulting paper in respect of how this can be enhanced and improved across the service.
	Ensure that all children who are not able to live with their family receive a 'later life letter' to help them understand their experience of care.					Progress: an Adoption Tracker is now established, which tracks and monitors the creation of life later letters and timeliness. Barriers: capacity within the adoption part of the cared for service has impacted on social worker ability to ensure that later life letters have been written and provided in time. Next steps: ensure all adopted children receive a later life letter within ten working days of their Adoption Ceremony.
Stefan Chapleo: To develop a comprehensive service, involving partners where appropriate, to prevent and mitigate the risks of youth homelessness that is consistent with legislation and best practice.	Develop preventative work with partners to identify as early as possible those vulnerable young people at risk of becoming homeless. This will include the development of an education programme to be delivered to young people and staff at the college and schools across Torbay.					Discussions have been held with the YHPWs regarding the development of an awareness programme and initial thoughts have been captured. Work has started to forge closer relationships with SDC around youth homelessness. It is envisaged that the programme will start in September 2021 - this will be driven forward by the new ATM leading the Homeless and Poverty prevention team.

Objective	Key Actions	Q1	Q2	Q3	Q4	Narrative
Page 23	Develop and use data more intelligently in order to understand better the factors that contribute towards youth homelessness.					Initial data set/dash board has been developed and approved at CSLT. The YHP data set is incorporated into the overal EH data set. This has been sent to the data performance team to incorporate into the monthly performance report. It is envisaged that monthly performance meetings should be able to commence from July 2021.
	To mitigate the risk of homelessness, continue to develop comprehensive preparation for adulthood services to support transition and moving on arrangements.					Work has commenced on the development of a programme for independent living to be delivered to young people in group and one to one. Initial discussions have been held with the Foyer as a potential venue for delivery of a rolling group programme. It is envisaged this programme will commence in October 2021.
	Understand better and strengthen the support to care experienced young people with the appointment of specialist YHPWs.					The Memorandum of Understanding has been agreed with the DFE and signed off by the DCS so the funding is now in place to employ 1.4fte specialist YHPWs. The job spec has been agreed and job evaluation panel approved. The job advert has been drafted and approved and will be going out w/c14.06.21. It is envisaged the workers will be in post by the beginning of August 2021.
	Strengthen management oversight of the homeless prevention service with the appointment of a 05.fte assistant team manager.					To progress the development of the Homeless and Poverty prevention team interviews have been set up On 11.06.21 for a 0.5fte ATM to lead this team. Pending successful appointment, it is envisaged this worker will be in post by the end of June 2021.
	Implement the joint protocol and the associated action plan to ensure that the strategic objectives are in place and supported by the Partnership.					The joint protocol has now been approved by CSLT. This should be going to the Corporate Parenting Board in July 2021. However, the new protocol is now being implemmented. To further facilitate the strategic objectives being met on an operational level, a set of procedures will be devloped to translate the joint protocol into robust operational practice. It is envisaged that the procedures will be ready for approval by the end of July 2021. The new format for the Youth Homeless Prevention Panel is now well established and includes a review of resources with all partner agencies.
	All young people who become homeless are assessed and are made fully aware of their right to be cared for by the Local Authority if there are safeguarding concerns.					The new joint assessment has been approved by CSLT and is being utilised to good effect with all young people who present as being at risk of becoming homeless. As part of the assessment a discussion is held with the young person to expalian the s20. A leaflet is now in draft form to provide written information. It is envisaged that this will be ready for CSLT approval at the beginning of July 2021.
	Further develop policy practice in relation to Young People's rights to care when homeless, including the application of the 'Southwark Judgement' and take action to implement the provision set out in the Joint Protocol which determines that young people should have access to, and support from an advocate and associated explanatory literature.					As above. Further to this, discussions are taking place with commissioning with a view to engaging an advocacy service that will be able to effectively support young people through the joint assessment process.
	Ensure that all Social Workers are able to undertake good Joint Housing Assessments via the delivery of a training programme that is also incorporated into the ASYE programme.					Explanation of the process for assessing young people at risk of becoming homeless will be delivered to team managers at the Practice Improvement Forum in June 2021. A start to be made on the training programme to social workers and ASYEs in July 2021 with a view to start rolling out the training in September 2021.
	Gwynne Rayns: To ensure that management and practice associated with the application of the Public Law Outline is effective and provides children and young people with good outcomes.					
	Court QA Manager to produce quarterly Reports for Board providing performance and outcome level data to identify trends, learning and scrutiny. Reports to also capture the quality of intervention and how improved outcomes have been acheived for children.					
	Court QA Manager to update templates for PLO process, including initial letter, midway review and outcome of PLO.					Court manager has reviewed all templates and is working with LL colleagues to investigate opportunities for integration into new system. We have not purchased the legal module of LL so it not clear where legal papers will be recorded or how they will be used in LL. Explore options to purchase legal module for LL. Work with LL developers to explore local options if not purchasing above module.
	Court QA Manager to provide bite size training to staff to support further improvement in the quality of SW interventions and communication within the PLO process.					Plans in place to provide training to ASYE cohort. Challenge of capacity for development work as currently used to QA and amend all court reports. Currently used to support development needs of individual social workers – needs to shift to more strategic role re training and development. Develop training opportunities via practice improvement forums eg court presentations skills, SWET writing etc. Develop newsletter to go out quarterly to include information on learning from court hearings/new national directions etc – to be developed with legal colleagues
	PLO tracker to be updated to provide more detailed, accurate and contemporary performance outcome level data.					Court manager has reviewed PLO tracker – currently a manual procedure. Difficulties re tracking data as reliant on manual system which is time taking and potentially open to increased risk of error. Lack of performance data via LL. Quarterly reporting to be developed re outcomes of PLO, to include any lessons learnt and tracking of step-up and step-down outcomes for up to 6 months following end of PLO process. This is dependent on high cost staff time unless digital system developed.

Objective	Key Actions	Q1	Q2	Q3	Q4	Narrative
<p>Becky Thompson: Ensure that permanency options are considered for all children who can not be cared for by their birth families.</p>	To secure timely matches for children living in long-term fostering placements so that they benefit from the stability and emotional security that permanence will offer them.					Progress: the Permanence Panel now tracks and monitors care planning for all cared for young people in placement for 10 months or more. Long term matching continues to improve, with 68% young people in placement for two years or more matched long term. A letter is now sent to each child, celebrating the match. Barriers: there can be barriers to long-term matching, in situations whereby there are questions relating to the longer term planining for the child. Next steps: work with design to create a celebration card for young people who are matched long term. Continue to track and monitor long term matches through Permanence Panel.
	Ensure that permanency is actively considered at the first opportunity when it is clear that a child is unable to return to their family home.					Progress: a one page guide to adoption practice and process has now been created and shared across services. The care planning process stipulates a consideration in relation to permanency from the earliest opportunity. Permanency is also considered wihtin the initial planning meeting prior to the Initial Cared For review. Barriers: there has been a gap in the understanding of adoption processes, which has impacted at times considerations of plan including fostering to adopt. Next steps: one page guide in relation to fostering to adopt to be created and disseminated. Training in permanency options to be delivery to all staff.
	Ensure that permanency is actively considered as part of transition planning for cared for young people, which will include a review of the current Staying Put offer.					Progress: care planning meetings now activiely consider permanence post final Order. Training to this effect is now part of the ASYE training offer. Barriers: there has been an increase in legal advisors promoting Connected Carer arrangements, as opposed to SGO. Next steps: review of Staying Put offer. Review of SGO offer, including post-eighteen.
	Review adoption policies and procedures, with a particular focus on fostering to adopt and provide training for social workers and Team Managers in early permanence and preparing children for adoption.					As above
	All agencies and professionals work together effectively to reduce any unnecessary delay in receiving support to achieve permanence for children.					As above
	Children are effectively prepared for, and carefully matched with, a permanent placement. Their wishes and feelings influence the decisions about where they live. Children are helped to develop secure, primary attachments with the adults caring for them. They are helped to understand their life histories, experiences and identities.					As above

Theme Three: Sufficient and skilled workforce																				
Overview narrative													Overview RAG rating							
Progress to establish a permanent workforce continues but is impacted due to the stability of the present agency staff working within Torbay. The recruitment and retention campaign is underway and a revised social work offer has been finalised. The Learning Academy is live and a HoS has been appointed. There are presently 16 ASYEs in place who will be supported by the LA. The Academy is also predicated on establishing a 4 fold increase in the supply of newly qualified workers entering the workforce.													Amber							
Workforce Strategy																				
Ref	Performance Measure	2019/20	Current	Period												Target		Trend	Benchmarking	
					Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Jan 21	Min	Upper	Month	National	Regional / Stat Neigh
3.1	% Vacancies (QSW roles only - % of estab not filled by perm staff)	32%	28.0%	snapshot	38.0%	33.9%	-	31.9%	-	-	43.5%	-	28.3%	28.0%		20%	25%	↓	16.4%	14.80%
3.2	% Turnover (fte)	27.70%	9.9%	YTD	24.0%	25.0%	-	27.7%	-	-	6.9%	-	8.1%	10.7%		19%	22%	↑	15.1%	16.90%
3.3	% Agency Staff (FTE of QSW estab roles only)	41%	35.6%	snapshot	52.0%	43.0%	-	41.3%	-	-	26.7%	-	34.3%	27.9%		35%	28%	↓	15.8%	11.40%

Theme Three: Sufficient and skilled workforce						
Progress in delivering key improvement plan actions						
Objective	Key Actions	Q1	Q2	Q3	Q4	Narrative
<p>Rachel Setter: To develop a strategy to achieve a permanent, fully resourced, qualified and highly skilled workforce who will invest in achieving the best possible outcomes for children, young people and families.</p> <p>To achieve this we will support our workforce through their professional social work journey. From the point of entry into the profession and beyond. The strategy sets out what we will do to achieve this.</p>	To undertake a Learning Needs Analysis in conjunction with Heads of Service to support the implementation of the Improvement Plan and Sufficiency Strategy and to monitor and evaluate its effectiveness.					LNA meetings diarised and will be complete by the end of July.
	To reduce Social Work vacancies by recruiting experience Social Workers, International Social Workers, Social Work Under-Graduates and 20 newly qualified Social Workers.					Campaigns with TMP and SW Today are underway. Feedback is we are getting 2k-4k clicks but no conversion to applications. CV will be accepted with 3 questions. 17 (3 to interview) ASYE will commence in September. Further 3 to interview for January. ISW ASYE recruitment not successful. ISW 4 joining in Sept. Another offered and ? shortlisted. EOI collected for internal applicants for the SW degree to be discussed at SLT. good interest in our external vacancy SW degree. Recruitment task and finish group set up to keep the pace and ensure quick decision making.
	To implement a robust Retention Strategy to maintain an effective workforce.					Retention strategy written. Identified wellbeing offer as a gap. Researching positive psychology and resilience training.
	To develop an in-house career pathway to becoming a QSW and to enable experienced Social Workers to undertake advanced training, including post-graduate programmes.					Succession planning underway, will work with BSO to create visual representation of career pathways. Gathering EIO for senior management development program which will involve a blended learning approach. ASW on training pathway Have apprentices on development programs to become QSW.

Theme Four: Quality assurance and audit

Overview narrative																			Overview RAG rating		
To note that moderation of audits have been impacted upon due to COVID-19 restrictions.																			Amber		
Our quality assurance and audit programme has been fully revised and relaunched in November 2019. We have focussed on ensuring that there is a more consistent and robust understanding of the audit process of what 'good' looks like. Moderation activity is starting to show improvement in the consistency and reliability of audit findings, ensuring that we have reliable qualitative information to inform continuous improvement in practice. The results of audits undertaken so far shows that significant progress still needs to be made before quality assurance activity is consistently impacting on practice standards. Dip sampling to test the quality has commenced and forms an integral part of the quality assurance framework. This is an area that still requires further improvement. This theme is therefore rated 'amber'.																					
Ref	Performance Measure	2019/20	Period	2020/21									Final 2020/21	Current Year to Date	2021/22		Target		Trend	Benchmarking	
				Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21			Apr 21	May 21	Min	Upper		Month	National
4.1	Case audits: the figures below show an average score based on files audited in the period. A lower score is better. The scoring system is: Exceeds good = 1 Meets good = 2 Does not meet good = 3 Not applicable = 4																				
4.2	Number of cases audited	n/a	Month	10	1	17	18	25	N/A	24	13	6	326	29	6	13	TBC	TBC	↔	n/a	n/a
4.3	Risk is identified, responded to and reduced in a timely way.	n/a	Month	2.6	2.3	2.7	2.7	2.5	N/A	2.6	2.8	2.3	2.6	2.4	2.5	2.4	TBC	TBC	↓	n/a	n/a
4.4	Children, young people and families are appropriately involved	n/a	Month	2.5	2.8	2.5	2.8	2.6	N/A	2.4	2.7	2.3	2.6	2.5	2.7	2.4	TBC	TBC	↓	n/a	n/a
4.5	Decision making is effective and timely.	n/a	Month	2.7	2.8	2.8	3.0	2.8	N/A	2.7	2.9	2.5	2.8	2.6	2.7	2.7	TBC	TBC	↔	n/a	n/a
4.6	Assessments are timely, comprehensive, analytical and of	n/a	Month	2.5	2.5	2.8	2.9	2.7	N/A	2.6	2.8	2.5	2.7	2.6	2.7	2.5	TBC	TBC	↓	n/a	n/a
4.7	Coordination between agencies is effective.	n/a	Month	2.4	2.8	2.5	2.8	2.7	N/A	2.6	2.5	2.2	2.6	2.3	2.3	2.4	TBC	TBC	↑	n/a	n/a
4.8	Consideration and impact of diversity	n/a	Month	2.5	2.7	2.6	2.8	2.6	N/A	2.6	2.7	2.5	2.6	2.5	2.3	2.5	TBC	TBC	↑	n/a	n/a
4.9	Quality of plans.	n/a	Month	2.9	3.0	2.7	2.8	2.9	N/A	2.7	2.9	2.3	2.7	2.6	2.5	2.6	TBC	TBC	↑	n/a	n/a
4.10	Permanency is achieved without delay and reflects assessed needs.	n/a	Month	2.3	2.8	2.8	2.8	2.6	N/A	2.6	2.8	2.0	2.6	2.3	2.0	2.4	TBC	TBC	↑	n/a	n/a
4.11	Children and young people participate in and benefit from effective regular reviews	n/a	Month	2.9	2.8	2.8	2.8	3.0	N/A	2.7	3.0	2.6	2.8	2.5	2.5	2.5	TBC	TBC	↔	n/a	n/a
4.12	Quality of placement	n/a	Month	2.5	2.5	2.4	2.6	2.7	N/A	2.3	2.6	2.0	2.4	2.4	2.4	2.3	TBC	TBC	↓	n/a	n/a
4.13	Are young people prepared for independence and are they living in high quality accommodation that meets their needs?	n/a	Month	2.5	2.0	2.4	2.4	2.8	N/A	2.2	2.8	2.5	2.5	2.5	2.3	2.7	TBC	TBC	↑	n/a	n/a
4.14	How has the help provided improved outcomes?	n/a	Month	2.5	2.6	2.6	2.7	2.5	N/A	2.6	2.8	2.3	2.6	2.4	2.5	2.4	TBC	TBC	↓	n/a	n/a

N/As excluded from denominator.

Although 326 are recorded as having been audited in 2020/21, only 180 have recorded scores. Measure affected by late recording - March 2021 figure previously reported as 6, but data have been updated since and shows 13 as at April 2021.

Theme Four: Quality assurance and audit						
Progress in delivering key improvement plan actions						
Objective	Key Actions	Q1	Q2	Q3	Q4	Narrative
Rachel Setter: Ensure that the direct and indirect contributions of children assist in the development of policies and procedures and in the implementation of the Children's Service Quality Assurance Framework.	To develop and implement a Young Inspectors Programme in collaboration with South Devon College.					Working in partnership with SDC, agreed the roles and two areas for focus: Young Carers (youth trust) Preparing for Independence (regulated services). Develop an induction/training package including interviewing skills.Agreed roles (interviewers, analysis/reporting etc.) Will work with level 6 research students to write up findings. SDC are reviewing funding sources and looking at awareness campaigns and bespoke programs following on from recomendations.
Nick Hollins: To ensure that the Children's Service is data literate and is competent in its use to support performance management and service development.	To keep under regular review all aspects of performance management data collation to ensure that they continue to be relevant to our understanding of the children's journey.					May 21 Performance Report has been produced based on data run from the PARIS System prior to its shutdown on 3rd June 2021. All performancne Mangement Data for the month of June 21 onwards will be produced using data from the new Liquidlogic System. The first monthly performance report for June 21 will be available on 3rd July 2021 and will be deliveried utilising Power Bi in the agreed format. Drill down data will be available in the agreed format approx two weeks later for use within Performance Surgeries.
Rachel Setter: To ensure regular corporate and political awareness and scrutiny of frontline practice.	CEX and CSIB chair to continue to undertake assurance visits across the service and a programme of practice weeks is scheduled and implemented with the outcomes informing strategic and operational practice developments.					
Rachel Setter: To strengthen quality assurance and audit activity by obtaining contributions from children, their families, partner agencies and professionals.	To develop and implement a formal feedback loop to receive feedback from partners and families.					June 2021 10 children will be chosen from June's Audit Sample. Bexs Rushton will undertake the feedback gathering and writing the report.
Rachel Setter: Improve the effectiveness of learning from complaints through a process of systematic scrutiny that contributes to improved social work practice and better outcomes for children.	Weekly updates to be provided at the Heads of Service meeting with timescale slippage to be escalated to the Director or a nominated deputy.					Meeting booked with Ben Simpson to take this forwards and clarify process and reporting mechanisms and discuss training need to prevent escaltion up the levels.

Meeting: Children's Services Quartet
Corporate Parenting Board
Children and Young People's
Overview & Scrutiny Board
Cabinet

Date: 28 June 2021
12 July 2021
27 July 2021
24 August 2021

Report Title: Corporate Parenting Strategy

Wards Affected: All

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

Officer Contact Details: Anne-Marie Bond, Chief Executive, email : anne-marie.bond@torbay.gov.uk

1. Purpose of Report

- 1.1 To consider the draft Corporate Parenting Strategy, so that the Council has an improved Strategy as an interim position, pending the outcome of work that is currently being undertaken with children and young people so as to inform an ultimate Strategy for consideration.

2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

- 2.1 The proposals in this report help us to deliver this ambition by ensuring that as Corporate Parents, the Council provides the very best for our cared for and care experienced young people.
- 2.2 The Children and Young People's Plan sets out Torbay Council's objectives and priorities for all services which directly affect children and young people across all

the communities which make up Torbay. Its overriding objective is to ensure that all children, young people and care experienced young people and adults are safe, happy and healthy in order that they can reach their full potential. In the context of Corporate Parenting this objective can be re-stated so as to ensure that our cared for children and care experienced young people are safe, happy and healthy in order that they can reach their full potential; and have all the opportunities that good parents afford their children.

- 2.3 The reasons for the decision are due to the fact that our current Corporate Parenting Strategy is out of date, having expired last year. In considering the tone of the previous strategy it is evident just how far the Council has travelled in its journey to a model of restorative practice and ensuring that our children are at the heart of everything we do as a Council. We recognise that it is imperative that our cared for and care experienced young people are a part of developing a final version of the Strategy, and that work is currently underway. However in the interim it is imperative that the Council has a Strategy that is current and is reflective of our approach as a Council.
- 2.4 The Corporate Parenting Strategy is not a Policy Framework document within our constitution currently, and therefore it is approved by the Cabinet. In our approach to ensuring that Corporate Parenting is fully understood and enacted across all Members and Officers, it is proposed that Cabinet makes a recommendation to Full Council that the Corporate Parenting Strategy be a Policy Framework document.
-

3. Recommendation(s) / Proposed Decision

Corporate Parenting Board/Children and Young People's Overview and Scrutiny Board

- (i) That feedback be given in respect of the draft Corporate Parenting Strategy and upon the proposal as to making the Strategy a Policy Framework document.

Cabinet

- (i) That Cabinet approve the Corporate Parenting Strategy,
- (ii) That Cabinet recommend to Full Council that the Corporate Parenting Strategy become a Policy Framework document,
- (iii) That following engagement with children and young people a further updated Corporate Parenting Strategy be prepared for consideration by Council.

Appendices

Appendix 1: Draft Corporate Parenting Strategy

Supporting Information

1. Introduction

- 1.1 The current Corporate Parenting Strategy is out of date having expired last year. Work is underway within the service to produce a Corporate Parenting Strategy which is informed by the views of our cared for and care experienced young people, however whilst that work is progressing it is important that the current strategy is updated. If one considers the tone of the previous strategy it is evident just how far the Council has travelled in its journey to a model of restorative practice and ensuring that our children are at the heart of everything we do as a Council, and it is important that we have a current strategy that reflects this.

2. Options under consideration

- 2.1 The current Corporate Parenting Strategy expired at the end of 2020. Whilst it is not a legal requirement to have the same, it is an essential element of Leadership, Management and Governance within Children's Services, and therefore doing nothing is not an option.

The 2018-2020 Strategy could have been extended, however in respect of the tone of the same, it does not align with the Council's restorative practice approach and therefore this is not recommended.

Rather than approving this Strategy the Council could await the outcome of the work that is currently being undertaken with our cared for children and care experienced young people. However given it is out of date and the tone does not align with current practice this is not recommended.

3. Financial Opportunities and Implications

- 3.1 There are no direct financial implications of this Strategy. There are existing financial implications of the Council fulfilling its role as Corporate Parent, and these will continue under this Strategy.

4. Legal Implications

- 4.1 There are no direct legal implications of this Strategy. There are existing legal responsibilities to those cared for and those who are care experienced, and these will continue under this Strategy.

5. Engagement and Consultation

- 5.1 As has already been set out, work is progressing with our children and young people to ultimately inform our Corporate Parenting Strategy. This Strategy has been prepared to ensure that an approved Strategy is in place pending the outcome of that work. Therefore the extent of engagement with young people on this version has been limited to the views of a small number of young people that have reviewed the same with the Head of Service.

- 5.2 The views of the Quartet, Corporate Parenting Board and Children and Young People's Overview and Scrutiny Board are being sought to inform the Strategy, with revisions already included following feedback received to date.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 Not applicable

7. Tackling Climate Change

- 7.1 This Strategy will not directly relate to tackling climate change.

8. Associated Risks

- 8.1 If this Strategy is not approved the Council could face criticism as to the existing Strategy being out of date and not in line with our current approach.

Equality Impacts

9.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	The strategy will have a positive impact on young people. It sets out clearly the Council's vision for Corporate Parenting and provides a governance structure to ensure it is delivered.		
	People with caring Responsibilities			No differential impact
	People with a disability			No differential impact
	Women or men			No differential impact
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			No differential impact
	Religion or belief (including lack of belief)			No differential impact
	People who are lesbian, gay or bisexual			No differential impact
	People who are transgendered			No differential impact

	People who are in a marriage or civil partnership			No differential impact
	Women who are pregnant / on maternity leave			No differential impact
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	By being good Corporate Parents, we will provide our children and young people with the best start in life which could have consequential beneficial socio-economic impacts for them.		
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			No differential impact.
10..	Cumulative Council Impact (proposed changes elsewhere which might worsen the impacts identified above)	No cumulative council impact		
11.	Cumulative Community Impacts (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	No cumulative community impact		



Corporate Parenting Strategy

Ensuring all our children are safe, happy and healthy and reach their full potential

Contents

1	<u>Foreword</u>	3
2	<u>Corporate Parenting Vision</u>	4
3	<u>Introduction</u>	5
4	<u>Context</u>	6
	Legal Duties.....	6
5	<u>Principles and Priorities</u>	7
	Corporate Parenting Principles	7
	Priorities.....	8
6	<u>Governance</u>	9
	Corporate Parenting Board	9
	Virtual School.....	9
	The Circle and My Voice	10
	Care Experienced Participation Group	10
	Council Corporate Parenting Champions	10
	Strategic Partnership Child Friendly Subgroup.....	10

1 Foreword

We are passionate in wanting Torbay and its residents to thrive. Central to this vision is making sure that everyone can play their part in supporting Torbay's children, and making Torbay 'child friendly.'

We are so proud of our children and we are committed to do all we can to support them to benefit from the many opportunities that the Bay has to offer. In all we do, we want our children to feel loved, supported and safe. We would like to take this opportunity to thank our incredibly dedicated foster carers and staff for the commitment they demonstrate to our children every single day.

We are committed to being great corporate parents, to ensure that our children have every opportunity to live happy and fulfilling lives.



Cllr Steve Darling
Leader of Torbay Council



Cllr Cordelia Law
Cabinet Member for Children's Services

2 Corporate Parenting Vision

The Children and Young People's Plan sets out Torbay Council's objectives and priorities for all services which directly affect children and young people across all the communities which make up Torbay. Its overriding objective is:

To ensure that all our children, young people and care experienced young people and adults are safe, happy and healthy in order that they can reach their full potential.

In the context of Corporate Parenting this objective can be re-stated ;

To ensure that our cared for children and care experienced young people:

- **are safe, happy and healthy in order that they can reach their full potential; and**
- **have all the opportunities that good parents afford their children.**

We are committed to being an effective, caring and ambitious corporate parent and we will show this through;

- our love,
- our focus,
- our language, and
- our actions.

We are loving parents and we care deeply for our children. We will ensure they receive the same standard of care as any good parent would provide, protecting them and supporting them to cope with the dangers and risks of everyday life. We will celebrate and share in their experiences and achievements, no matter how big or small; and we are ambitious for them and will work hard to support them to achieve their aspirations and reach their full potential. We will do everything we can to make sure that our care experienced children are set up for life.

We want Torbay to be a 'Child Friendly' place, a place that champions our cared for and care experienced children.

3 Introduction

This Strategy has been developed, to sit alongside a number of other strategies and plans, to ensure that we deliver for those children and young people who are cared for by the Council and those who are care experienced.

This Strategy is exclusively focused on achieving the best possible outcomes for our cared for children and care experienced young people for whom we are Corporate Parents. It provides the framework for Torbay Council, in all its respects, to fulfil our role in the lives of our children and young people.

In Torbay, we are passionate in believing that ensuring the effective care and protection for our cared for children is the most important responsibility we hold. In order to provide high quality services we must all work together to meet their needs.

The Strategy builds on Torbay's commitment to multi-agency working as we know that the best outcomes for our cared for children and care experienced young people can only be achieved through effective partnership working. The Council, our foster carers and independent providers, our NHS and education partners, the Police and voluntary sector organisations all contribute to improving the lives of our children and young people.

This Strategy builds on the progress we have made in improving our services, however it will be further reviewed and updated following the focused work that is currently being undertaken with our cared for and care experienced children, so that we can truly reflect their voice within this strategy moving forward.

4 Context

Legal Duties

Under the Children Act 1989, a child is cared for by the Council if they are:

- Provided with accommodation for a continuous period for more than 24 hours,
- Subject to a care order,
- Subject to a placement order.

When a child or young person becomes cared for, we become their Corporate Parent.

A young person stops being cared for when they turn 18. At this point, they become a young adult eligible for help and assistance from the Council as care experienced. The Council continues to provide support to care experienced young people until they are 25.

We want to ensure that across the Council, including elected members, senior officers and all staff, there is the shared vision, collective responsibility and commitment to our cared for children and care experienced young people, including the provision of quality services for them.

5 Principles and Priorities

Corporate Parenting Principles

We will ensure that we meet the needs of our children and young people, and we will use these principles to guide every element of our approach.

We will always;

- act in their best interests and promote their physical and mental health and wellbeing,
- encourage them to express their views, wishes and feelings,
- take account of their views, wishes and feelings,
- help them gain access to, and make the best use of, services provided by us and our partners,
- promote high aspirations and seek to secure the best outcomes for them,
- ensure that they are safe and have stability in their home lives, relationships, education and work, and
- prepare them for adulthood and independent living.

Priorities

We have identified a number of priorities in ensuring we are the best corporate parents we can be. We will focus on these priorities. Set out below each of the Priorities are the relevant Pledges that we have made to our children and young people. The Pledges have been reviewed by The Circle as part of a consultation with young people in care and care experienced adults.

Priority 1: We will work with you

We will come prepared, and we will listen.

Your views will come first, but we will be honest about what we can do.

We will explain your rights using language that is easily understood.

We will use Language that Cares.

We will respect your privacy and work to ensure that you are not singled out or bullied at school, college, or in any other setting.

We will use our training to be thoughtful about the challenges you have faced.

We will celebrate your achievements with you in the ways that you would like.

Priority 2: We will ensure your placement is safe and meets your needs

We will work with your carers to ensure your home is the best it can be.

We will work together to keep you safe (safety planning).

We will work with your carers to ensure that you have opportunities that you enjoy and enable you to have your voice if you want to.

We will plan visits in advance and involve you in those plans.

We will help you to stay in contact with any family you may have if you want that and explain the reasons if this is not possible.

Priority 3: We will support you to achieve your aspirations and fulfil your potential

We will ask you about what your goals are and support you to achieve them.

We will develop a Personal Education Plan of the things you do in school, so you are helped to do well.

We will work closely with your school, college or provider and offer you easy to understand reasons for any changes.

We will encourage and support you to take up opportunities in education, employment and training until the age of at least 21, in ways that suit you.

Priority 4: We will ensure that your physical, emotional, mental health needs are met

We will work together to help to support your sense of well-being and personal identity.

We will develop a plan to ensure you are healthy and wanting to have good choices called a Personal Health Plan.

We will support you to access regular health and dental checks and any appointments or treatment you may need – virtually and in person.

Priority 5: You will be supported to develop into an independent, confident and responsible adult

We will support you to know that challenges and uncertainty are part of life and growth.

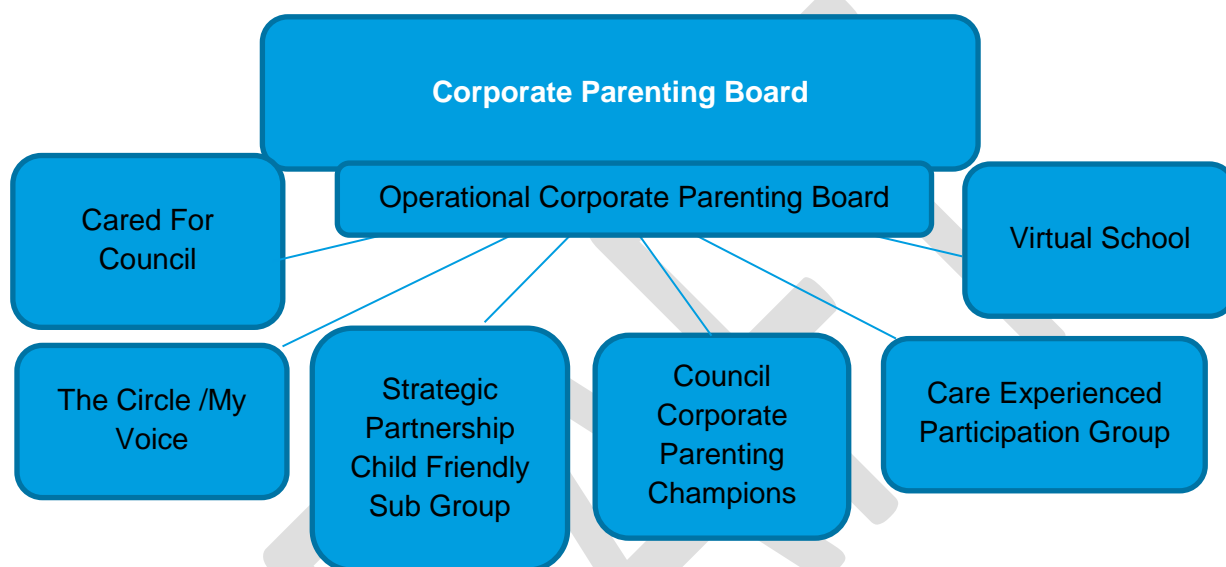
We will ensure you have support and advice, so you are less likely to take certain risks or be open to exploitation by others.

We will work with you to develop the life skills we all need to achieve our goals and have the best opportunities for the future.

6 Governance

The Council's Community and Corporate Plan sets out our aspirations for the community of Torbay including children and young people. The Council's objective is to ensure that all children and young people are safe, happy and healthy in order that they can reach their full potential.

Whilst corporate parenting is the responsibility of the Council as a whole and of its partners, on a day-to-day basis our arrangements are set out below.



Corporate Parenting Board

This Board is chaired by the Cabinet Member for Children and comprises of a wider group of members drawn from all political groups together with partner representatives and senior officers from Children's Services.

The Board meets every two months and forms a key element within the Council's Constitution, providing a forum for regular, detailed discussion of issues and a positive link with our cared for and care experienced children and young people.

An Operational Corporate Parenting Board will be established, which will be chaired by the Chief Executive. The Operational Corporate Parenting Board will provide an operational oversight of all of the Corporate Parenting activities being undertaken and will operationalise decisions of the Corporate Parenting Board.

Virtual School

Torbay Virtual School provides the framework through which the educational needs of our cared for children are met working closely with educational providers, carers, social care and health practitioners, and children and young people. The work of the Virtual School is overseen by a Governing Body and led by the Virtual School Headteacher.

Educational attainment and progress for our children is subject to regular review to determine the effectiveness of the arrangements put in place for them via their Pupil Education Plan. The Virtual School also produce an annual report for the consideration of the Governing Body, Corporate Parent Members Group and Full Council.

The Circle and My Voice

The Circle and My Voice is facilitated by Torbay Youth Trust and brings together some of our cared for children to take part in activities on a regular basis and to obtain their views on the effectiveness of our arrangements for them. Their views have been instrumental in developing Torbay's Pledge for our cared for children.

Care Experienced Participation Group

This Group is facilitated by the Torbay After Care Team in conjunction with the Torbay Youth Trust and brings together a representative group of our care experienced young people to ensure their views are heard in the development and delivery of our services for them. Their work has been fundamental to our pathway plans.

Council Corporate Parenting Champions

All departments across the Council and our wholly owned companies, will have designated officers as Corporate Parenting Champions. The Champions will come together on a quarterly basis to help to shape their department's role in ensuring that we are good corporate parents.

Strategic Partnership Child Friendly Subgroup

Our Strategic Partnership will have a subgroup, which is focussed upon how organisations and communities come together collectively to become Child Friendly and support our cared for and care experienced children and young people.

Update on Cabinet Response to the recommendations of the Children and Young People's Overview and Scrutiny Board – Review of the Youth Offending Team

No.	Recommendation:	Cabinet Response:	Update:
1.	To review the underspend in the Children's Services revenue budget for 2020/2021 and consider investing some of this money in supporting youth services to address some of the issues identified in the Her Majesty's Inspectorate of Probation (HMIP) Inspection and Local Government Association (LGA) Peer Review reports and action plan.	This recommendation relates to aspects of the service that is delivered by youth workers rather than the Youth Offending Team itself. Such action will be covered by the implementation of the early help delivery model rather than providing further funding for delivery of service through the Youth Offending Team. Therefore the Cabinet will respond to this recommendation as follows: "The Early Help Board will ensure that youth service priorities are fully incorporated and prioritised for development and implementation within the Early Help Strategic Plan. This will include new priorities such as those recommended by the HMIP Inspection and the LGA Peer Review.	<p>Through an analysis of emerging trends in youth work and as evidenced in early help referrals, it has been established that Child Exploitation is becoming an increasingly prevalent concern. In response to this, the Early Help service has reconfigured its resource so that one of its Family Intervention Team supports this agenda and supports the Multi Agency Child Exploitation Panel (MACE). In addition to this, the service is also in the process of exploring the commissioning of a specialist service to deliver a 1:1 and group work to young people facing these challenges. This complements the CE Toolkit already in place for practitioners in schools to use.</p> <p>Discussions have taken place with Catch 22 who are a service that have delivered similar programmes of work</p>

No.	Recommendation:	Cabinet Response:	Update:
			<p>in other areas of the country. Catch 22 are also familiar with Torbay as they currently deliver programmes of work with other partners including education. The combination of experience of delivering CE prevention work and understanding the area places Catch 22 in a preferred position at the current time to take this forward and strengthen the Early help partnership.</p> <p>Following a number of meetings with Catch 22 they have provided a clear costed proposal and this is now with senior leaders within CSC to consider.</p> <p>The lead time to implement will be 12 weeks from agreeing the contract with Catch 22.</p>
2.	To ensure the Youth Offending Team continues to work with community and voluntary sector partners, such as Imagine This and the Torbay Youth Trust to ensure positive outcomes for young people who are going through the Youth Offending Service.	The Cabinet recognises the hard work of the community and voluntary sector partners and that such an approach is vital to securing positive outcomes for service users and will therefore seek to ensure that the Youth Offending Team continues to work with partners, to ensure that we work with young people within their communities.	Conversations are currently taking place with community centres, horticulture projects, schools etc. to secure spaces across the Bay for 1-1 appointments and to increase the opportunities to engage effectively with young people. A risk benefit and suitability checklist has been created to be undertaken when visiting/agreeing partnership working.

No.	Recommendation:	Cabinet Response:	Update:
			There is also a wider discussion regarding the future development of 'youth spaces' as a whole across the Bay taking place with the VCS including sourcing potential funding with the YOT and older YP cohort in mind.
3.	To support the appointment of a dedicated Youth Offending Team Manager.	The appointment of dedicated Youth Offending Team Manager is being progressed.	A Youth Offending Team Manager was appointed 29 June 2021. Presently in the process of going through the HR procedures and obtaining references, etc. Start date to be confirmed.

Children and Young People's Overview and Scrutiny Board Action Tracker

Date of meeting	Minute No.	Action	Comments
27/1/21	2	<p>(i) that the Membership and Terms of Reference for the Children and Young People's Overview and Scrutiny Board, as set out in the submitted report, be approved;</p> <p>(ii) that the following people, or their representatives, be invited to be appointed as non-voting co-optees to the Board to provide expert advice:</p> <ul style="list-style-type: none"> (a) Jo Morrell, Torbay Youth Trust; (c) Nikki Leaper/Brent Davison, Devon and Cornwall Police; and (d) a young person who has been through the care system; <p>(iii) that appointments be sought for the following Statutory co-optees who have voting rights on education matters:</p> <ul style="list-style-type: none"> (a) Roman Catholic Diocese; (b) Secondary School Parent Governor; (c) Primary School Parent Governor; and (d) Academy Trust Parent Governor (unanimous). 	<p>Laura Colman was appointed as a primary parent governor Co-opted Member on 10 June 2021.</p> <p>The Overview and Scrutiny Board at its meeting on 14 July 2021, following consultation with the Chairman, has agreed to enable non-voting parents from primary, secondary or academies to be appointed to represent the voice of the child, where we are unable to fill the statutory education parent governor representative places. This will be following an interview with the Chairman and Democratic Services Team Leader as they will not have been appointed by a representative body. Successful applicants will be required to sign up to the Code of Conduct for Members.</p>

Exploitation Update

14th July 2021

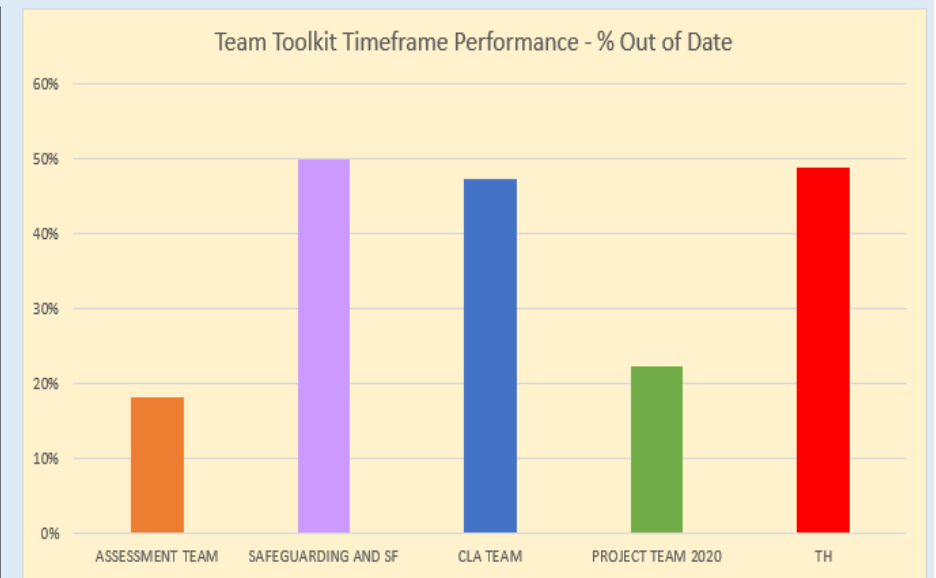
Exploitation Team Manager - Update

Exploitation Toolkits 8th July 2021

- 14 High Risk – Children being Exploited
- 125 Medium Risk – Children At Risk of Exploitation
- 82 children at risk of/experiencing Child Criminal Exploitation
- 62 children at risk of/experiencing Child Sexual Exploitation

Page 50

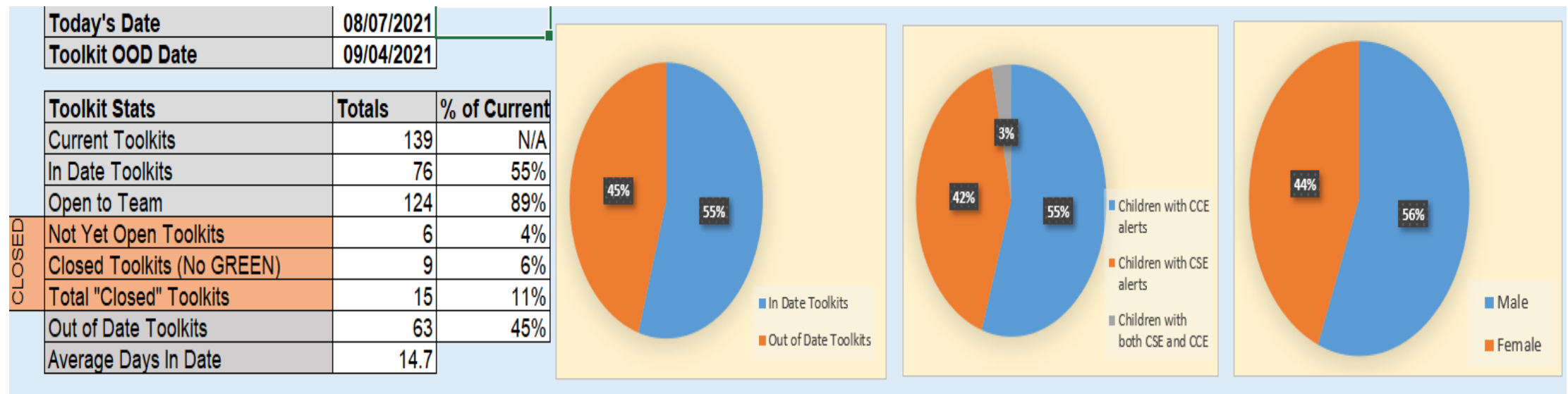
Toolkit Stats	Totals	In Date	Out of Date	% in Date	% out of Date	% of Current Toolkits
Current Toolkits	139	76	63	55%	45%	N/A
Children with CCE alerts	82	52	30	63%	37%	59%
Children with CSE alerts	62	29	33	47%	53%	45%
Children with both CSE and CCE	5	5	0	100%	0%	4%
Male	78	46	32	59%	41%	56%
Female	61	30	31	49%	51%	44%
RED	14	8	6	57%	43%	10%
AMBER	125	68	57	54%	46%	90%
ASSESSMENT TEAM	22	18	4	82%	18%	16%
SAFEGUARDING AND SF	34	17	17	50%	50%	24%
CLA TEAM	19	10	9	53%	47%	14%
PROJECT TEAM 2020	9	7	2	78%	22%	6%
TH	41	21	20	51%	49%	29%
Not yet open	6	3	3	50%	50%	4%



Exploitation Toolkits – 8th July 2021

- 139 current toolkits
- 55% in date (updated within the last 3 months)

Page 51



Performance Progress - in date CE toolkits

- 28th May 2021
83% (total 140 toolkits MEDIUM or HIGH)
- 7th June 2021
69% (total 143 toolkits MEDIUM or HIGH)
- 8th July 2021
55% (total 139 toolkits MEDIUM or HIGH)

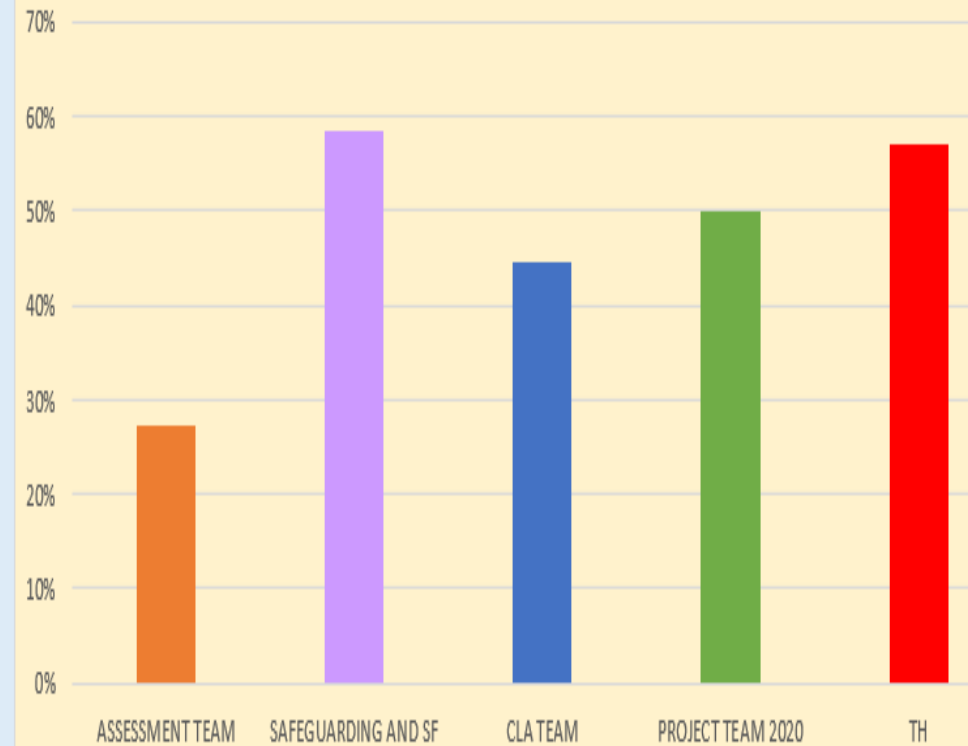
Performance – out of date CE toolkits – 8th July 2021

Page 53

SOCIAL CARE
TEAMS

CSE Alert Stats	Totals	In Date	Out of Date	% in Date	% out of Date	% of Current CSE Alerts
Children with CSE (Inc CCE&CSE)	62	29	33	47%	53%	N/A
Male	4	2	2	50%	50%	6%
Female	58	27	31	47%	53%	94%
RED	6	3	3	50%	50%	10%
AMBER	56	26	30	46%	54%	90%
ASSESSMENT TEAM	11	8	3	73%	27%	18%
SAFEGUARDING AND SF	12	5	7	42%	58%	19%
CLA TEAM	9	5	4	56%	44%	15%
PROJECT TEAM 2020	4	2	2	50%	50%	6%
TH	21	9	12	43%	57%	34%
Not yet open	1	0	1	0%	100%	2%

CSE Team Toolkit Timeframe Performance - % Out of Date



Dip Sampling CE July 2021 – Main themes

- difficult to locate/track dynamic vulnerability reduction and disruption work – theory of drift and delay in the highest risk CP cases
- Use of language “risky behaviour” “sexually active”
- 1x missed potential NRM referral
- SW’s not leaving a case record of when they have submitted police intelligence
- Inconsistent practice re: updating toolkits
- 1x AMBER risk assessment when this should have been red (and potential missing a strategy meeting in this case)
- Triage and CEMOG minutes and decisions could be clearer (I am already working on this with Victoria Fildew)
- Limited/no evidence of parents being partners (I couldn’t see where we are asking parents to gather intelligence, working with parents to understand how grooming happens etc)

Dip Sampling NRM – Themes (Strengths)

- Records demonstrate progression of the YP through services – all cases appear to have full case notes with minutes of significant meetings accessible.
- Evidence of good management oversight and multiple case reviews on majority of cases.
- Use of IRO Dispute Resolution Process evident on 2 YP's
- SARC considered for YP's who had made disclosures of sexual abuse
- Full case audits completed for 2 YP's with reparative actions identified
- Exploitation pathways evident on record – screening toolkits, Triage, CEMOG and RHI's

Dip Sampling NRM – Themes (weaknesses)

- NRM referral links placed into PARIS case notes have expired – resulting in the referral being inaccessible in the present
- Cases closed without the Home Office being updated
- Lack of ongoing communication/sharing of information with the Home Office after initial decision letter have been received – no evidence of Conclusive Grounds decisions
- Appears that NRM process was an area of focus in early 2021, but has not been consistent after this – not embedded at this time
- Impact and seriousness of NRM referrals not being fully analysed in Single Assessments.
- Not clear whether the young people or parents/carers were informed of NRM processes – ‘paperwork exercise’?
- Consideration of discussions with YP’s re: adults services/information and advice – how and where to access support in early adulthood – lack of consideration of TRANSITION

Top 20 vulnerable children - Exploitation

- The top 20 from March 2021 is now out of date
- CEMOG group are planning a full review and update by end August 2021
- Multi agency collaboration is needed with social care, police, YOS, education and health.
- Each partner agency may have a slightly different 'list' depending on the focus of their work and children known to them?
- Parameters of vulnerability need to be reviewed and agreed

Top 20 – parameters for vulnerability?

- High risk toolkits?
- Out of education/vulnerable pupil?
- Children at risk of exclusion?
- Children who frequently go missing?
- Children who are known to YOT for criminal behaviour (many highly vulnerable children no longer being criminalised)?
- Children known to SARC/victims or potential victims of sexual assault?
- Children known to have substance misuse issues?
- Children with poor mental health?
- Cared For status vs living at home?

Children with HIGH CE toolkits – 8th July 2021

Page 59

17M	Child Protection Plan
14F	Cared For Child
12F	Child In Need
14M	Cared For Child
16M	Child Protection Plan
17F	Cared For Child
14M	PLO proceedings
14M	PLO proceedings
17M	Child In Need
16F	Child In Need
14M	Single Assessment
16F	Cared For Child (placed with mother)
12F	Child Protection Plan
14M	Child Protection Plan

- All open with allocated Social Workers
- Majority of care records indicate that there is multi agency assessment and risk/vulnerability management
- 2 cases which in view of KB require reparative work asap

Top 10 Missing Children

For whom Torbay are the
'home authority'

April/May/June 2021

- 7 / 10 Children are Cared for by Torbay as a Local Authority
- 7/10 children are missing out of the Torbay area

17	F	Child Cared For	CSE	Cornwall	22
14	M	Child Protection Plan	CCE	Paignton	22
16	M	Child Cared For	CCE	Somerset	18
17	M	Child Cared For	CCE	South Devon	17
14	F	Child In Need	CSE	Paignton	15
12	M	Child Cared For	None	South Devon	8
17	M	Child Cared For	CCE	South Devon	8
17	F	Child Cared For	CSE	Exeter	7
16	M	Child Cared For	CCE	Huddersfield	6
16	M	PLO proceedings	CCE	Paignton	6

Top 10 Missing Children

LIVING IN
TORBAY

April/May/June
2021

14	M	Child Protection Plan	CCE	Paignton	22
14	F	Child In Need	CSE	Paignton	15
16	M	PLO proceedings	CCE	Paignton	6
17	F	Targeted Support	CSE	Brixham	6
16	M	Closed	CCE	Paignton	5
15	F	Child In Need	CSE	Torquay	3
16	M	Child Protection Plan	CCE	Torquay	3
17	F	Child Cared For	None	Paignton	3
12	M	Child Cared For	None	Paignton	3
14	F	Child In Need	None	Torquay	3
17	M	Child Cared For	CCE	Paignton	2
16	M	Child Cared For	CCE	Paignton	2

Next
steps.....

(details are
in 100 day
strategic
plan)

- Review of CE toolkit – format and language for Medium and High – has started
- Review of pathways for completed and reviewed CE toolkits – has started
- Sharing key messages from dip sampling – needed
- Preventative CCE support – almost in place
- Review of the 2 cases causing KB some concern – who and how??
- Requests for children considered most vulnerable from multi agency partners to review at CEOMG – end July 2021

Next steps.....

(details are in
100 day
strategic
plan)

- Review of Return Home Interviews practice and impact – has started
- Dip Sampling of Return Home Interviews?
- Workforce training needed on CCE, CSE, NRM, toolkits and local processes
- Senior Management support needed to improve CE toolkit performance
- Practice tool for mapping and disruption (being piloted)
- Resources for professionals, parents and children/young people