

Thursday, 14 July 2022

**CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY
SUB-BOARD**

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

Monday, 25 July 2022

commencing at **9.30 am**

The meeting will be held in the Board Room - Town Hall, Torquay

Members of the Board

Councillor Bye (Chairman)

Councillor Barnby
Councillor Douglas-Dunbar

Councillor Dudley
Councillor Loxton

Co-opted Members of the Board

Tatiana Wilson, Church of England Diocesan Representative

Laura Colman, Primary Parent Governor Representative

Together Torbay will thrive

Download this agenda via the free modern.gov app on your [iPad](#), [Android Device](#) or [Blackberry Playbook](#). For information relating to this meeting or to request a copy in another format or language please contact:

Governance Support, Town Hall, Castle Circus, Torquay, TQ1 3DR

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

CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY SUB-BOARD AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Board.

2. **Minutes** (Pages 4 - 6)
To confirm as a correct record the Minutes of the meetings of the Children and Young People's Overview and Scrutiny Sub-Board held on 14 June 2022.

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. **Update on recruitment campaign for child minders** (Pages 7 - 42)
To receive an update on the outcome of the recruitment campaign to encourage more people to become childminders, particularly within the deprived Wards in Torbay.

6. **Exclusion Appeals** (Pages 43 - 51)
To receive the latest qualified exclusion appeal data and the views of those children who have been excluded.

(Note: Dan Hamer, Head of Service (Vulnerable Pupils) will be present for this item.)

- 7. Children's Continuous Improvement Board Update** (Pages 52 - 65)
To receive an update on the Children's Continuous Improvement Plan and the implementation of the eight recommendations arising from the review of Children's Services Leadership, Management and Governance.
- 8. Update on Review of Youth Offending Team** (Pages 66 - 77)
To monitor the progress of the Cabinet's response to the Overview and Scrutiny Review of the Youth Offending Team.
- 9. Children and Young People's Overview and Scrutiny Sub-Board Action Tracker** (Pages 78 - 82)
To receive an update on the implementation of the actions of the Sub-Board and consider any further actions required (as set out in the submitted action tracker).

Meeting Attendance

Please note that whilst the Council is no longer implementing Covid-19 secure arrangements attendees are encouraged to sit with space in between other people. Windows will be kept open to ensure good ventilation and therefore attendees are recommended to wear suitable clothing.

If you have symptoms, including runny nose, sore throat, fever, new continuous cough and loss of taste and smell please do not come to the meeting.

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

14 June 2022

-: Present :-

Councillor Bye (Chairman)

Councillors Barnby and Mills (Vice-Chair)

Co-opted Members

Tatiana Wilson, Church of England Diocesan Representative

Jo Morrell, Torbay Youth Trust Representative

(Also in attendance: Councillors Law)

1. Apologies

Apologies for absence were received from Councillor Douglas-Dunbar and Mike Cook and Edward Wright (Non-Voting Co-opted Members).

2. Minutes

The Minutes of the meeting of the Board held on 3 May 2022, were confirmed as a correct record and signed by the Chairman.

3. Ofsted Feedback

Members received an update on the feedback following the recent Ofsted Inspection which had resulted in the Council being rated overall as 'Good' for its services to children and young people in Torbay. As well as positive improvements in services the feedback identified a number of areas for improvement, for which plans had been developed and would be regularly monitored by the Continuous Improvement Board (the new name for the Children's Improvement Board). The Cabinet Member for Children's Services, Councillor Law, and the Director of Children's Services, Nancy Meehan, responded to the following questions:

- Were the staffing levels reflective of the current situation in terms of staff vacancies and what action was proposed to keep levels at an acceptable level.
- Recruitment and retention affected services other than Children's Services, what action was being taken to address this and learn from the good work (including the success of the Learning Academy).

- The report refers to a lot of 'mostly' what was the reason that this was not 'all' and would this be reviewed to ensure that appropriate action was being taken to improve these to 'all' in the future.
- B&B for care leavers immediate action taken, what was the action that was taken.
- Did the meetings structure include hearing the voice of the young person and care leavers and how were their experiences taken into account.
- How many people were using Nightstock.

Members were particularly pleased with the positive comments around the important role in which Councillors had played as well as wider staff in their role as corporate parents and the positive impact of the Virtual School Governing Body.

Resolved (unanimously):

1. the Board congratulated colleagues for all their work in securing a 'Good' rating and welcomed the focus on the challenges which will be addressed through the Continuous Improvement Board and kept under review by the Board;
2. that the Board receive an update on the review of the Learning Academy at a future meeting; and
3. that the Board receive an update on care leavers experiences, to include data around Nightstock and long term housing sufficiency, at a future meeting after the visit from the Department for Education (DFE) care experienced expert in November.

4. Youth Justice Plan

Members noted the background to the development of the Youth Justice Plan, which was a joint Statutory Plan working with the Youth Justice Team, Police, Probation, Health and Education. The Plan focussed on a 'child first' and trauma recovery model and set out how the Youth Justice Services were provided, operated and funded and how this would result in lower levels of youth offending. The Plan also set out the challenges, risks and issues faced by the Service. The Cabinet Member for Children's Services, Councillor Law, the Director of Children's Services Nancy Meehan and Jon Ralph, Service Manager, Youth Offending Team, responded to the following points:

- What do the different strategies mean and what action was taken to reduce court action or custodial sentences e.g. prevention, out of court disposal etc.
- What was the Youth Offending Team Family.
- Page 10 set out the strategic priorities for improvement what was the timescale for implementation of the proposals and how would they be monitored.
- The Child and Adolescent Mental Health (CAMHS) post had been vacant for over 18 months, what action was being taken to escalate this.

- In November 2021, the Care Quality Commission (CQC) Inspection of Special Educational Needs and Disability (SEND) services in Torbay identified significant areas of weakness however the Youth Justice Service was recognised as having an area of good practice using its Speech and Language Therapist to assess children's communication skills before an intervention programme was implemented (they had achieved the Youth Justice SEND Quality Mark as a result) how had this been considered in the response to the Inspection.
- What action was being taken to identify good quality suitable community areas to deliver youth services and youth work within Torbay.
- What does DAY training stand for.
- Could the £80,000 underspend be used to work with community businesses and groups to help with prevention.
- It was a joint responsibility to identify new funding opportunities, what more could be done to work with and join up with community partners to help support young people in Torbay.
- What were the key performance indicators for the Service and were they the right ones to effectively monitor performance.
- What does the voice of the young person look like.

Resolved (unanimously):

1. that the Cabinet be recommended that the Children and Young People's Board endorses the Youth Justice Plan and welcomes the partnership working and encourages greater joined up working with community partners to help support and enrich the lives of our young people and reduce the likelihood of them offending; and
2. that the Board notes the challenges, risk and issues identified in paragraph 10 of the submitted report and wishes to see them addressed and requests an update on the actions to be considered at a future meeting, including how the voice of the young person has been taken into account.

Chairman

Update on Recruitment and Retention Early Years

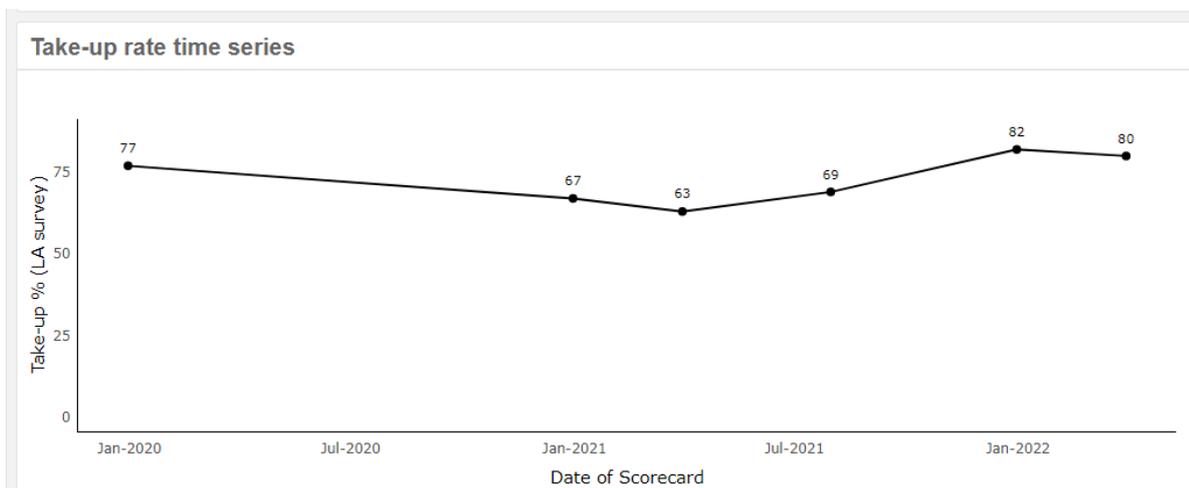
This briefing paper provides an update on the recruitment campaign for childminders.

Since November 2021, when the Sufficiency Report was presented, Childminder numbers within Torbay have remained stable and there is sufficient capacity across the Early Years sector to meet demand. Current projection data highlights that pupil numbers are decreasing so there is a need to not over recruit into a given workforce area that could result in a surplus of spaces and impact on business sustainability.

Within recent weeks central government have also committed to support more people to become childminders by making changes to both the registration and inspection process. As a service we are awaiting further details of these changes to ensure any future work is aligned.

As a service we ensure that we are continually assessing the market to allow us to identify any changing needs and risks. Over the past 6 months since the presentation of the sufficiency report there has been a greater risk to sufficiency developing because of people leaving the early years profession and providers reporting difficulties in recruitment. This resulted in the team diverting resources from a purely childminder recruitment campaign to a wider recruitment event to attract people into the workforce. An information session was hosted online, see attached presentation, to highlight the variety of roles within early years and education. The session was jointly delivered with South Devon College and the Department for Work and Pensions who provided further information and guidance on training routes into employment and support and advice on returning to work and universal credit. The event was attended by over 35 participants and information sent to 60 people who had registered. The event created a platform to raise awareness of the variety of roles within early years and education and possible career progression.

As an overall system the current Early Years and Childcare market across Torbay has sufficient capacity to meet demand, including two, three and four year old entitlement and the service continues to work with all providers to support its development, as needed. The following chart demonstrates the positive trajectory of take up for 2 year old entitlement. Torbay currently has a take up rate of 80% compared to a national figure of 72%. The two year old entitlement is often accessed through childminders, indicating the current availability of childminders and early years providers are able to support the demand.

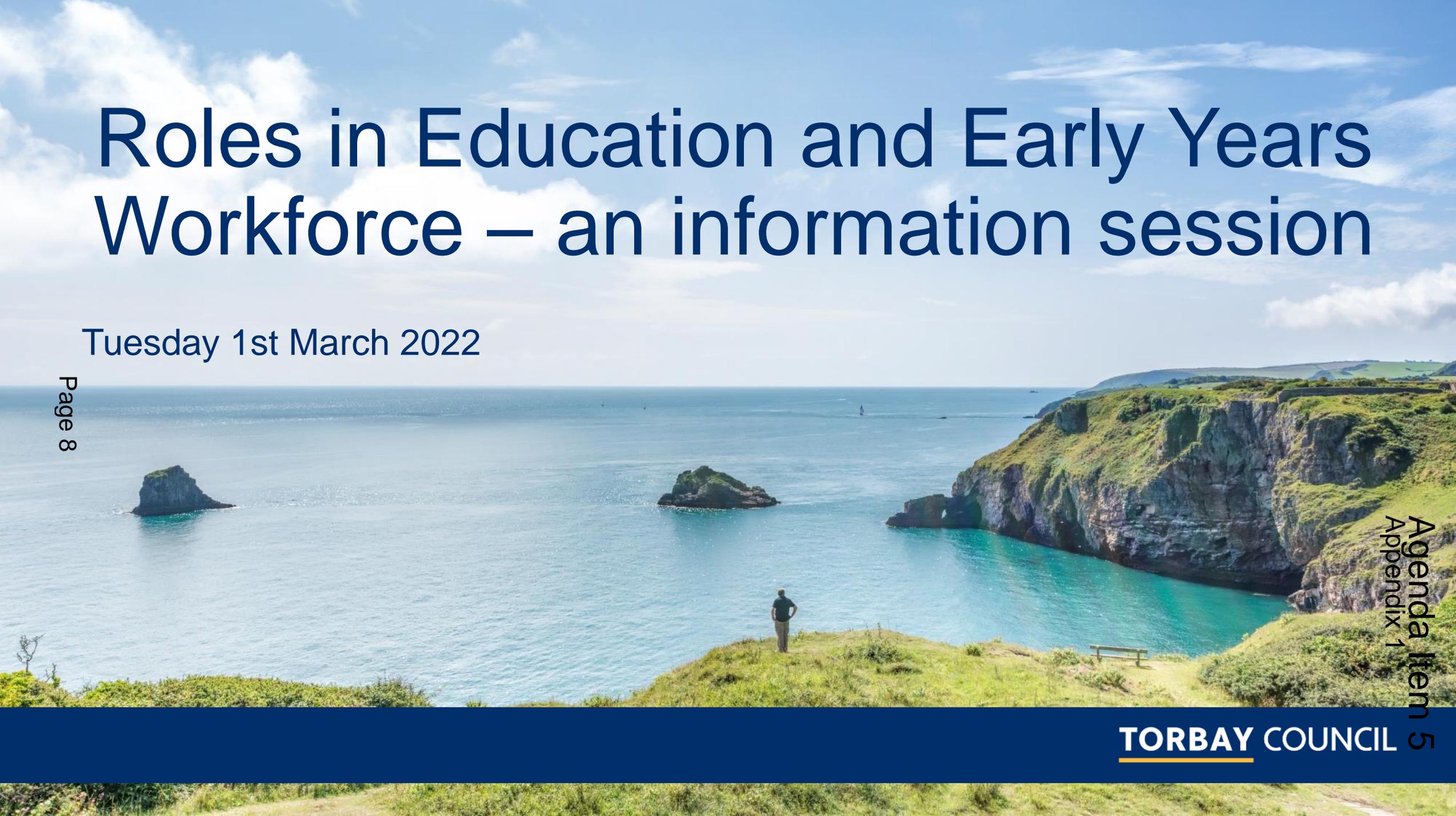


Roles in Education and Early Years Workforce – an information session

Tuesday 1st March 2022

Page 8

Agenda Item 5
Appendix 1



Agenda

- Introductions
- Roles in School – LSA
- South Devon College
- Roles in Early Years
- Department for Work and Pensions
- Questions



Why be an LSA?



Learn new skills

- Continuous Professional Development (CPD)
- On the job training

Career progression

- Progression to specialist LSA or HLTA (Higher Level Teaching Assistant)
- Good route to teacher training

Job Satisfaction

- Highly rewarding work
- Good work/life balance (work in school hours and have school holidays)

What is being and LSA like?

Depending on the age of the children and their individual needs, you would:

Develop positive relationships with young people

Help with schoolwork under the supervision of the teacher

Prepare learning materials

Help children understand instructions

Carry out a child's care plan working 1:1

Encourage children to communicate

Give information and help to teachers

Support children during social activities and outings

Help children during therapy sessions

Look after children's physical needs such as visual or hearing impairment

Keep records

Work with a small group of children within the classroom

Run lunchtime or after school clubs such as football or crafts

Working Hours

- You might work school hours, Monday to Friday, during term-time.
- Some assistants work part-time.
- You will have all school holidays free
- You may sometimes go to training and meetings outside school hours.
- Some special schools are residential. If you work in this type of school, you may have to work a mixture of shifts covering seven days a week.



What Skills might be useful?

Here are some of the skills needed for this job.

Patience

A sense of humour

Reliability

Good verbal communication

Able to work with a team of professionals

Good time management

Self motivated

Resilient

Positivity



Qualifications needed

There are no set qualifications. Schools and local authorities have different requirements.

Previous experience and skills are considered important eg if you have coached a football team or helped in your child's nursery

Most employers look for a good general education and experience working with young people who have additional support needs.

Useful subjects

English

Maths

A wide range of subjects will be of value for this role and at a wide range of levels.

You will also need an up to date DBS check (a check on any criminal record)

Career Development

There are lots of ways to progress and a wide variety of courses that your school will be able to inform you of

In school training
and development

Skills for Work:
Early Education and
Childcare (SCQF
Level 4/5)

National Certificate
(NC) in Education
Support Assistance
(SCQF Level 6)

HNC/HND in
Additional Support
Needs: Supporting
the Individual
(SCQF Level 7/8)

Cache have a range
of related courses

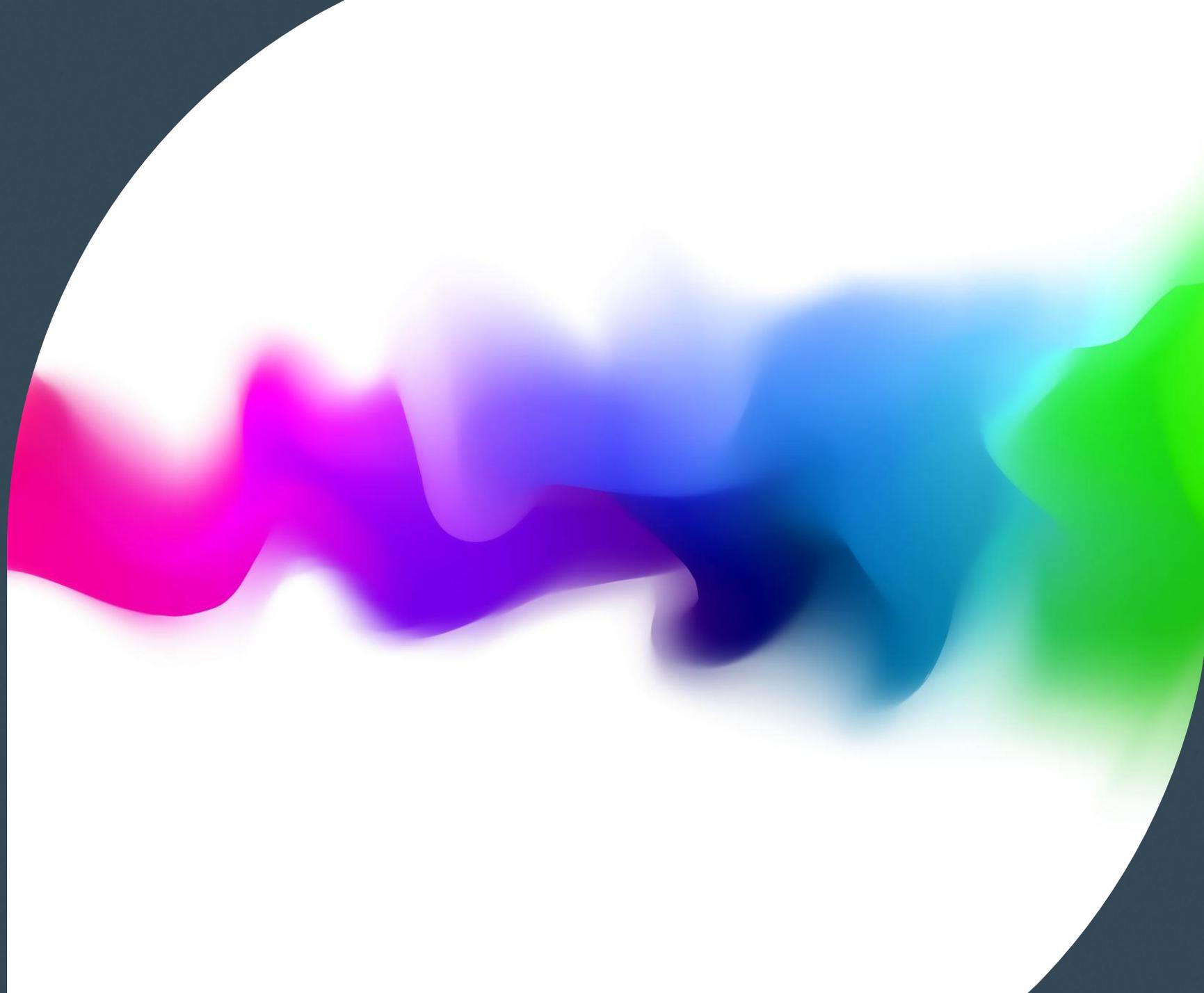
Babcock offer NVQ
L2 and L3 in being
an LSA

Expected
experience for
teacher training
courses

South Devon College

Page 16

Education
Opportunities



L2 Online, Short Courses Starting Now

(free for those over 19)

Page 17

Understanding
Common Childhood
Illnesses

Understanding
Safeguarding & Prevent
Duty

Introduction to Caring
for Children & Young
People

Understanding
Domestic Abuse

Understanding
Adverse Childhood
Experiences (ACES)

Understanding
Climate Change &
Environmental Awareness

Understanding Equality
& Diversity

Understanding
Data Protection & Data
Security

Understanding Autism

Longer Courses Starting Now

1

Level 3 Certificate (or Diploma) in **Supporting Teaching & Learning in Schools**. One evening a week for 12 – 18 months with TA placement. *Free if your first Level 3, or an Advanced Learner Loan.*

2

Level 2 **Neuroscience in the Early Years**. Online, with some live lessons. (to be completed by end of June). *Free if over 19 yrs & resident in UK.*

3

Level 3 Diploma for the **Early Years Workforce** (license to practice). One morning a week, for 2 years, with placement. *Free if your first Level 3, or an Advanced Learner Loan.*

4

Level 3 Certificate in **Understanding Autism**. Online, distance learning. 4-6 months. *Free if your first Level 3, or an Advanced Learner Loan.*

5

Level 3 Certificate in **Forest School Leadership**. Friday mornings, 6-9 months. *Advanced Learner Loan.*

From September 2022

For 16 – 19 yrs

Page 19

- L1 Caring for Children
- L2 Caring for Children & Young People
 - L3 Early Years Workforce
 - T-Level in Assisting Teaching
 - Level 2 & 3 Youthwork (including criminology, sociology and youth justice)

Sarahfairlie@southdevon.ac.uk

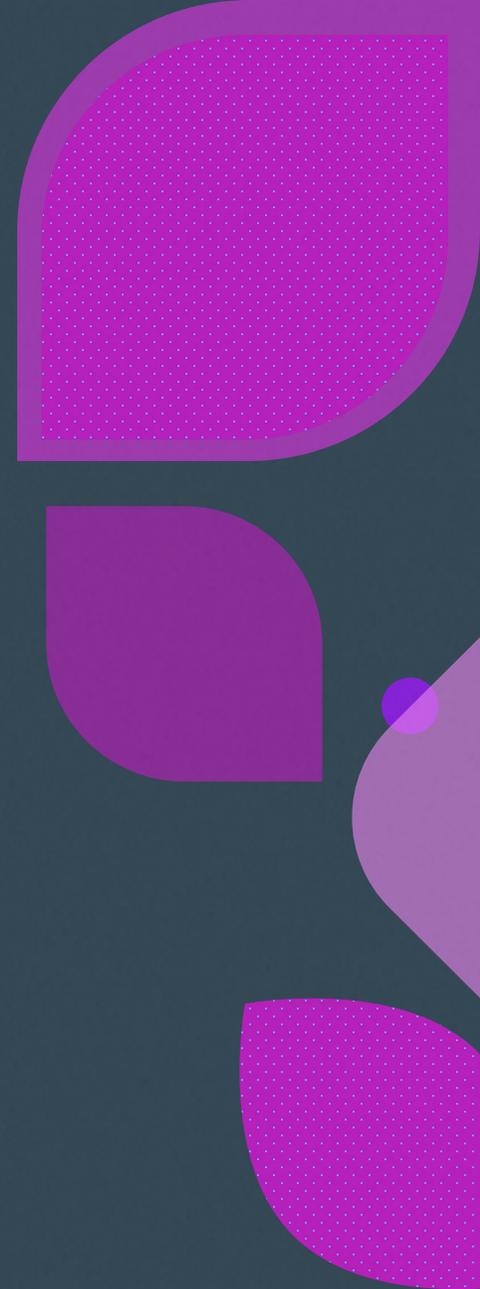
For Adults

- L3 Teaching Assistants
- L3 Mental Health in Early Years
- L2 Forest School Assistant
- L3 Early Years Workforce
- L3 Understanding Autism
- L3 Principles of Special Educational Needs*

jobutton@southdevon.ac.uk

Higher Education (from September)

- FdA Education and Childhood
(Foundation degree Level 4 & 5) Wednesdays and Fridays)
- FdA Children, Young People and Families
(Foundation degree Level 4 & 5) Wednesdays and Fridays)
- Higher level (Level 4) Apprenticeship Children, Young People and Families Practitioner
(Fridays)
- FdA Youth Justice* (subject to approval) day to be confirmed.
- For more information, please email: lisarogers@southdevon.ac.uk



Level 2 Online, Short Courses March - June (free for those over 19)

Understanding
Common Childhood
Illnesses

Understanding
Safeguarding & Prevent
Duty

Introduction to Caring
for Children & Young
People

Understanding
Domestic Abuse

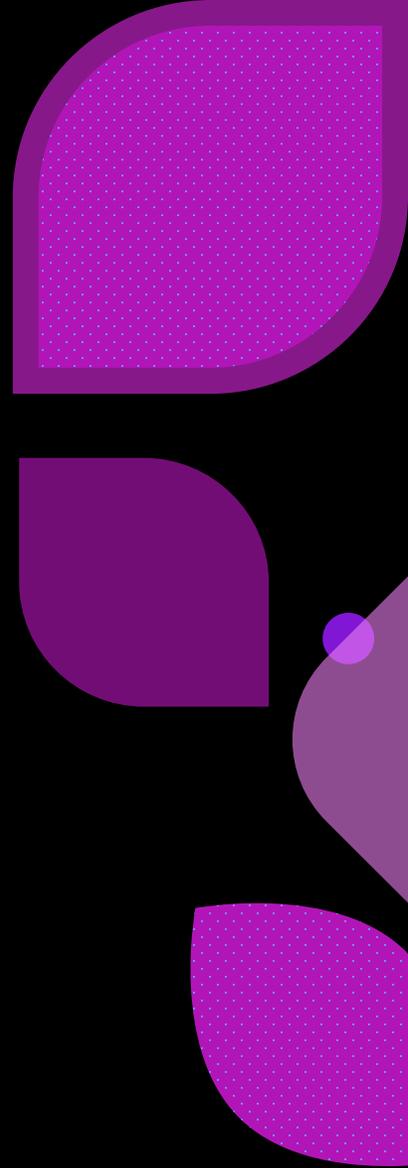
Understanding
Adverse Childhood
Experiences (ACES)

Understanding
Climate Change &
Environmental Awareness

Understanding Equality
& Diversity

Understanding
Data Protection & Data
Security

Understanding Autism



Working in Early Years and Childcare

Types of Early years Providers

Nursery

Pre School

Out of School and Holiday Care

Childminder

School based Nursery



What is working in early years like?

Page 23

Encouraging children to develop social skills and communication skills

Supporting learning through play

Creating a safe and secure environment for children to learn

Responsibility for a small group of children as a Key Worker

Building relationships with parents and carers

Observing, assessing and planning the child's learning and development

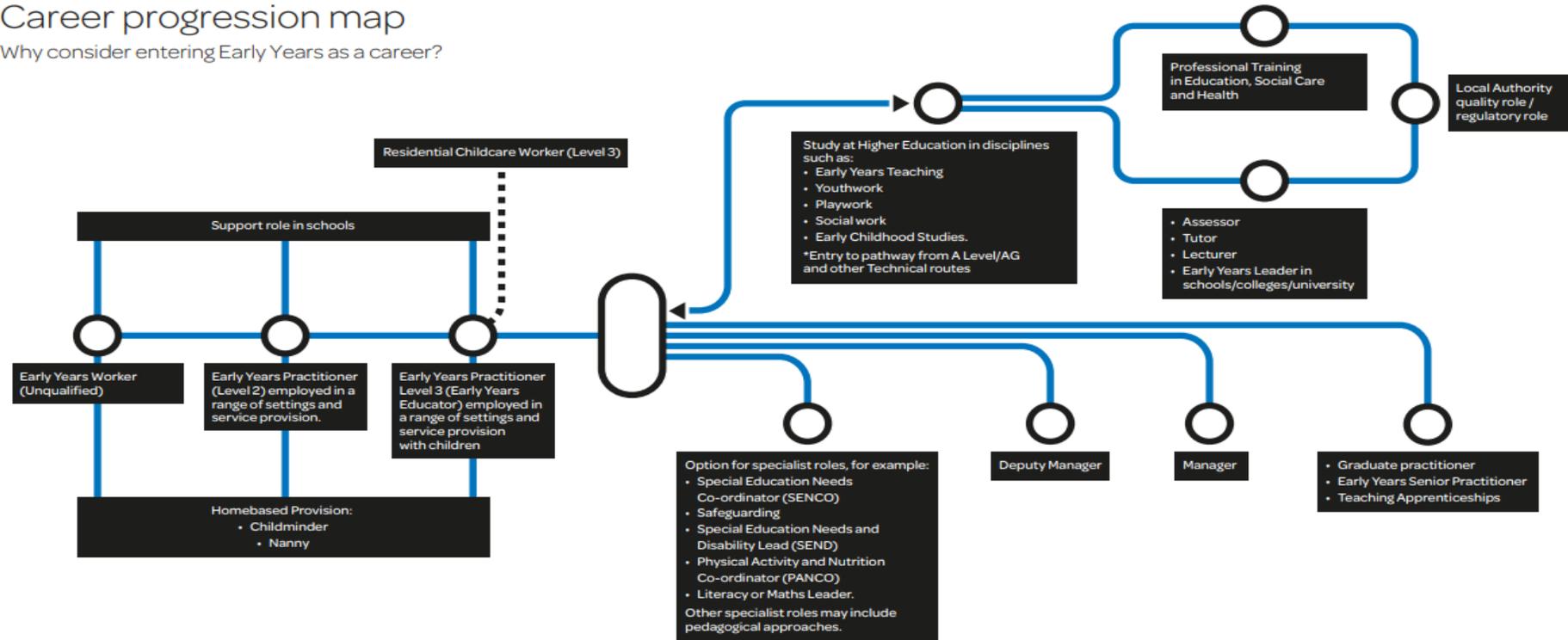
Consulting and liaising with teams and other health professionals (i.e. Health Workers, Social Workers)

Attending training and team meetings

Early Years

Career progression map

Why consider entering Early Years as a career?



This Childcare and Early Years careers progression map has been designed by Early Years experts and stakeholders and supported by the Department for Education (DfE). The DfE wish to express their thanks to everyone who has been involved. It is intended for use by the Childcare and Early Years sector, careers advisers and anyone who is considering a career in the sector.

To check that the qualification you are interested in is approved by the Department for Education visit www.gov.uk/guidance
To find out more about being an Apprentice visit www.getingofar.gov.uk



Qualified Early Years Practitioner – Level 2

You will have a level 2 early years qualification (approved by the DfE – see [Early Years Qualifications List](#)) or apprenticeship. A level 2 qualification provides the grounding for understanding how to work effectively with children.

As a qualified practitioner at level 2, in this job you are likely to:

- Understand how to work effectively with children
- Work with room leaders and others to care for and teach small children.
- Be involved in planning for children’s development and providing play activities that enable children to explore and develop.
- Deal with different kinds of behaviours, needs and wants as each child is unique.
- Have responsibility for some key children, observe how children are developing on a day to day basis, engage with parents at drop off and pick up and lead on some activities



Qualified Early Years Practitioner – Level 3 Early Years Educator

You will have a level 3 early years qualification (approved by the DfE – see [Early Years Qualification List](#)) or a level 3 apprenticeship and level 2 English and maths qualifications (for example, Functional Skills or GCSEs). A full current paediatric first aid certificate (PFA).

As a qualified practitioner at level 3, in this job you are likely to:

- Lead on children’s development as you will have more detailed knowledge and experience of children’s developmental stages.
- Lead a room or become a manager across the whole setting should you successfully secure a position.
- Have key responsibilities in addition to the level 2 role e.g. liaising with external professionals and parents/carers in the best interests of the child.
- Undertake observation and assessment of children and track their progress, and ensure that play opportunities provided are structured to support each individual child’s needs to enable children to explore and develop.
- For those working with children aged 3 to 4, the role might also include preparing children for transition to school.
- Work with others, often as a supervisor, or even mentor new starters that join early years as a career such as apprentices.



Childminder

As a childminder, you are not required to have any formal early years qualifications, but you must complete training to be able to understand and implement the Early Years Foundation Stage Framework. You can do this by taking the Level 3 Award in Preparing to work in Home Based Childcare qualification. You will also need to hold a full current paediatric first aid certificate (PFA).

In England, childminders must be registered with and inspected by the Office for Standards in Education, Children's Services and Skills (Ofsted). <https://www.gov.uk/government/publications/become-a-registered-early-years-or-childcare-provider-in-england>

In this job role you are likely to:

- Offer professional home-based childcare and early education, looking after small groups of children of different ages and from different families.
- Be well placed to support the early learning and development for children of all ages, working closely with parents and other professionals to provide bespoke care and support.
- Be your own boss and work the hours of your choosing.

Further information can be found here: [Becoming a Childminder - Torbay Council](#)

Early Years Worker (Unqualified)



Page 28

You can work in early education and childcare without a qualification, but you may have transferable knowledge and skills from previous work, experiences and learning. You can also work as a volunteer.

In this job role you are likely to:

- Work under supervision with experienced practitioners.
- Support experienced practitioners to provide care routines and deliver educational play opportunities/activities that enable children to explore and develop.
- Deal with different kinds of behaviours, needs and wants as each child is unique
- Observe how each child learns differently and, with your support, learn how experienced practitioners structure play activities to ensure that learning opportunities are maximised.

Hear from staff working in Early Years

DWP

Childcare - How can we help you?

- Government Help
- Entitlements
- Unable to Find childcare



Government Help

- Universal Credit – 85%
- Tax Credits – 70%
- Tax Free Childcare – 20%

Entitlements

2 year old funding

15 hours per week for 38 weeks (term time)

11 hours per week all year round (stretched)



Entitlements 3 & 4 year olds

15 hours per week for 38 weeks (term time)

11 hours per week all year round (stretched)

Working parents extended entitlement

30 hours per week for 38 weeks

22 hours per week for all year round



Early Years & Childcare Service

earlyyears@torbay.gov.uk

01803 207895

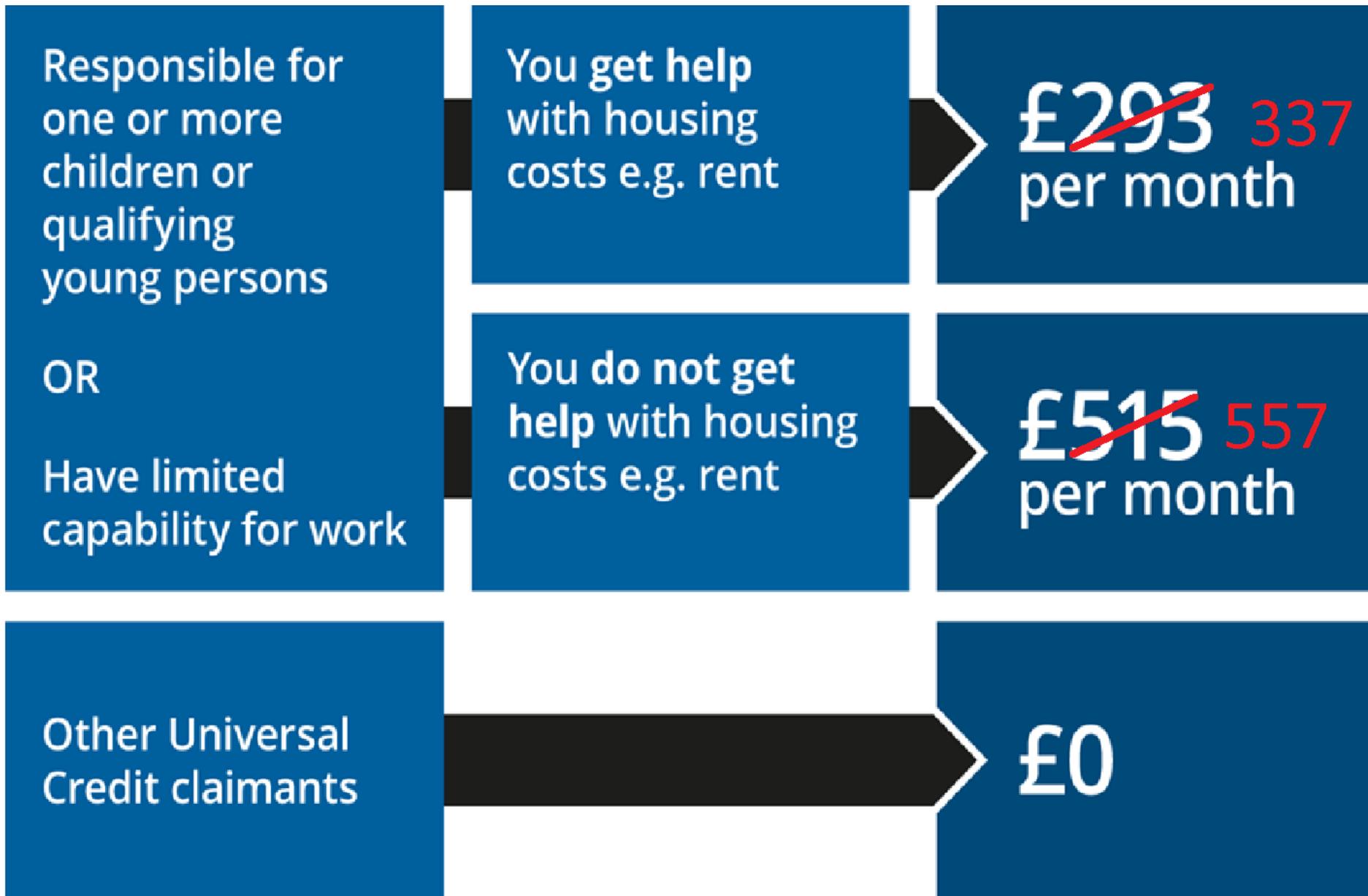


Cut to the Universal Credit taper rate, and Universal Credit Work Allowance increased

- The taper rate means that if people increase their earnings, by working more hours for example, their Universal Credit is gradually reduced. The current taper rate is 63p, meaning for every £1 a person earns after tax, their Universal Credit is reduced by 63p.
-
- The Chancellor announced that the Government is cutting the taper rate by 8p, from 63p to 55p, ensuring more money in people's pockets.
- The Work Allowance allows some households to earn a set amount before the taper rate kicks in. This is generally for households on Universal Credit who are in work and either looking after a child or have a household member with limited capability for work.
- Work Allowances are currently set at £293 a month if the household receives housing support, or £515 if they do not receive housing support. These are both being increased by £500 per year.
- Both of these changes will be implemented from December 2021, and together will benefit 1.9 million households who will on average keep around an extra £1,000 a year. The changes apply across Great Britain, and the Northern Ireland Executive will be funded to match them.
- If you provide benefits advice or offer benefit calculators on your website, we encourage you to update your advice by 1 December to reflect these changes.

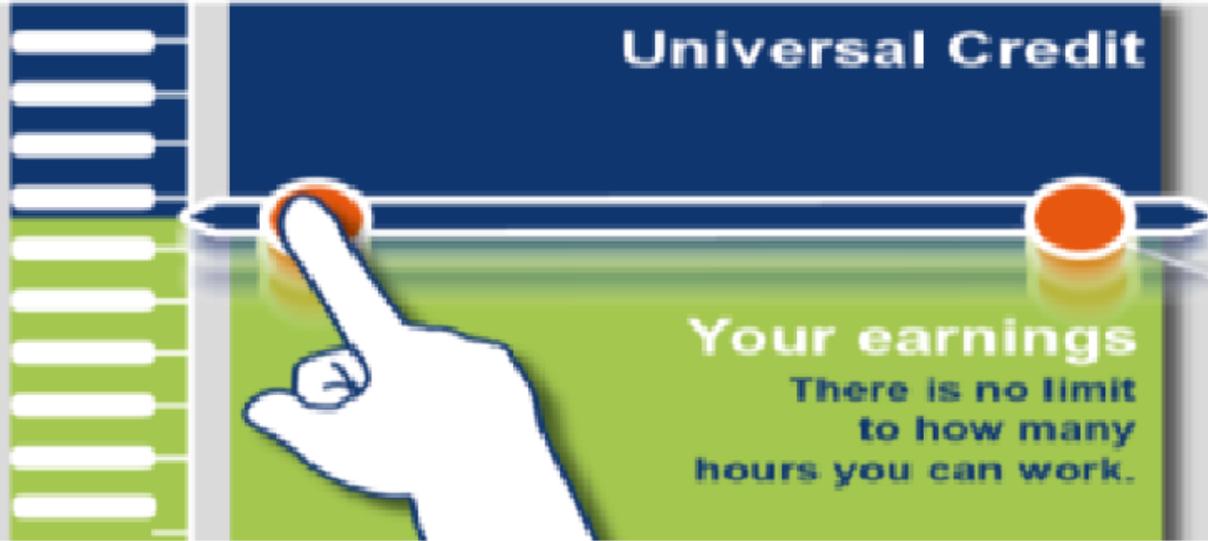
Work allowance

- The work allowance is the amount some households are allowed to earn before the amount of Universal Credit they receive is affected.
- To be eligible for the work allowance the claimant / partner must either have:
 - responsibility for a child or qualifying young adult
 - have limited capability for work
- *Foster carers are not treated as responsible for a child and as such, not entitled to a work allowance in Universal Credit.*
- There are two set levels of work allowance used in the calculation of earnings in respect of an assessment period (amounts included in calculations from 24th November 2021):
 - Higher amount set at £557 when no housing costs are applicable
 - Lower amount set at £335 when housing costs are received in the Universal Credit award or the claimant receives Housing Benefit as their accommodation is temporary.



Earnings Taper

How your earnings affect what you get



If you're employed, your Universal Credit payment reduces gradually as you earn more (this is known as the taper).

For every £1 you earn (after tax and any deductions) your Universal Credit payment reduces by ~~63p~~ 55p

Page 39

example

You're single, working and earn £240 during your Universal Credit assessment period.

To work out how much will be deducted from your Universal Credit payment, take your earnings (£240) and multiply by the taper rate ($£0.63$) = £151.20

This means you keep all of your earnings (£240), and £151.20 will be deducted from your Universal Credit payment that month.

The following month you earn £350 during your Universal Credit assessment period.

Use the same calculation $£350 \times £0.63 = £220.50$

This means you keep all of your earnings (£350), and £220.50 will be deducted from your Universal Credit payment that month.

Universal Credit tops up pay so you are better off in work.

You can even earn a certain amount before your Universal Credit is reduced if you or your partner either:

- are responsible for a child or young person or
- have a disability or health condition that affects your ability to work

This is called a work allowance.

Minimum wage rates from April 2022

Rate from April 2022 2021 to March 2022)	Current rate (April Increase		
National Living Wage	£9.50	£8.91	6.6%
21-22 Year Old Rate	£9.18	£8.36	9.8%
18-20 Year Old Rate	£6.83	£6.56	4.1%
16-17 Year Old Rate	£4.81	£4.62	4.1%
Apprentice Rate	£4.81	£4.30	11.9%
Accommodation Offset	£8.70	£8.36	4.1%

What to do next



Page 41

If you are interested you can find local jobs advertised in the following places;

On local school and early years setting websites

In local papers

Job Centre Plus

Different schools and early years settings advertise in different places. The easiest way is to use google

For example, LSA jobs at Burman Road Secondary school

Thankyou for your time

- *We are here for another 10 minutes to answer any questions you may have.*
- *We wish you luck in finding a role in early years and education and hope that this has been helpful in setting you in the right direction!*

PERMANENT EXCLUSION AND SUSPENSION (FIXED TERM EXCLUSION) ANALYSIS

INTRODUCTION

This report examines exclusion and suspension data from across the local area.

The period chosen for the report allows comparison between two census periods (Autumn 2020 and 2021) and the most recently completed term (Spring). In this way the author has been able to discount the lockdown period with greatest limits for onsite attendance.

Statistical neighbour and wider comparisons are based on the nationally released dataset for 2018-19 as this is the last full year. Data extracted from the local authority interactive tool may include AY 2019-20. It should be noted that full opening of schools was only possible for 65% of this academic year.

Local information is provided from Capita One. The author has indicated where this data is for a specific period and/or has comparable national data.

KEY DOCUMENTS, TERMS, AND ASSUMPTIONS

The key guidance that governs the powers to Suspend and Exclude is laid down within:

[Exclusion from maintained schools, academies, and pupil referral units in England \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

And is supported by the following:

[Behaviour and Discipline in Schools - A guide for headteachers and school staff final draft.docx \(publishing.service.gov.uk\)](#)

Significant work has already been done at a national level in reviewing exclusions and correlations with need. This is best exemplified by the Timpson Review:

[The Timpson Review](#)

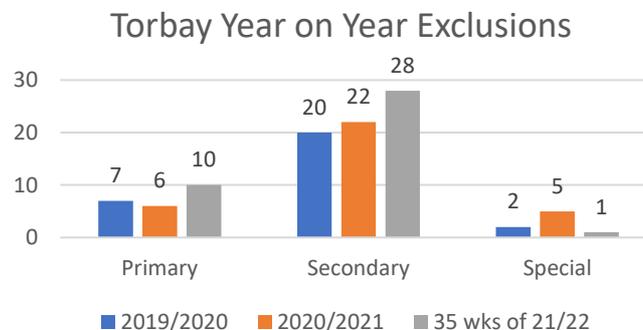
The terms below require definition as do assumptions made in comparing data across the change in guidance.

Suspension – The exclusion of a child from a school for a fixed period.

Exclusion – The permanent removal of a child from a school roll for reasons related to exceptional poor behaviour.

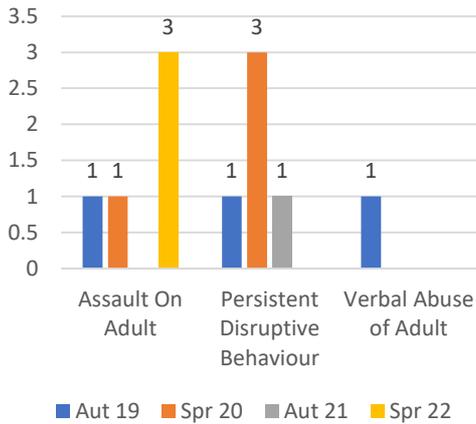
Prior to September 2020 these were defined as Permanent Exclusion and Fixed Term Exclusion. At the same time, the reasons schools can give for both were redefined. This makes year on year comparison of reasons difficult. It also requires analysis to assume that suspensions equate to fixed term exclusions and exclusions equate to permanent exclusions.

In September 2020 new reasons for exclusion were also added including, breach of public health instructions, abuse of gender ID or sexual orientation and abuse on disability grounds. At the same time some existing reasons were renamed. Where there is a logical link, the data in this report treats the changed wording as the same reason to allow comparison.



REASONS FOR EXCLUSION

Primary Exclusions - Aut/Spr 19/20 and Aut/Spr 21/22



Secondary phase has approximately three times the exclusion rate of primary. This is consistent across the local area for the last three years.

As with primary phase, persistent disruptive behaviour is most often the reason for a permanent exclusion. This is also true nationally. Torbay is an outlier for assaults on peers and it remains to be seen whether this is a moment in time after the return to full attendance or a new pattern of behaviour. (Local Authority Capita One data - May 2022)

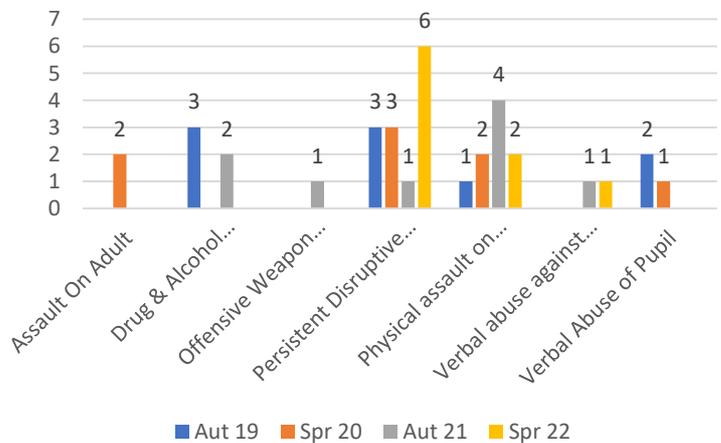
Anecdotally, since lockdown, the nature of persistent disruption has changed for many children. The phase is seeing more non-compliance without escalation to confrontation. This is seen through internal truancy and refusal to follow instruction.

Across the given period, primary school exclusions and suspensions for children who are subsequently excluded, have followed a pattern of increasing suspensions for persistent disruptive behaviour. As schools work to address these needs, the dysregulation increases, and the child assaults the adults in the room.

The Mayfield Behaviour Outreach team works alongside schools on referral to demonstrate effective practice, train staff and review in school systems. This work, and the work of school staff faces the following challenges,

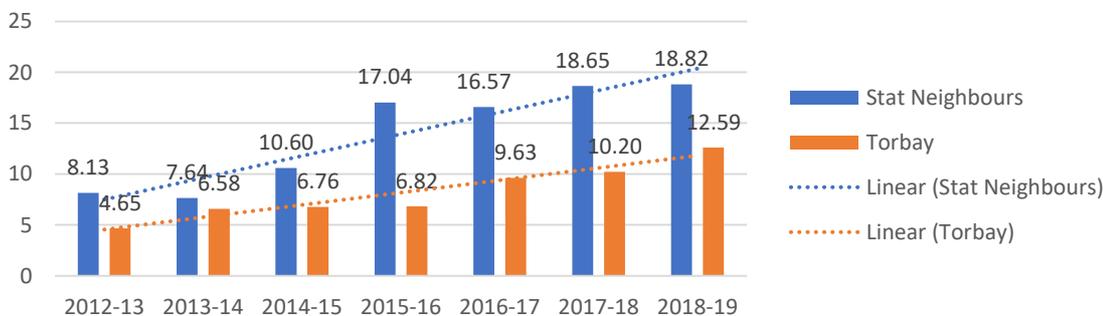
- The team often finds schools do not believe they can nominate staff to work alongside them due to staffing or funding limitations.
- Recruitment and retention have been challenging and staff are often recruited from the team into the schools they have worked in.
- Parents are often reluctant to consent to an Early Help offer to support a consistent home/school approach.

Secondary Exclusions - Aut/Spr 19/20 and Aut/Spr 21/22



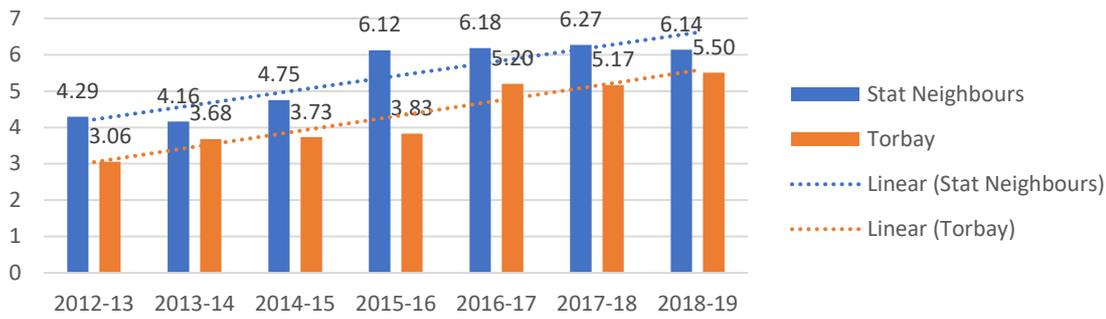
SUSPENSION

Secondary Suspension Rate



Secondary suspension rates place Torbay 87th of 152 LAs and 77th for repeat suspensions. (Local Authority Interactive Tool - May 2022)

Secondary >1 Suspension Rate

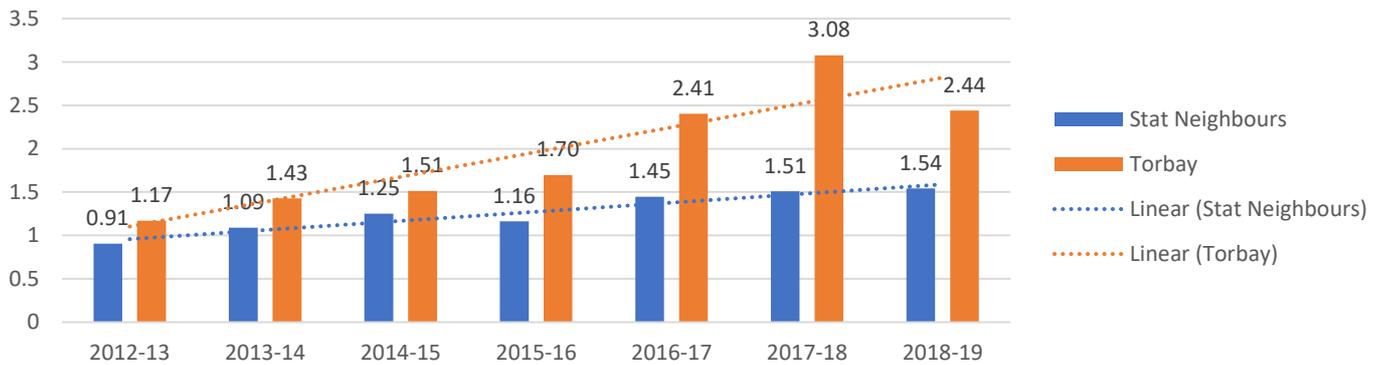


Secondary suspensions across this period are low compared to SN and in line with national figures.

There is a concerning trend for local repeat suspensions to be converging with the SN figure whilst at the same time single suspension rates are diverging. This would suggest that those children with most need expressed as dysregulation are the same children who are being most frequently sanctioned.

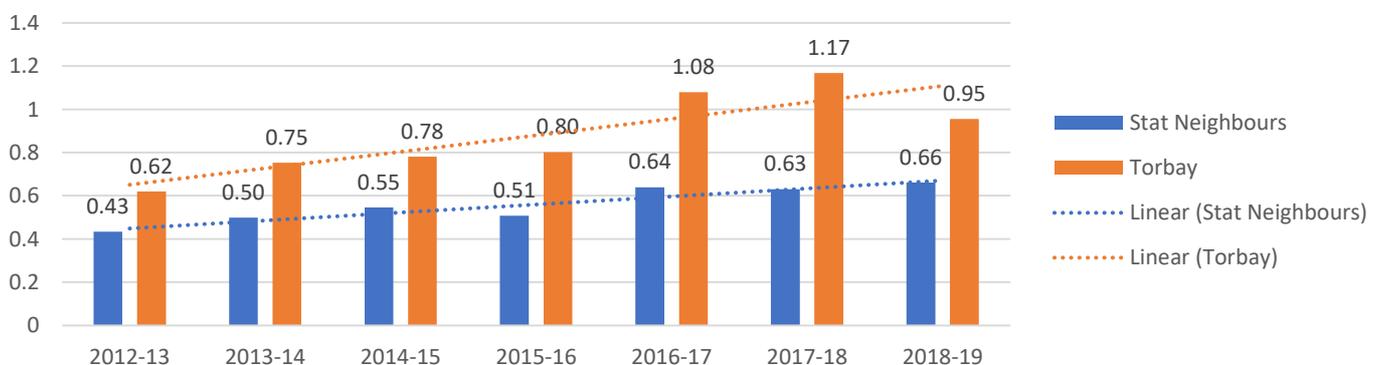
As will be shown later, the trends to 2018-19 are not representative of the current pattern.

Primary Suspension Rate



Primary suspension rates place Torbay 147th of 152 LAs and 147th for repeat suspensions. (Local Authority Interactive Tool - May 2022)

Primary >1 Suspension Rate



For the primary phase, suspensions are at a higher rate than statistical neighbours and the trend is for a diverging rate of suspension. It is of particular concern that Torbay is starting from a position of being 147th in the rank order and comparative data shows this is worsening.

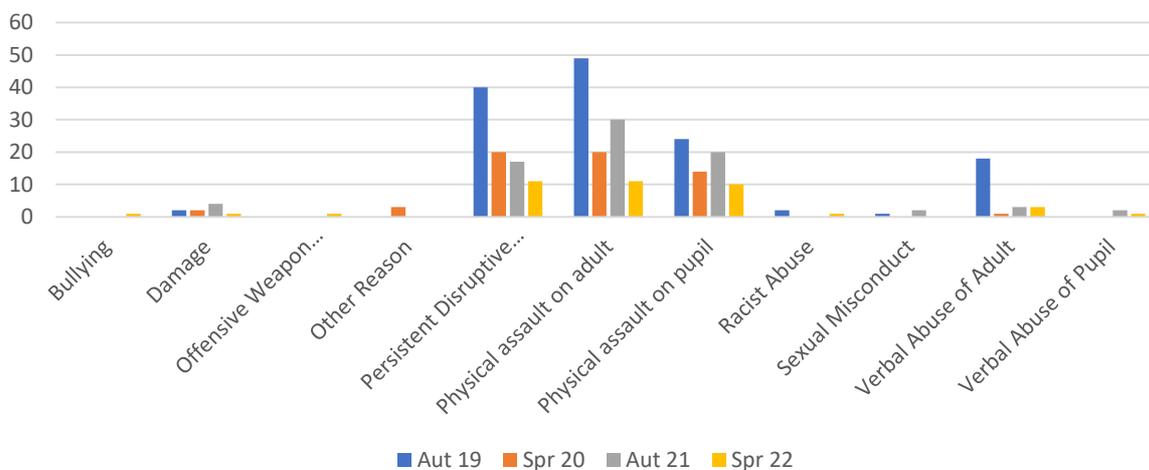
Some gains were made in 2018-19. These were initially lost in the return to full on-site education, but data below shows declining pattern of suspension in the primary phase which gives rise to some optimism that the situation is returning to normality, albeit with the normal situation being of worryingly high suspension rates.

SUSPENSIONS SINCE 2018-19

The data within the graphs and commentary below, are drawn from local authority data. This data has been verified for the autumn terms against national census data. The spring terms' data is checked against school information systems, but the figures may change when checked against national databases.

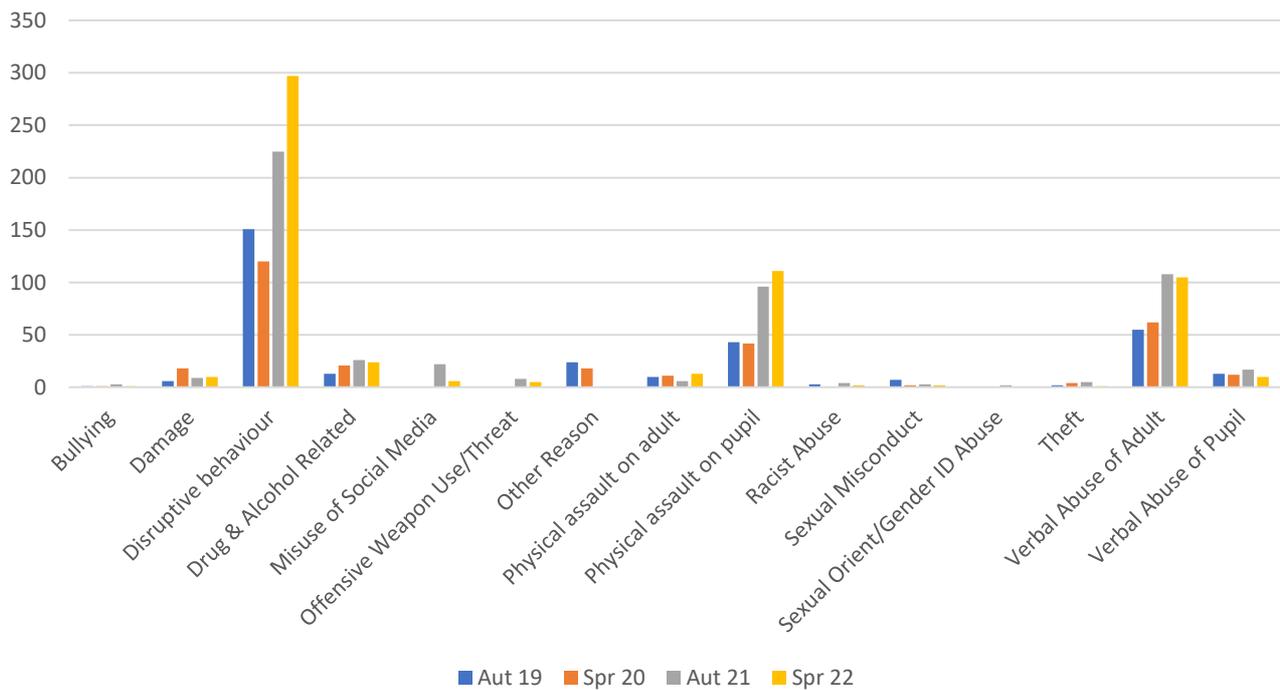
School level information and analysis are provided below to inform targeting of resources and support. This information is not included to draw conclusions about any one school's practise.

Primary Suspensions Aut/Spr 19/20 and Aut/Spr 21/22



Primary schools have been able to reduce overall suspensions across the reporting period. There is large variance across year groups. Those children who have started their compulsory education during the last two years are demonstrating difficulty in adapting to school routines and processes.

Secondary Suspensions Aut/Spr 19/20 and Aut/Spr 21/22



Secondary schools have seen a rise in suspensions across the period. There was a short window of reducing overall suspension in the autumn term 2021, but the increasing use of suspension has continued in the spring term 2022. This is of concern as spring term 2022 had particularly high absence rates so fewer children were in school, but the absolute numbers of suspensions increased.

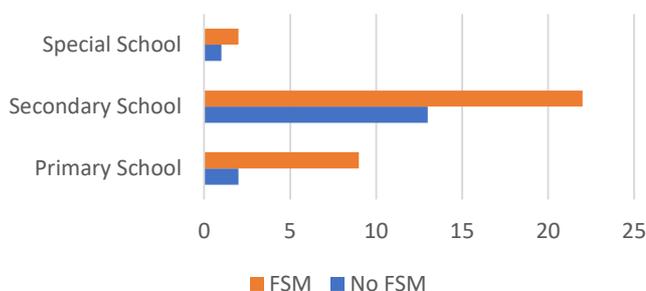
The three areas of significant increase are persistent disruption, assault on a peer, and verbal abuse of an adult. Conversations with school staff suggest that the increase in persistent disruption and verbal abuse were because of disrupted staffing due to COVID related absence.

Assaults on peers are usually a significant factor in secondary school suspension within Torbay. It is worthy of note that despite significant numbers of assaults on peers and subsequent sanction there are no reported exclusions and single figures of suspensions for bullying.

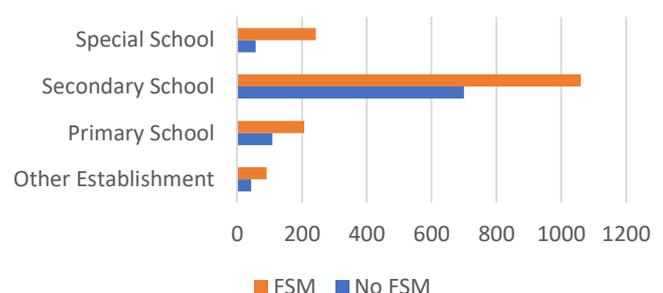
Reviewing the school level data included in the annex, suggests that there is not an even pattern of suspension across the local area. Children who live in the TQ1 area seem to have elevated levels of suspension. This would accord with known data regarding poverty, disadvantage, criminality, substance misuse and other societal challenges.

EXCLUSION AND SUSPENSION AGAINST DISADVANTAGE (FSM)

Exclusion for Aut/Spr 19/20 and Aut/Spr 21/22



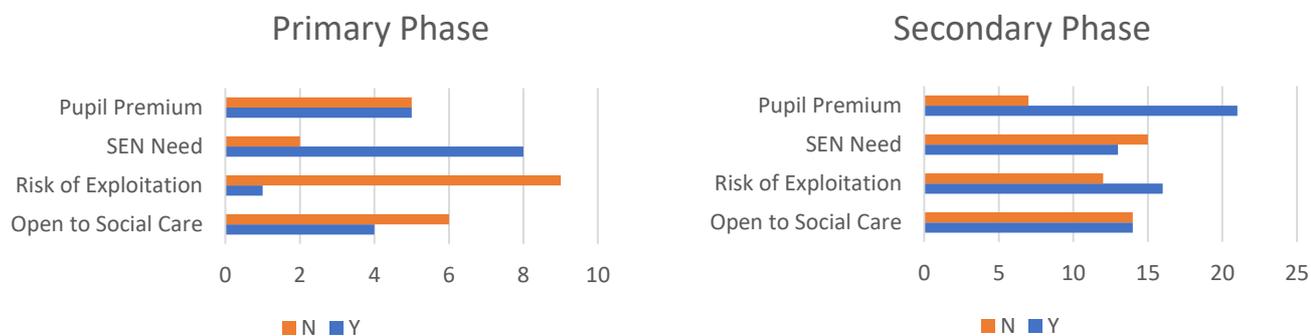
Suspension for Aut/Spr 19/20 and Aut/Spr 21/22



When using free school meals as the indicator of disadvantage it is immediately apparent that in all types of school children with free school meals are more likely to be suspended or excluded.

Caution should be taken when reviewing the special school data as over 80% of all exclusions and suspensions originate from a single setting.

EXCLUSION AGAINST DISADVANTAGE (SOCIAL)



Of the thirty-one children excluded in the academic year to date their need can be shown as below:

Exclusion in primary phase is most often linked to SEN. Schools often point to a rapid decline in behaviour linked to SEN or societal need that cannot be met within the schools existing resources. This leads to requests for additionality outside of any EHCP process.

At secondary phase, it is far more common for children supported through pupil premium to be excluded than their peers. Equally, children at risk of exploitation are 1.4% of all children of compulsory school age but represent 43.5% of exclusions from secondary school.

Similarly, children open to social care at child in need or with a child protection plan are subject to exclusion at a rate beyond the proportion of such children compared to the number of children without social care involvement.

ACTIONS

As a response to the figures within the report the following actions have been taken or are planned for academic year 2022/23.

CASE CONFERENCES

The Written Statement of Action provides for case conferences before exclusion. These are being trialled this term with both primary and secondary phases. The case conference includes these partners:

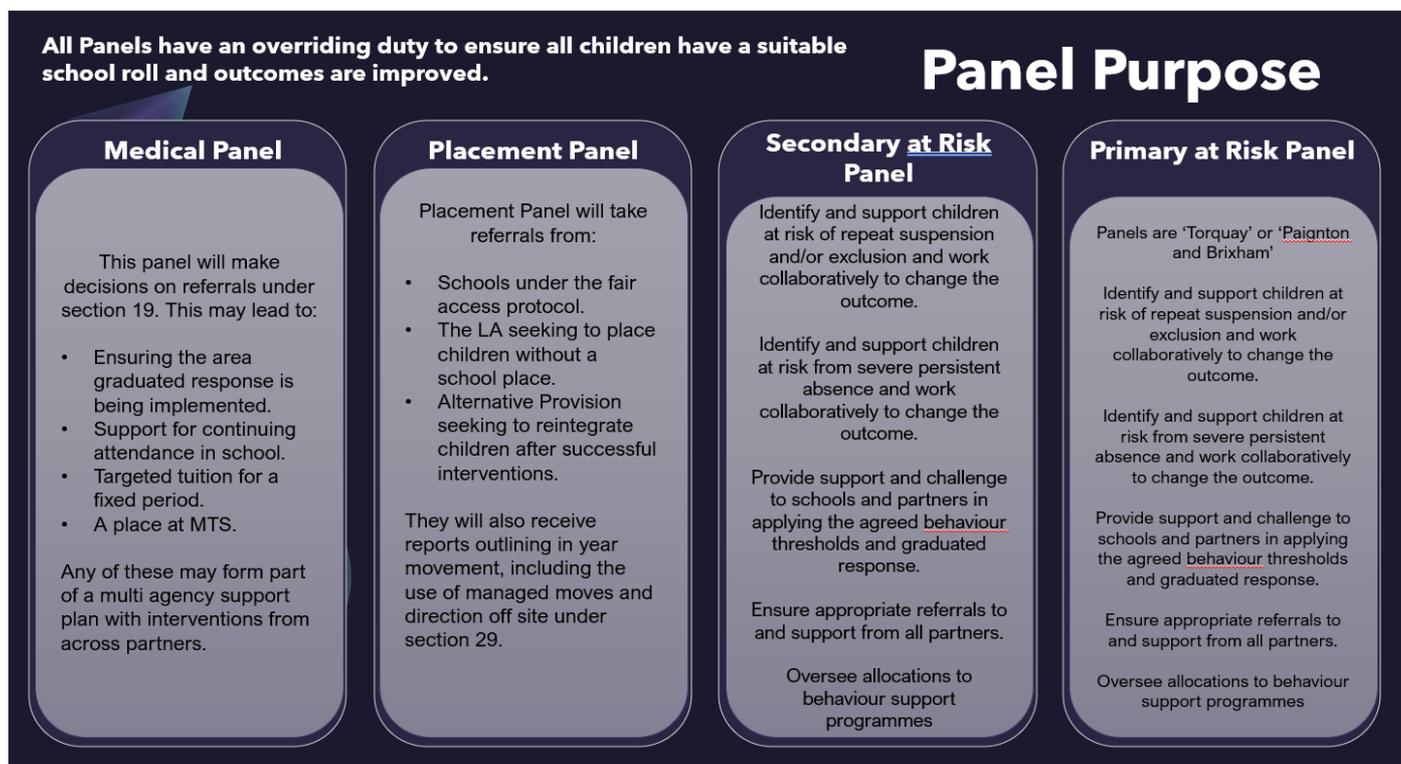
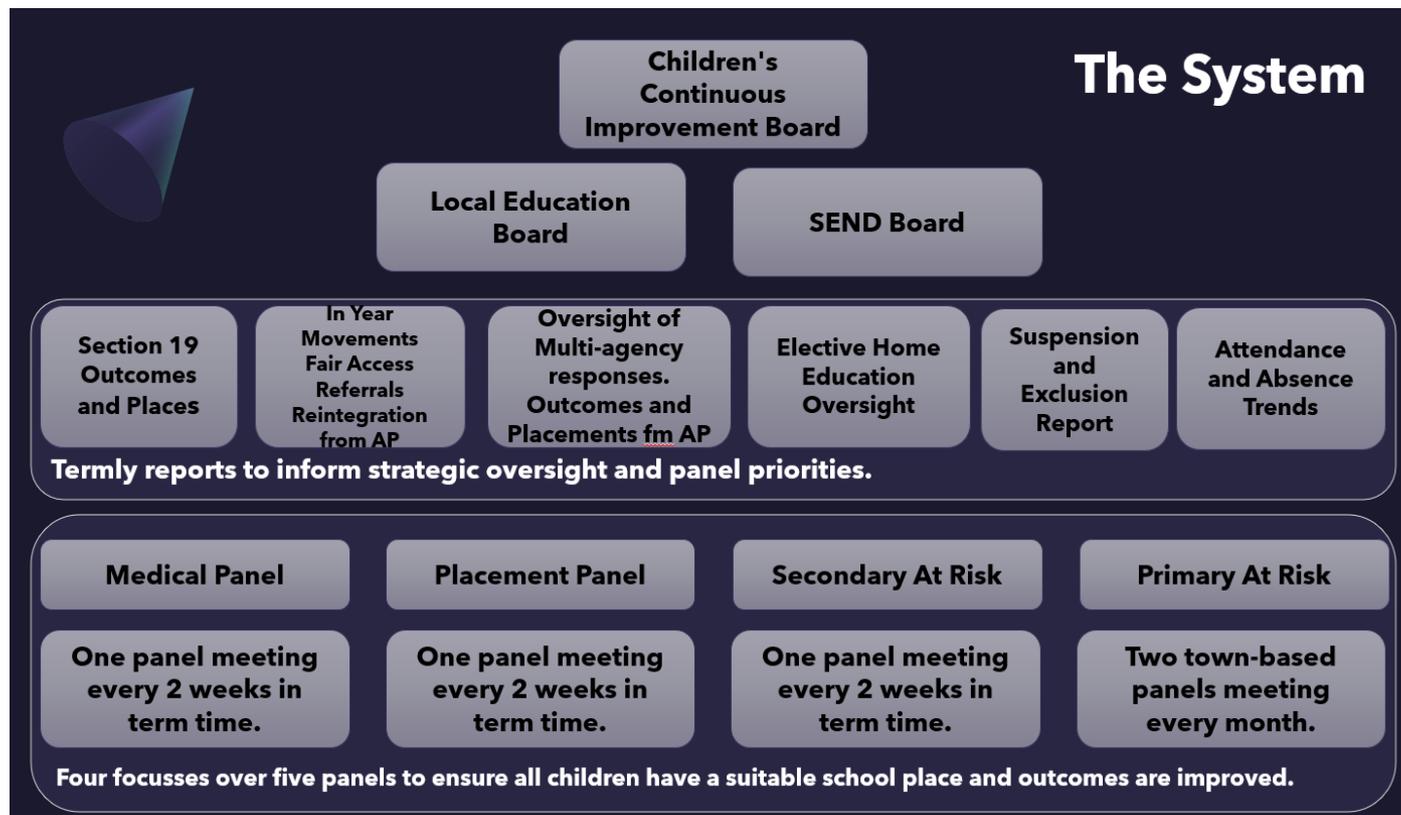
- School staff
- Vulnerable Pupils Team
- SEN Team
- Education Psychology
- Virtual School Advice and Guidance Officers
- Social Care Senior Leaders
- Behaviour Outreach Leadership
- Early Help Senior Leaders

These partners meet, outline their team's involvement and actions, and then work together to map this work against the child and their family's needs. They then plan to cover any gaps in provision and in doing so seek to avoid an exclusion.

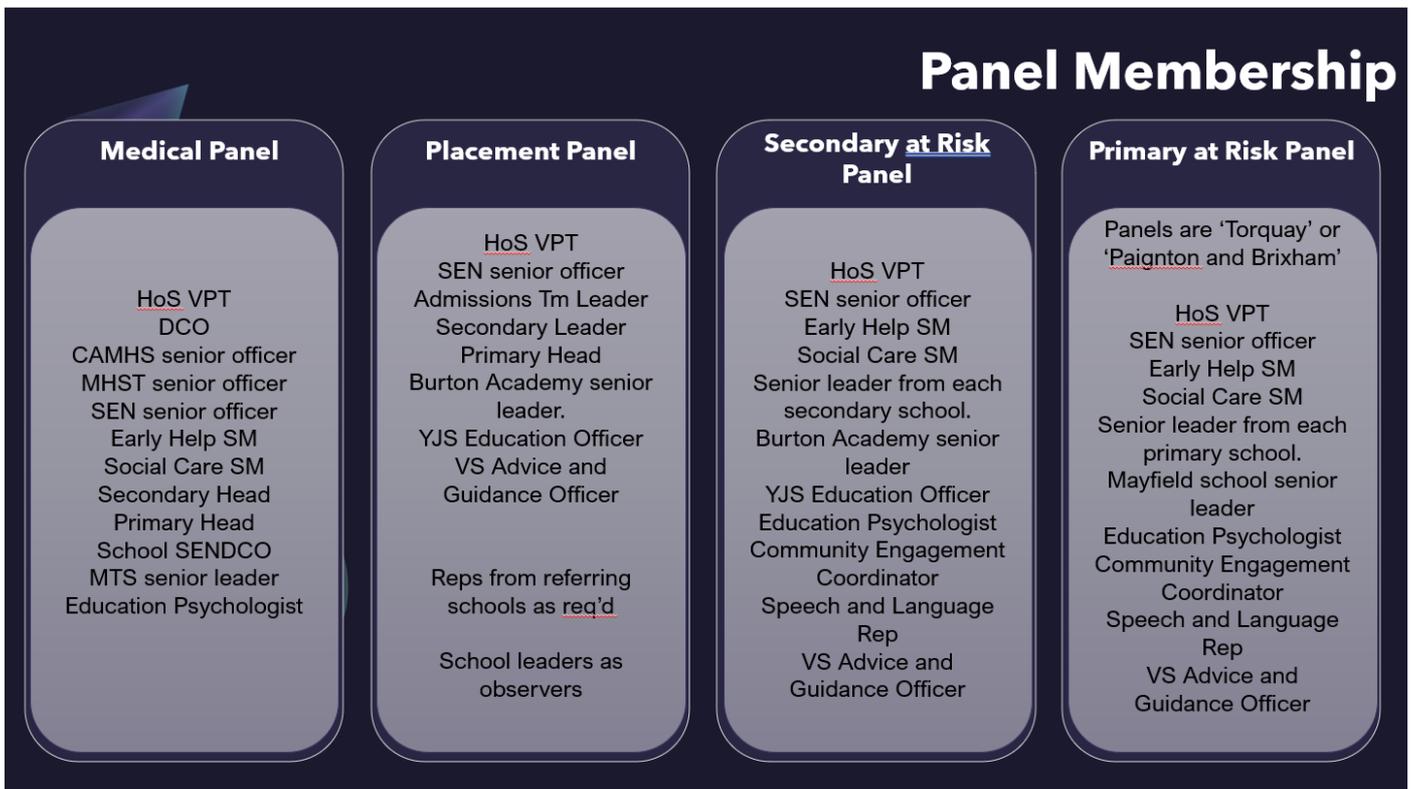
REMODELLED PUPIL PANELS

With effect from September 2022 the existing pupil placement panel and associated peer groups of schools will be remodelled to increase multi agency presence and engagement with children at risk of missing out on education.

The revised panels and membership are below:



Panel Membership



WORKING ACROSS PARTNERS

As part of our ongoing WSOA work we are seeking to answer the following questions by looking at best practice elsewhere and examining themes and trends locally.

1. What is the link between Pupil Premium entitlement and exclusion at secondary phase?
What support is available, specific to maintaining school places, from partners?
2. Why are children with SEN overrepresented in both phases but exceptionally so in primary phase?
 - a. Is this a systemic problem with assessment of need / diagnosis?
 - b. Are there common needs that could be addressed through targeted multi agency support?
 - c. Are schools clear on the universal and enhanced expectation and the effective implementation of the graduated response.?
 - d. Is sufficient resource earmarked for emerging need within existing schools budgets, is there an equality of offer across all schools?
3. How can children at risk of exploitation be effectively supported to remain in education?
 - a. Does the education offer match the aspirations and needs of this group?
 - b. Should there be a specific offer to children at risk of exploitation who are also at risk of exclusion?
4. How can the over representation of children open to social care be addressed through our new ways of working?
5. What is the link between in year movement and suspension and exclusion?

DEVELOPING AN AREA WIDE EXCLUSION AND SUSPENSION STRATEGY

Using the above lines of enquiry, we are developing a multi-agency, area wide strategy to reduce exclusion and suspension. This will be co-created by December 2022 for full implementation in September 2023.

DATA SHARING AGREEMENTS

To ensure that the above strategy is based on near live information, we are renewing our data sharing agreements with all schools in Torbay. This will allow us to review its impact at Area, Phase, School and Individual level

TORBAY COUNCIL

Torbay's Children's Continuous Improvement Plan

Prepared by: Stephen Hart, Independent Chair, Torbay Children's Continuous Improvement Board

Date prepared: 13 July 2022

Meeting: Children and Young People's Overview and Scrutiny Board

Date of meeting: 25 July 2022

1. Purpose

- 1.1 This short report informs members of the Board that the final plan has been published and the implementation phase is progressing accordingly.

2. Background

- 2.1. Councillors will know that a report was presented to Cabinet on 24.8.2021 by the Chief Executive that set out proposals to strengthen the Councils governance arrangements for Childrens Services and to provide focus and drive for Childrens improvement beyond the Department for Education intervention. This was unanimously agreed. At its subsequent meeting on 18 October 2021, members of the then Improvement Board voted unanimously to move towards initiating a Children's Continuous Improvement Board (CCIB) in recognition of the progress that had been made in children's social care since the publication of the Ofsted inspection report in 2018 which judged Torbay's Children's Services to be inadequate overall. This confidence was shown to be well placed as Ofsted has subsequently (in May 2022) judged Torbay to be good in every aspect of its Children's Service.
- 2.2. In order to take forward the changes, membership has been broadened to reflect the intention of the Council to develop services for children that go beyond the parameters of a traditional children's (social care focused) service. As a result, the new Children's Continuous Improvement Board (the CCIB) will oversee progress against key improvement priorities for children and young people that

have been developed by other partnership boards such as the YOT and SEND boards, the Corporate Parenting and the Early Help boards and the Adults Improvement Board. Representatives from these Boards are now sitting on the CCIB joining other recently appointed members drawn from the child health professional community.

- 2.3. The newly constituted Torbay Children's Continuous Improvement Board approved, subject to two amendments that were immediately made, the first Torbay Children's Continuous Improvement Plan at its meeting on 18 May 2022. This plan incorporated the four recommendations from the latest Ofsted Inspection Report that was published on the same day.

3. Summary of Key Actions and Milestones

- 3.1. The Children's Continuous Improvement Board has adopted three key actions to quality assure the delivery of improved services to children and young people and is mindful of a fourth relevant activity that supports the substantive quality assurance activity.

- 3.1.1. The Continuous Improvement Plan is accompanied by a requirement for those accountable for improvement priorities to present documentary evidence of progress and an analysis of impact for children and young people to the Continuous Improvement Board at set intervals of no more than six months. The precise timetable for presentation is contained in a formalised forward plan. Any barriers to improvement will be recorded in the risks and issues log and the members of the CCIB will consider actions to overcome them on an ongoing basis.

- 3.1.2. Throughout the improvement priority implementation phase, the quality assurance (QA) framework will be used to monitor progress through a combination of dip sampling and 'deep dive' audits. Outcomes of these QA activities will be formally reported to those accountable for the individual priority to enable findings to be factored into the work that is being undertaken.

- 3.1.3. In addition to the formal oversight undertaken by the CCIB executive group, its Operations Board will systematically monitor 6 weekly progress updates and highlight concerns to both the accountable person and to the CCIB.

3.1.4. Councillors will be aware of the periodic focused reviews undertaken by the Chief Executive and the Independent Chair of the Children's Continuous Improvement Board. These reviews will continue and a work programme for the next year is currently being developed and it is confidently expected that a number of the improvement plan's priorities will be selected for review and in the fullness of time, reported to the Children's Overview and Scrutiny Committee.

4. Key Issues

4.1. This report has set out the arrangements for implementing and monitoring the progress of the first Torbay Children's Continuous Improvement Plan. Its range of social care and partnership priorities are designed to benefit children, young people and their families and together form a key element of the council's ambition for Torbay to become a child friendly area.

5. Key Risks

5.1. No major risks are evident that would compromise the full implementation Continuous Improvement Plan. All members of the CCIB are committed to and have contributed to the plan that will provide the foundation for further improvement to services available to children and young people throughout its three year cycle. Should unanticipated risks arise, we will advise the Committee accordingly and will take steps to mitigate any impacts for children and young people.

Meeting: Children and Young People's Overview and Scrutiny Sub-Board **Date:** 25th July 2022

Wards affected: All

Report Title: Leadership, Management and Governance Action Tracker Update.

When does the decision need to be implemented? N/A – for update only

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

Director/Divisional Director Contact Details: Nancy Meehan, Director of Children's Services
nancy.meehan@torbay.gov.uk

1. Purpose of Report

- 1.1 This report has been prepared to provide members of the Children and Young People's Overview and Scrutiny Board with an update on the progress of the Leadership, Management and Governance Action Tracker.

2. Reason for Proposal and its Benefits

- 2.1 The review of Leadership, Management and Governance was a recommendation set out in the 2018 Ofsted inspection report that states "The Chief Executive to ensure that leadership, management and governance in Torbay are strong and sharply focused on improving and sustaining outcomes for children, and all recommendations from inspection activity are addressed"
- 2.2 The review set out to provide position statement about the 'health' of the service and serve to inform the Parliamentary Under Secretary of State for Children and Families and the Council about the quality of services available to children and families within Torbay.
- 2.3 The findings from the review produced 8 recommendations to support Torbay Children's Services continuous improvement journey.

3. Recommendation(s) / Proposed Decision

1. That members of the Children and Young People's Overview and Scrutiny Board note the contents of the report and action tracker and the progress made.

Appendices

Appendix 1: Leadership, Management and Governance Action Tracker Spreadsheet

Supporting Information

1. Introduction

- 1.1 A review of Leadership, Management and Governance was commissioned by the Chief Executive as part of her systematic approach to discharging her responsibilities for overseeing progress against the Children's Service Improvement Plan and the associated Sufficiency Strategy.
- 1.2 To achieve a degree of 'out of line management independence' the review was led by Steve Hart, Independent Chair of Torbay's Improvement Board and Claire Burgess, Torbay's DfE Improvement Advisor. The review took place between the 21st July and 4th August.
- 1.3 A report was produced which highlighted the very evident progress that had been made and therefore, Children's Services can now move on from the period of crisis management and properly occupy a place where it can continue to grow to become a trusted partner and community leader that can play its full part in enabling Torbay to achieve its wider vision of creating a prosperous, child friendly local authority area.
- 1.4 Within the report there are 8 recommendations. The 8 recommendations, actions, progress made to date and RAG rating can be read within the Action Tracker in Appendix.1
- 1.6 Where actions are not yet complete, they will continue to be updated and reviewed on a monthly basis to ensure progression.
- 1.6 It is also important to note that the Ofsted Inspection Report published on the 18th May 2022 recognised the significant improvements in Leadership, Management and Governance:

'The director of children's services, political leaders and the local authority's chief executive have worked assiduously over the past two years, transforming the quality of help, protection and care for their vulnerable children. A clear and ambitious improvement plan and associated sufficiency strategy, underpinned by a 'root and branch' analysis, have addressed effectively the long-standing history of inadequate practice in Torbay. Leaders are not complacent. Instead, a considered and evidence-based approach, informed by reliable performance information and an established quality assurance framework, is sustaining the progress that has been achieved to date.'

2. Options under consideration

2.1 N/A

3. Financial Opportunities and Implications

3.1 N/A

4. Legal Implications

4.1 N/A

5. Engagement and Consultation

5.1 N/A

6. Purchasing or Hiring of Goods and/or Services

6.1 N/A

7. Tackling Climate Change

7.1 N/A

8. Associated Risks

8.1 N/A

9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The services that children receive are consistently effective	The Devon CCG, Torbay and Child and Family Health Devon (CFHD), and Livewell Southwest joint review of the health services under the terms of the two contracts for services including CAMHS across	

		Devon and Torbay has not yet been published. Tina Tozer is chasing this up to understand the delay and ensure all agencies are aware of the impact.	
People with caring Responsibilities	Ambitious Corporate Parenting Board and progressive Sufficiency Board linked to the Continuous Improvement Board		
People with a disability	Ensure all children are at the heart of all that we do in Torbay, to ensure they have the best start in life possible and for Torbay to be a great place for them to grow up in and be able to access their community.		
Women or men			No differential impact
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			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)			No differential impact
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			No differential impact

10. Cumulative Council Impact

10.1

11. Cumulative Community Impacts

11.1

Torbay Council Children's Services Leadership, Management and Governance Action Plan						
Recommendation	Action	Activity	Impact on children	Deadline	RAG Rating	Completion Date
To commence the work focussing on the development of a fully integrated and functional Children's Service.	Establish a cohesive Children's Service where staff feel part of one service and children and families see, feel and hear a one service approach.	<p>Learning Academy delivered two cohorts of senior leadership training to delegates from Social Care, Education and YOT.</p> <p>QA framework to include SEND and QA of EHCP and YOT. Work commenced April 2022 on the SEND QA Framework. For completion and first report to be produced by Nov 2022. This will include Early Help. Discussions commenced regarding YOT and Family Group Conference. The Learning Academy will continue to support the QA subgroup of the Torbay Safeguarding Partnership Board. The Learning Academy will continue to Chair the Torbay Safeguarding Partnership Board Learning and Development sub group.</p> <p>The joint Head of Service meeting has been reinstated and the first meeting was held on the 9th May 2022.</p> <p>The Chief Executive is leading on the One Children's Service project which reports into a project board on progress. Currently the Internal Engagement Officer is gathering the views from Head of Service across Children's Service's to understand the barriers and opportunities.</p>	Staff will benefit from a consistent approach which will support the delivery of consistent messaging to children.	Sep-22	In Progress	
Recruit permanent senior leaders into vacant senior management posts to create a permanent leadership team to lead the Children's Service through its next stage of development and beyond.	<p>Appointments required:</p> <ul style="list-style-type: none"> - Divisional director - Head of service - Service managers <p>Deliver Aspire programme to middle managers to support them to take the next step into senior management equipped with the knowledge and skills required.</p>	<p>Recruitment strategy agreed at the finance meeting November '21.</p> <p>Perm HoS SARs recruited and commenced in post Dec '21</p> <p>DD post shortlisted for interview. Interviews are being arranged. Once in post DD will be involved in the recruitment of the other HoS Vacancies. Currently Operational Services and Front Door are interims.</p> <p>March 22 - All senior leadership posts within Children's Services are now permanent.</p>	A stable children's leadership team will enable a consistent vision and response to the improvements required to safeguard and care for our children living in the Bay	Jun-22	Complete	
To continue with the existing initiative to support Recruitment and Retention with a particular additional focus on recruiting suitable existing agency staff into permanent posts.	<p>DCS and DD to hold 'Listening Circles' with agency to understand how we can support them to convert to permanent.</p> <p>Ensure agency staff are aware of our recruitment and retention package.</p> <p>Offer the opportunity to undertake CPD such as Practice Educator Award if they become perm.</p>	<p>Permanent recruitment and retention strategy continues. Current vacancy rate reduced to:</p> <p>Discussions have been held with agency who are considering permanent contracts.</p> <p>So far 5 x agency converted to perm.</p> <p>Agency numbers within establishment have reduced to 5%</p> <p>Agency above establishment still required at present for ASYE backfill. Will review in August against new ASYE cohort and discuss moving agency on or conversion to perm.</p> <p>We were in discussion with 1 agency SW who was going to convert to perm ended because they were offered £48 per hour to move to a neighboring authority.</p>	Children will benefit from continuing involvement with a SW who they have built a relationship with and who is embedded within the team and understands local processes, procedures, resources available.	Mar-22	In Progress	
Allocation of children	<p>Report an update into the Quartet every 3 months.</p> <p>Monitor allocations to CSC SLT weekly</p>	<p>First report completed and presented at Quartet.</p> <p>Second report submitted to Quartet. Allocation numbers have improved. Most SW are 21 or below. Capped allocations are being maintained.</p>	Manageable allocations will mean Social Workers have a positive impact on their ability to engage with children and their families, deliver a quality service and achieve positive outcomes for children.	Dec-22	Complete	
Supervision	Review Supervision Policy and enhance Reflective Group Supervision	<p>Task and Finish Group comprising of HoS, SM, TM and ASW set up</p> <p>Group has devised and trialled Torbay Group Supervision Framework and now in process of scaling it up in SAT and SAF</p> <p>Task and Finish Group now compiling and articulating the Torbay Supervision Framework and Guidance which would set out basic expectations by 8th of Oct 2021</p> <p>Schema of monthly dip samples monitoring Management Oversight and Supervision in different service areas to track improvement and understand how best to structure support for managers.</p> <p>Task and finish group complete. Policy shared, consulted and finalised</p> <p>HoS and SM met with TM to clarify how supervision and management oversight is captured on Liquid Logic to ensure this is not being missed within the report and opportunities for recording are not being missed.</p> <p>Next steps:</p> <p>RP Lead modelling group supervision.</p> <p>Personal Supervision dip sample complete. To be shared with Children's Social Care SLT by the end of January and to sign off new template.</p> <p>Restorative supervision training being delivered January '22.</p> <p>Training delivered in January. Supervision Policy and templates signed off and circulated for use Feb 2022. July 2022 - RP Lead set up a task and finish group to evaluate policy, templates, use if reflective group supervision and training. the group will make recommendations for next steps. Quality Assurance team will dip sample supervisions to monitor quality which will be reported on within the monthly highlight report.</p>	Robust supervision will help Social Workers to achieve the best possible outcomes for children by talking through the impact of their work and explore decision making	Sep-22	In Progress	

Torbay Council Children's Services Leadership, Management and Governance Action Plan						
Recommendation	Action	Activity	Impact on children	Deadline	RAG Rating	Completion Date
Colleagues and managers in Children's Services will be data literate to enable the information, data and reports to be scrutinised, contextualised and understood, generating where necessary, actions to address issues of concern or to capitalise on, or emulate existing good practice so that the end users, the children, can benefit to the full.	<p>Support practice by enabling practitioners and managers to timetable work that is prompted by its 'reminder' capability have (largely) intuitive work-flow pathways to ensure work can be ordered logically enable practitioners and managers to have contemporary access to child level data, or when required to team or service level data to support other aspects of operational and strategic management.</p> <p>Enable senior leaders and politicians to have 'click of a button' access to performance management information generate a range of standard reports and, additionally, bespoke reports with relative ease and within very acceptable time boundaries.</p>	<p>Appropriate training and support to be delivered to colleagues dependent on need and level.</p> <p>Bettergov are currently working with Children's Service's to undertake a diagnostic of Liquidlogic. This will include ensuring data reporting is maximised and correct. Following on from this training will be provided to the managers.</p> <p>Data literacy will also be linked to the appointment of senior posts within children service's. This will form part of their development plan.</p>	<p>Managers will be able to quickly identify area's of challenge within their services and work with their teams to address them.</p> <p>Senior Leaders and Cabinet Members will have access to the performance management information. This will form part of the governance arrangements in row 14.</p>	May-22	In Progress	
Celebrating Success	<p>Hold annual conference to support employees to feel more appreciated, boost employee engagement, increase productivity, and combat attrition.</p>	<p>The annual conference will provide an opportunity to bring colleagues together to celebrate their success and will include:</p> <p>A welcome from members of our Senior Leadership Team recognising achievements from the past 12 months A thank you in the form of professional development from a keynote speaker A networking lunch to provide an opportunity for colleagues to meet, share and reflect. An awards ceremony where we recognise those who have gone above and beyond and demonstrate our values.</p> <p>We propose to hold the conference in May, ahead of the Social Work Awards entries going live in the July. This will enable us to take forwards the nominations and gather endorsements.</p> <p>Planning in place between Learning Academy and Comms and on track for May '22</p> <p>Celebration event held in May 2022 and diarised as an annual event</p>	<p>Children will benefit from involvement with Social Workers who are engaged and committed.</p> <p>Children will benefit from a stable workforce so they can build trusting relationship with their Social Worker.</p> <p>Children and the workforce will benefit from a supportive culture which demonstrably values good practice.</p>	May-22	Complete	
To implement in full at the earliest opportunity the revised Quality Assurance Framework and ensure there are mechanisms in place to capture learning from audit activity that can be implemented into practice and management without delay.	<p>Embed new QA Framework, including: Audit Universe Audit 3 Month Cycle Monthly Reporting Monthly Tracking of Learning</p>	<p>3 month audit cycle and audit universe introduced July 2021. Presentation delivered to auditors July 2021 Monthly report produced August 2021 Tracking of actions and learning from audits under review. New Strategic Tracker implemented September 2021 and under review for effectiveness.</p> <p>New audit universe embedded. Audit and Dip sample allocation working well. Monthly report produced and shared with teams. Head of Learning Academy meeting with service area to capture the learning and agree next steps, ready for re-audit in the next 3 month cycle.</p>	<p>Children will receive consistently high quality services. Learning from QA will have a direct impact on the lived experience of children through the improvement of practice standards.</p>	Dec-22	Complete	

Torbay Council Children's Services Leadership, Management and Governance Action Plan						
Recommendation	Action	Activity	Impact on children	Deadline	RAG Rating	Completion Date
Child Friendly Torbay	To consider how Children's Services can develop further its work with the voluntary and community sector and its statutory partners and expand its role into peninsular-wide and regional initiatives.	<p>A Sub Group has been formed to oversee the initiative and activity generated from Task and Finish Groups who focus on priority areas identified and will meet regularly to keep the momentum going and to get things done!</p> <p>The Membership of Sub Group: Imagine This, Torbay Together (Chair), Council, Police, Health and Business representation</p> <p>The Task and Finish Groups: Each Task and Finish Group has been given a basic aim as a starting point, and they will create their own action plan, choose their priorities and who is best placed to undertake the actions needed.</p> <p>Priority 1 – Child exploitation (Police lead) Priority 2 – Early Help (Children's Services lead) Priority 3 – Where I live (Imagine This rep lead) Priority 4 – Corporate parenting (Children's Services lead) Priority 5 – Ambassador programme (Torbay Together lead)</p> <p>The Leads for each priority group are setting meeting dates Action plan and Terms of Reference templates will be offered Action plans will be developed for each Priority Group The Task and Finish Groups will meet and report back to the Sub Group Sub Group will meet within 8 weeks to review progress and offer support and guidance when/if needed.</p> <p>Update: Corporate Parenting Group have agreed to focus on creating and supporting work, education and training opportunities for young people. The first meeting was extremely positive and well attended. Early Help – Making progress on how the concept of 'mapping and gapping' on what is available within 15 minute walk for families. Early Help have embedded the CFT in to the Early Help strategy. Meetings and actions agreed booked until June 22. Where I Live – waiting to hear back from Simon Sherbersky whether this group will continue as it may not be necessary at present due to the Local Motion initiative. Exploitation – Discussions continuing regarding how best to engage with the business community regarding exploitation and appropriate messaging. Ian Stevens (Chair) is engaged. Ambassador Programme – Last meeting focussed on the need to clarify how Leeds went about setting up their CFL Fund. Struggled to get a response from Leeds, but managed to ask for details – and haven't heard anything since. Literature is being worked on and links have been made with the Corporate Parenting Events Coordinator and Fostering Recruiter. Core Group – due to meet again in Feb.</p> <p>Please see attached update produced April 2022. Other pieces of CFT work completed since April;</p> <ul style="list-style-type: none"> •Working with the Learning Academy and the Young Researchers regarding the Children's Services and Torbay Council webpages. •Working with Local Motion and the VCS to improve how we include the voice of young people in our everyday business •Improving the experience of Unaccompanied Asylum Seeking Children – with the help of young people who have moved to Torbay as UASC. •Addressing the needs of children and their families in the SEND Written Statement of Action 	Our ambition is to put children at the heart of all that we do in Torbay, to ensure they have the best start in life possible and for Torbay to be a great place for them to grow up in.		In Progress	
To take urgent action to address the sufficiency requirements for a functional CAMHS service in Torbay.	Work with the CCG, Health, and Livewest to ensure children who are experiencing problems with their emotions, behaviours or mental health receive timely and appropriate services,	<p>Devon CCG, Torbay and Child and Family Health Devon, and Livewell Southwest are undertaking a joint review of the health services under the terms of the two contracts for services that are in place. The Livewell South West contract covers Plymouth and the Child and Family Health Devon (CFHD) contract includes CAMHS across Devon and Torbay</p> <p>Tina Tozer will represent Torbay Children Services on the operational steering group. Sue Ford is also attending this.</p> <p>The CCG are leading on Stakeholder consultation activity including CYP and Parent/Carers, the third sector and key partners. This includes for us key Torbay Children Services staff.</p> <p>In addition there is a section 75 agreement with the CCG and this includes CHHD delivering a Torbay Well-being Service in addition to the CAMHS core offer and services provided. This specific offer is needing to be reviewed, Becky Thompson and Tina Tozer have a meeting with NHS colleagues on 21/10/21 to review this specific service and the needs of our children.</p> <p>Update: Re Section 75 Wellbeing Service (CAMHS) following meeting held 30th Nov Tracey is still waiting to receive some information from Beverly Mack the CFHD Director The CFHD contract review: Tina Tozer is attending a review meeting on 18th Jan where the findings of the review should be presented by the CCG</p> <p>The Devon CCG, Torbay and Child and Family Health Devon (CFHD), and Livewell Southwest joint review of the health services under the terms of the two contracts for services including CAMHS across Devon and Torbay has not yet been published. I believe the delay has been caused by discussions still underway between the CCG and CFHD. I have asked when the review will be published but have not yet been advised</p>	Children will benefit from early intervention to help them overcome problems with their emotions, behaviours or mental health and prevent escalation/deterioration.	Dec-21	In Progress	

Torbay Council Children's Services Leadership, Management and Governance Action Plan						
Recommendation	Action	Activity	Impact on children	Deadline	RAG Rating	Completion Date
Review the necessity for governance arrangements for the existing Children's Services related board structures.	The Chair of the Improvement Board and DfE advisor will review the existing arrangements for governance.	The Chair of the Improvement Board and DfE advisor have started the exercise to scope out the Governance arrangements for each of the boards relating to Children's Service's.	Work stream activity will be reviewed in the most appropriate meeting and be held to account with the correct delegations for decision making. This will ensure progress is maintained to so that outcomes can be improved for our children.	Mar-22	In Progress	

Child Friendly Torbay (CFT) Update as of 20/04/2022

Early Help

- The plan is to continue with '15 in 15' (15 services/activities available within 15 minutes walking distance from planned hub venues). We are currently in the process of mapping available services/activities and will map these on Power BI to produce an interactive map covering each hub area in all 3 towns.
 - This will include health services, social activities, green spaces, extra-curricular activities etc.
 - CFT initiative is fully embedded with the Early Help plan.
- **Attendees: Vikki McGeough – Safer Communities, Rev Nathan and Giles Fearnley (Lay chair) – Torbay United, Mark – Sound Communities, Tanny – Play Torbay, Sue Ford – Public Health, Kirsty Parker-Calland – Sports and Events, Shaun Evans – Early Help.**
- **Update: First 3 being drafted on Power BI – Dave Balfe. Next meeting in 2 weeks.**
- **Aim: Have interactive maps across the Bay to be able to have a visual reference of where services are.....then to address the gaps!**

Corporate Parenting

- Mapping exercise undertaken, currently working on improving Children and Young People (CYP) participation and the creation of a CYP panel.
 - Readiness for work was identified as a priority/want for young people – currently improving links with employers, CV writing, interview techniques etc. through the Great Western Railway (GWR) **£49k** work experience project and additional funding for an apprenticeship programme through Cross Country Rail **£32k** has been secured. This will start in May.
 - Cllr Law organised a meeting with Jacqueline Phare and Insp. Ian Stevens regarding potential of apprenticeships/work experience opportunities. Jacqueline agreed to link CFT with the apprenticeship scheme within NHS and Insp. Ian Stevens agreed to discuss further opportunities for young people to engage with the Police to encourage raising aspiration and seeing policing (all aspects) as a potential employment option going forward.
 - Have made contact with Jo Sandbrook (HR) to discuss our internal policy and arrangements.
- **Virtual collective: Becky Thompson, Rachel Setter, Annette Solomon, Me, Imagine Torbay Multicultural Group (now HR and Swisco) – Cllr Law and Cllr Steve Darling also Ambassadors.**
- **Update: Met with HR and SWISCO to explore work experience and apprenticeships.**
- **Aim: Improve access to employment opportunities for care experienced and children in care etc. and to raise aspiration/prevent gap between education and the next step. Ensure we alongside others have considered trauma-informed and non-discriminatory policies and processes.**

Ambassador Programme

- Awaiting work on the 'branding' to be agreed to be able to formally promote the initiative.

Where I live

- Simon Sherbersky confirmed that Torbay Community Development Trust (TCDT) did not have the capacity to lead on this piece of work. It has been agreed to pick this up as part of the Early Help group, part of the Corporate Parenting group, part of the Local Motion piece of work, Holiday Activities and Food Programme (HAF) and for Children's Services to lead on the points raised by Children and Young People in the 2018 consultation.
- The plan is for the Imagine This! partnership to also assist with asking young people to help design/chose a logo for the initiative.
- Sarah Pengelly is due to meet with James Arthur – Imagine This! Coordinator to discuss further.

Update: Met with James Arthur and agreed to move this agenda forward

Aims: To focus on the points raised by Young People in the 2018 survey which is what Imagine This partnership was created to address.

We agreed to improve communication, improve YP involvement, celebrate successes and to work collaboratively – starting with the young people on the Kickstarter programme, the Imagine This festival, HAF and YP engagement.

Exploitation

- Additional section of the regular Children & Young People Expert Group (CYPEG) meetings to discuss CFT elements.
- Raising awareness: A scoping exercise has been completed – training that had been delivered to hospitality and taxis was deemed outdated (2017). Katie and Shelley are reviewing current website content and the plan is to use the relaunch of Best Bar None as an outlet, and the existing directories through licencing, food team etc. Need to link in with Sports providers as well as hospitality, ENTE, Taxi's etc. – Train the trainer focus.
- Safer spaces: Discussions have taken place regarding potential existing locations and the planned family hubs could be included in these spaces. Ian Stevens is awaiting a response from Leeds to learn more about their work.

Attendees: Insp Ian Stevens, Susie Colley – Torquay Chamber of Commerce, Carolyn Custerson, Sharon Walters, Vikki McGeough, Sandra Arthurs, Katie Buckley, Beccy Wells.

Future Planning

- Plan to link in with the Torbay Story.
- Develop a webpage on the council site and to work on/create literature for the initiative.
- Have an agreement in place with all strategy holders to a) see whether CYP have been considered b) whether there are accessible versions for CYP c) whether they have been involved where possible/needed – links with SEND improvement journey also.

Challenges:

- ***This is an initiative and not a project (no clear end date, outcomes etc.)***
- ***There are no additional resources or allocated time in already busy schedules for those involved***
- ***There is no 'ownership' of the initiative – it doesn't 'sit' anywhere in particular i.e. Council, Torbay Together etc.***

Sarah Pengelly, Project Manager HAF (Holiday, Activities and Food Programme)

Updated with notes for the meeting 02/05/2022

TORBAY COUNCIL

Report of Chief Executive and Chair of the Children's Continuous Improvement Board - The Youth Offending Team (YOT)

Prepared by: Stephen Hart, Independent Chair, Torbay Children's Continuous Improvement Board

Date prepared: 13 July 2022

Meeting: Children and Young People's Overview and Scrutiny Board

Date of meeting: 25 July 2022

1. Purpose

- 1.1 This short report informs members of the Board of the findings and recommendations of the short review of progress in the YOT following their critical inspection and Peer Review. This report is the seventh of a series of similarly focused reviews.
- 1.2 The purpose of each review is to understand what improvement focused work has been undertaken, its impact on services for children and their families and to make recommendations for further action if that is required.

2. Background

- 2.1. The YOT has been subject to a peer review in response to concerns about the team's performance identified by senior leaders, followed relatively quickly by a formal inspection conducted by Her Majesty's Inspectorate of Probation and published in March 2021. These two exercises confirmed the concerns of senior leaders and their recommendations combined to form an improvement plan overseen by the YOT Executive Board and the newly appointed responsible manager.
- 2.2. The CEO and Independent Chair's report captures and largely agrees the actions that have been taken by the YOT Board and has set out recommendations that are designed to complement the existing improvement plan being implemented by the team.

3. Summary of Key Findings, Actions and Milestones

3.1. The review report found that:

- the new Chair of the YOT Board and the recently appointed YOT Manager have individually and collectively strengthened the leadership and strategic and operational management capability of the YOT
- the increased connection of the YOT to the wider children's service is a welcome development
- the move towards building a network of 'fit for purpose', local community work bases from which the YOT team will provide services is a positive departure from the previously centralised location that will strengthen the team's role in creating and delivering a 'child friendly Torbay'
- the development of a clear vision and a single plan to drive improvement is an overdue step forward
- YOT Board membership is now appropriate but there are some concerns about the ability of the CAMHS Service to fully participate because of significant capacity challenges
- the ongoing improvements in developing the preventative aspects of the service is a positive development in keeping with localised approaches where necessary in conjunction with wider children's service professionals
- the focus on establishing a functional quality assurance and performance management system will be very beneficial to the Team's broadly based improvement ambitions.

3.2. The developments described above combine to form a platform for continued progress. However, it is to be noted that the rate of progress is likely to increase as a result of improvements in the YOT Team culture brought about by progressive and inclusive management which has enabled a move away from the tensions which have held back the team's development. The improved connectivity with the wider Children's Service is affirmation of the cultural changes.

4. Key Issues

4.1. This report has set out above the developments that are central to the YOT's ability to build a functional organizational structure and a sharply focused operational environment that will allow existing and new services to develop and

flourish. It is noted that a considerable amount of this work is still 'work in progress' that needs to be monitored and nurtured through to maturity to enable children and young people to benefit from their full impact.

5. Key Risks

- 5.1. This report has expressed cautious confidence that the path towards improved YOT services has been laid well. However, whenever so much remains to be done, the risks remain high. Each of the bullet points in 3.1 will become risks unless they are sustained at an effective level and the five recommendations contained in the review report that require:
- continued effort to build relationships beyond the YOT
 - the achievement of localised services in or near to the communities of the children and young people they serve
 - a fully developed and effective YOT Board
 - a functional QA Framework
 - effective prevention services will also undermine progress unless they are achieved.
- 5.2 Steps have been taken to mitigate risk by ensuring that the CCIB will maintain oversight of progress through its Operations Board and on a regular basis by requiring the YOT Chairperson and Manager to submit a detailed, evidence based progress summary. The first of these reports is to be presented on the 1st of August.

Torbay Children's Services

Improvement Review-Youth Offending Service

Background, Introduction and Purpose

This focused, short review of the Youth Offending Service was undertaken as part of a programme of initial enquiries to be undertaken by the council's Chief Executive and Independent Chair of the Improvement Board into areas of service which have had a history of under-performance identified through quality assurance activity, Local Government Peer Review or through Government inspection processes. In the case of the Youth Offending Service, recent peer review and inspection exercises had confirmed significant concerns which had been identified by internal quality assurance processes.

This is the seventh of a series of similarly focused reviews and, in addition, a more wide-ranging review of Leadership, Management and Governance of the Children's Service which incorporated aspects of quality assurance has also been undertaken (July 2021).

The purpose of each review is to understand what improvement focused work has been undertaken, its impact on services for children and their families and to make recommendations for further action if that is required. The style and purpose of the enquiry is essentially to be supportive of those charged with responsibility for improvement and to adopt a critical friend role to elicit a full understanding of what has been achieved so far, and

what (if anything) still needs to be done to meet the requirements of inspection and peer review recommendations and the service's improvement objectives. The reviewers also engage with the process to offer advice and guidance in furtherance of the Children's Service's explicit ambition to ensure that all services are sustainable and of at least a good standard.

The reviews are compliant with an Ofsted recommendation to the Council's Senior Leadership that was set out in their 2018 report that required "The Chief Executive to ensure that leadership, management and governance in Torbay are strong and sharply focused on improving and sustaining outcomes for children, and all recommendations from inspection activity are addressed".

The Inspection and Peer Review Recommendations

The Inspectors made the following Recommendations to the YOT Management Board:

1. make sure that Board members understand the specific needs of children known to the YOT and advocate on their behalf in their own agencies
2. develop the knowledge and understanding of the Board members role and the service's work, so they can provide effective challenge to partner agencies
3. review management capacity to ensure there are necessary resources to oversee the service effectively
4. ensure that the partnership understands the reasons for the large disparity in education provision for children involved with the YOT compared with those in the general population and put plans in place to redress this. The YOT Head of Service should:
5. develop and update policies, procedures and guidance for out-of-court disposals to improve joint decision-making and the quality of management oversight
6. undertake an assessment on all children receiving an out-of-court disposal and make sure that equal attention is given to desistance, safety and wellbeing, and risk of harm to others
7. ensure that staff have access to the buildings and facilities they need to deliver services to children and families
8. embed processes for capturing feedback from children, parents and victims, and use this information to develop services.

The LGA Peer Reviewers made the following recommendations:

- a) Re-establish the YOT Management Board as a smaller, strategic Board with more senior, consistent partner representation with clear terms of reference to reflect that strategic role and better links to other relevant Boards for children's services.
- b) Agree the key priorities for the service and share with partners and clearly communicate to the wider service.
- c) Clarify the remit, role, leadership and management oversight of high-risk cases expected of the Head of Service role.
- d) Consider the establishment of a dedicated YOT Manager post.
- e) Review the current structure of the YOT, including consideration of the YOT manager post (as per recommendation d) above), and to ensure the best use is made of existing resources including case officers and specialist workers.
- f) Clearly communicate the future vision for the service, including plans for the Parkfield building and alternative arrangements for working with children and young people.
- g) Strengthen engagement and ensure that effective two-way communication is in place between the Board, senior management and the YOT team.
- h) Increase the proactive use of performance information and insight to challenge and improve the service, by both the Board and YOT managers, drawing on data

from a wider range of partners including additional children's services performance information relevant to the YOT cohort.

i) Further training for staff should be commissioned to ensure the AssetPlus assessment tool is used to its full potential in undertaking assessments, recording case information and identifying and managing risk and to underpin the quality and consistency of assessments.

j) Further enhance and embed restorative practice approaches and develop a better understanding and use of desistance factors to tackle re-offending and review the Out of Court Disposal process to ensure its continuing effectiveness.

Methodology for this Improvement Review

The method adopted in this review has been a combination of

- pre-reading of policy and procedural papers
- pre-reading of the Inspection and LGA Peer Review reports
- examination of existing data
- separate discussions via ZOOM with the YOT team manager
- discussion with the YOT Board Chair

The Findings.

The quotations from inspection and peer review reports set out above demonstrate that the Youth Offending Service has generated concern for a considerable period of time. This concern had been recognized and had generated the request that was made to the LGA to support Torbay by conducting a Peer Review, the outcome of which largely confirmed the views of the Director and her Senior Leaders, including those from the wider partnership. It is arguable that some concerns had not been recognized or accepted by the YOS workforce which probably affected the prospect for significant and enduring change.

It was against this backdrop that the new Chairperson of the YOT Board and the recently appointed YOT Manager began working to effect the necessary significant changes. This report will track the work that has been undertaken to effect the change and will draw attention to some key issues that will enable the service to be improved further.

The role that YOT plays in providing positive experiences for children and preventing offending or re-offending behaviours is an important element of Torbay's commitment to creating a child friendly council area in which children and young people can be supported to become successful young citizens. The

very structure and statutory foundation of the YOT is unusual in that it is a service that is separate from the statutory children's social care service. However, because of the shared focus of both organizations on working with vulnerable children, a significant proportion of whom are cared for by the local authority or supported through child protection or children in need provision, they are intrinsically linked by their core purposes. This connection underscores the importance of the YOT increasing its connectivity to the wider children's service and the partnership boards that support it. The needs of the children and young people who benefit from the services of the YOT are diverse, complex and sometimes require specialist support found elsewhere in the wider service network for children and it follows that close connectivity and interdependence with other services raises the prospects of those services being developed and delivered.

There is no doubt that the Director of Children's Services, the YOT chair and the YOT Manager have a shared view that it is important to support the notion of increased connectivity with other services and it is acknowledged that this will inevitably mean a closer physical link with other children's focused groups. This change has been contentious with the team, until recently, resisting the loss of their established work base. The arrival of the new manager and the realisation that the delivery of locally based services close to the young people's communities has meant that the changes have gained traction. There is however, a reasonable acceptance that the community settings that are required for the work with young people need to be fit for purpose and suitable for confidential group work as well as often sensitive and personal one-to-one activity.

The YOT workforce is committed to maintaining its professional identity set out in its statutory foundation, but the concept of closer working relationships with the wider children's service is increasingly understood and is gaining acceptance. The Board chair and the manager are confident that this process will continue as misplaced fears that the changes described above will undermine the role of the YOT reduce. The forward momentum continuing will mean that the YOT will naturally develop over time into a key partner playing its part in an integrated approach to the delivery of children's services consistent with the Council-wide aim of creating a '*child (and young person) friendly Torbay*'.

There are clear plans in development to make the ambitions set out above a reality in the foreseeable future but there is recognition that the required changes cannot all happen immediately. The revised YOT plan, that will reflect the LGA and Inspection recommendations, and will be consistent with the legal framework is due to be approved by the Cabinet in mid-June and will be the location for the blueprint of change and proposals reflect the clear leadership of the relatively recently appointed Board Chair and YOT Manager who both recognise the tasks that have to be negotiated and are adopting a systematic approach to addressing them. It is a significant step forward to integrate the range of plans which historically have been developed within the team and it is a development which will support the transformation to a service with a progressive view about where it is headed and the direction of travel.

- Board membership: there is confidence that the current Board is populated with those with a commitment to securing improvement for the YOT. However, it is recognized that it is a new Board that is still developing, and part of that development is to ensure that Board members are confident in their role and have the required levels of challenge capacity.

Since the new Chair has been appointed, the Board has always been fully quorate, but CAMHS is too often absent which, if unaddressed, will have ramifications for how they respond to the inspection recommendation requiring all partners to take into their own agencies those relevant needs of children and young people who are known to the YOT. However, following this review considerable activity was undertaken to adopt a more flexible approach to securing CAMHS provision involving budgets being disentangled and working in partnership with colleagues in Devon to secure the resource of a full-time psychologist.

- Vision: it is the determined intention to ensure that the new Youth Justice Plan will have a clear vision that is developed with the involvement of Team members, which sets out exactly the outcomes and the mechanics to be applied to help the Team achieve its aims and objectives. It is a significant and positive development that the YOT Operations Board is focused upon the eight areas of concern that led to the recommendations of the Inspection team, most of which were also reflected in the Peer Review Report. Progress and challenges are subject

to discussion by the Executive, and it is noted that the Chair and the YOT manager also discuss regularly but in addition to that which takes place in the confines of the Board structure. It is agreed that this is an important way in which delivery can be monitored, the traction of change can be assessed and links to other relevant partnerships such as the Community Safety and Safeguarding Children partnerships can be made.

- Culture: There has been improvement in relationship of the team with their social care colleagues, much of which is attributable to the positivity exhibited by the Team Manager who is compellingly focused upon securing better outcomes for children and moving past the debilitating tensions associated with the perceived removal of the team's long-term base. Closer physical connection between YOT workforce and their social care colleagues, the Team Manager becoming a full member of Children's Service Management Team and directly accountable to the DCS with appropriate strategic connections to both education and community safety colleagues, is supporting the development of a revised and more focused identity for the team. In turn, this has helped the team to accept the challenges laid down for them in both the LGA and Inspection reports.
- Quality Assurance and Performance Management: It is recognized that progress in these areas has been affected by not having a dedicated data analyst. While the suite of data that is available is substantial, its full effectiveness is not realised as it is not built into a dashboard with qualitative links to other relevant data sets. It is anticipated that the full-time analyst who will join the team will be central to this development and speed the shift from a reliance on quantitative rather than qualitative material.

This focus on improving the content and use of data is an important element in the Team Managers determination to build a more functional approach to Quality Assurance. Early conversations with the Head of the Learning Academy to explore the potential for adapting the QA process have taken place, and it is the intention to build a framework which enables the capture of the needs and, importantly, the voices of

children, a renewed focus on enabling the voice of the victim to be heard which is a priority area for improvement, and the performance of the team in meeting them. This is to be done by ensuring that the revised data suite directly links to the Team's priorities. Once established this structured approach will compliment the supervision programme which is undertaken systematically by the Team Manager supported by his own bespoke QA, activity and will represent a step-change in the Team's approach to this critical area of improvement activity.

This report has already referred to the important shift in the role and function of the team to enable it to be appropriately more closely aligned with other key services for children. At a strategic level there has been an important decision to require all partner boards at specific intervals to report on progress with their (improvement) plan to the Children's Continuous Improvement Board. This will ensure that the YOT will be held to account and where necessary challenged about its achievements and progress. Importantly, it will also benefit from another dimension of QA activity by being involved in discussion and debate, and to receive support from a range of partners (some representing a number of children's focused Boards) with a shared ambition to improve the quality of services available to children. There is also a determination to capture learning and current policy and practice thinking derived from the Team's participation in the Youth Justice Board's bank of intelligence, some of which will be shared at the regular YJB South West Regional Group

The developments set out above are supportable and in the context of some of the challenges the Team has been experiencing, necessary early stages in a process of enabling organizational development and building an infrastructure that will support service development and delivery. Both the LGA and Inspection reports were positive about the quality of court work but critical of the Team's preventative agenda although the existence of good levels of experience in Trauma Informed Practice was seen as an established skill-based asset that would significantly contribute to improvements in practice and operational management. Good early work has begun to address this critical area. The volume and needs of children most at risk of offending are being scoped and the Team will initially prioritise and target those most at risk. This work will have added complications as the Team has lost two dedicated

prevention workers from its workforce complement. However, the Team Manager is confident that he will be able to deploy resources from his current practitioner capacity to carry out the work on this key priority for improvement. The Board Chair and the Team Manager share a united view that over time the preventative work will need its budget base restored to enable informed and focused planning in relation to this key priority.

Conclusion and Recommendations: In keeping with a considerable tranche of children's focused services, the YOT has not been prioritised in the first phase of the Children's Service Improvement Plan. The reasons for this are complex but there can be no doubt that there was a misplaced confidence that the service was fundamentally sound, and it came as a surprise to some members of the Team when the LGA review and subsequently the Inspection team set out a number of areas of significant concern. These are now being addressed and the main body of this report has already set out its belief that focusing on developing some key elements of infrastructure is essential for a 'healthy' service to be developed further. Specifically, strengthening the Board functionality, defining the vision and priorities of the service within a single plan, underlining the need to capture and use children's and victims' voices, establishing a solid QA framework, moving towards local delivery of services and enabling the development of effective relationships with other Boards and professional groups are individually and collectively important pieces of the YOT improvement jigsaw. Much of this work is still work in progress and although there is clear evidence of change it has not been possible to evaluate the impacts of those changes for children and young people.

As a consequence of the conclusion, the recommendations from this report largely endorse the improvement priorities of the Youth Offending Team:

1. The YOT should continue to build its relationships with other Boards operating across the council area, children's focused services and the Children's Continuous Improvement Board.
2. Continue work to secure a range of local facilities that are fit for purpose to enable services to be delivered effectively to children and young people.
3. Continue to develop the YOT Board so that its members individually and collectively become significantly influential in the development of an effective and efficient Youth Offending Service.

4. Continue to build and implement a functional QA Framework that is informed by the voices of children, young people and victims.
5. Continue work to build and deliver a sustainable and effective prevention service.

Anne-Marie Bond, Chief Executive, Torbay Council

Stephen Hart, Chair, Torbay Children's Continuous Improvement Board.

May 6th 2022

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

Date of meeting	Minute No.	Action	Comments
28/3/22	40	<ol style="list-style-type: none"> 1. that the final written statement of action be circulated to the Board; and 2. that the Children and Young People's Overview and Scrutiny Board receives an update on the progress of the implementation of the action plan. 	<p>Complete – circulated to the Board on 6 May 2022.</p> <p>Complete added to the work programme.</p>
28/3/22	42	That the Cabinet be recommended to support a review of the impact of the Safe Places project to develop and work with our partners and young people to identify safe places for young people to go to within their communities linked to the Family Hub and Spoke Model and learning from best practice from others.	<p>Recommendations submitted to the Cabinet meeting on 24 May 2022 and they approved their response - (Public Pack)Item 11 Cabinet response to Safe Places for Young People - Overview and Scrutiny Recommendations Agenda Supplement for Cabinet, 24/05/2022 17:30 (torbay.gov.uk) – complete</p>
3/5/22	46	That the Board gives a vote of thanks to Children's Services for their retention of staff and the achievements made through the improvements to Children's Services.	Complete
3/5/22	47	<ol style="list-style-type: none"> 1. that the following recommendations be supported and endorsed: <ol style="list-style-type: none"> 1. Once the management system is in place that this is used to record children who are Elective Home Educated (EHE) and is functional to run reports that will enable strategic oversight of the cohort. 2. Until this time for the spreadsheet to be maintained in a way that ensures that it is kept 	Complete

Date of meeting	Minute No.	Action	Comments
		<p>fully up to date and is an accurate record and reflection of all children in Torbay who are EHE.</p> <ol style="list-style-type: none"> 3. Data that informs the Local Authority about its cohort of EHE to be agreed by Divisional Director for Children’s Safeguarding and Director of Children’s Services. 4. To use the data to consider trends in home education as identified in 2019 guidance. 5. Consideration to record “children being seen “as part of the EHE review process. 6. For the data to indicate when education is deemed unsuitable that partner agencies are notified of concerns. <ol style="list-style-type: none"> 2. that children’s voices are captured (where possible) and regular meetings are held with parents and children; 3. that the Board receives an update on the backlog of cases to monitor progress and work with other authorities; and 4. that the Board receives notification and feedback on changes in national or local trends for children who are being home educated. 	<p>Ongoing</p> <p>Complete 3 and 4 added to the work programme.</p>
3/5/22	48	That the Board receive a report on the following in 6 months’ time:	Complete added to work programme.

Date of meeting	Minute No.	Action	Comments
		<ul style="list-style-type: none"> • Plan to link in with the Torbay Story. • Develop a webpage on the council site and to work on/create literature for the initiative. • Have an agreement in place with all strategy holders to a) see whether children and young people have been considered b) whether there are accessible versions for children and young people and c) whether they have been involved where possible/needed – links with SEND improvement journey also. 	
3/5/22	49	That the Board endorses the proposed changes and actions to the Torbay Children’s Continuous Improvement Plan as set out in the submitted report.	Complete no further action required.
3/5/22	50	<ol style="list-style-type: none"> 1. that the Initial Children and Young People’s Overview and Scrutiny Sub-Board Work Programme for 2022/2023 set out in the submitted report be approved, subject to the inclusion of an item on Children’s Services Self-Assessment (being considered by the Sub-Board prior to the Annual Conversation) on 21 November 2022, and kept under review by the Chairman of the Children and Young People’s Overview and Scrutiny Sub-Board and the Democratic Services Team Leader; 2. that the Children’s Improvement Plan Update be moved to the September meeting; and 	Complete work programme updated.

Date of meeting	Minute No.	Action	Comments
		3. that the Torbay Local Area Special Educational Needs and Disability (SEND) Joint Inspection Written Statement of Action Update be moved to the July meeting.	
14/6/22	3	<p>1. the Board congratulated colleagues for all their work in securing a 'Good' rating and welcomed the focus on the challenges which will be addressed through the Continuous Improvement Board and kept under review by the Board;</p> <p>2. that the Board receive an update on the review of the Learning Academy at a future meeting; and</p> <p>3. that the Board receive an update on care leavers experiences, to include data around Nightstock and long term housing sufficiency, at a future meeting after the visit from the Department for Education (DFE) care experienced expert in November.</p>	Complete items added to the work programme.
14/6/22	4	<p>1. that the Cabinet be recommended that the Children and Young People's Board endorses the Youth Justice Plan and welcomes the partnership working and encourages greater joined up working with community partners to help support and enrich the lives of our young people and reduce the likelihood of them offending; and</p> <p>2. that the Board notes the challenges, risk and issues identified in paragraph 10 of the submitted report and</p>	Complete the recommendations of the Board were considered at the Cabinet meeting held on 14 June 2022 when approving the Youth Justice Plan.

Date of meeting	Minute No.	Action	Comments
		wishes to see them addressed and requests an update on the actions to be considered at a future meeting, including how the voice of the young person has been taken into account.	