



Friday, 4 November 2011

## **OVERVIEW AND SCRUTINY BOARD**

A meeting of **Overview and Scrutiny Board** will be held on

**Wednesday, 16 November 2011**

commencing at **5.30 pm**

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

### **Members of the Committee**

Councillor Thomas (J) (Chairman)

Councillor Barnby	Councillor Kingscote
Councillor Bent	Councillor Parrott
Councillor Butt	Councillor Pentney
Councillor Darling (Vice-Chair)	Councillor Pountney

### **Co-opted Members of the Board**

Leon Butler  
Penny Burnside, Diocese of Exeter

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**Our vision is working for a healthy, prosperous and happy Bay**

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

**James Dearling, Town Hall, Castle Circus, Torquay, TQ1 3DR**  
**01803 207035**

Email: [scrutiny@torbay.gov.uk](mailto:scrutiny@torbay.gov.uk)

# OVERVIEW AND SCRUTINY BOARD AGENDA

## 1. Apologies

To receive apologies for absence, including notifications of any changes to the membership of the Committee.

## 2. Declarations of Interest

(a) To receive declarations of personal interests in respect of items on this agenda.

**For reference:** Having declared their personal interest members and officers may remain in the meeting and speak (and, in the case of Members, vote on the matter in question). If the Member's interest only arises because they have been appointed to an outside body by the Council (or if the interest is as a member of another public body) then the interest need only be declared if the Member wishes to speak and/or vote on the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(b) To receive declarations of personal prejudicial interests in respect of items on this agenda.

**For reference:** A Member with a personal interest also has a prejudicial interest in that matter if a member of the public (with knowledge of the relevant facts) would reasonably regard the interest as so significant that it is likely to influence their judgement of the public interest. Where a Member has a personal prejudicial 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 Democratic Services or Legal Services prior to the meeting.)

## 3. Minutes

To confirm as a correct record the minutes of the meeting of the Board held on 26 October 2011.

(To Follow)

## 4. Urgent Items

To consider any other items that the Chairman decides are urgent.

## 5. Performance Overview and Monitoring

To consider:

- |             |  |                  |
|-------------|--|------------------|
| <b>5(a)</b> | <b>The performance of the council for the second quarter of 2011/2012</b>  | (Pages 1 - 28)   |
| <b>5(b)</b> | <b>The current position of the Capital Plan for 2011/2012</b>  | (To Follow)      |
| <b>5(c)</b> | <b>The current position of the Revenue Budget for 2011/2012</b>  | (Pages 29 - 50)  |
| <b>6.</b>   | <b>Overview and Scrutiny Review Monitoring: Key Stage 2</b><br>To consider a position statement on the Overview and Scrutiny Key Stage 2 Review and information about the Torbay's Schools Improvement Partnership and how education services within the Local Authority have developed over the last 12 months. |                  |
| <b>6(a)</b> | <b>Position Statement Key Stage 2 OS Review draft 1</b>  | (Pages 51 - 64)  |
| <b>6(b)</b> | <b>Torbay's Improving Partnership key stage 2 results etc November 2011</b>  | (Pages 65 - 68)  |
| <b>6(c)</b> | <b>Torbay Schools Improvement Partnership August 2011</b>  | (Pages 69 - 102) |
| <b>7.</b>   | <b>Update on current Overview and Scrutiny Review Panels</b><br>To receive updates from Scrutiny Review chairs.  |                  |

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# **Strategic Scorecard Summary Report**

## **Report for Quarter 2 – 2011/12**

Presented to:

Overview & Scrutiny Board – 16 November 2011

Prepared by  
the Performance & Partnerships Team, Business Services.



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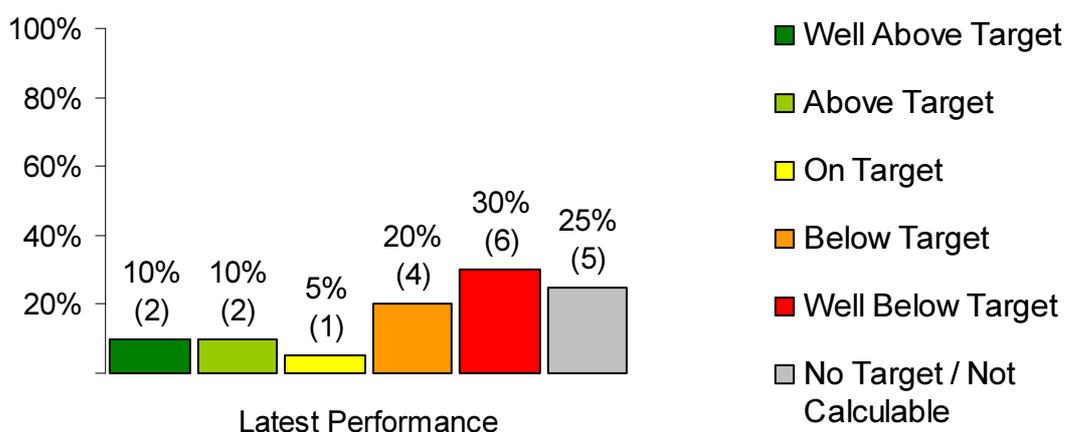
## Summary

This is the 2<sup>nd</sup> quarterly report to summarise the performance of the Performance Indicators and Projects in the Strategic Balance Scorecard. This report should be looked at along side the Performance Overview and Monitoring Report which looks in more depth at the Council's performance and includes Human Resources, Information Governance Statistics, Customer Contact, Torbay Strategic Partnership, Vacancies and recovery plans for those performance indicators currently performing behind target.

All indicators have a target set where applicable for the 2011/12 year on SPAR.net and one Performance Indicator to be developed over the next month. Five of the thirteen strategic objectives are currently performing on or above target and four are below, this is worse than last month when six objectives were on target. The remaining four objectives have no entities (Performance Indicators, Projects or Risks) against them, as work needs to be developed in these areas.

### How did we perform so far in 2011/12?

Of the indicators with performance recorded on the Strategic Scorecard 25% (5) have performed on or ahead of target, this has worsened since last month when 30% (6) were on or ahead of target. Below is a break down of the latest status available for the nineteen performance indicators linked to the Strategic Scorecard.



### Areas of Strong Performance

- Asset Rationalisation Project**  
 There are currently nine assets under offer. A report is due to go to Council on 31 October 2011 recommending that a further three assets be declared no longer required for service delivery and that the Chief Executive of the Torbay Development Agency be requested to advertise their intended disposal in accordance with the Council's Community Asset Transfer Policy.
- Closing the Gap / Hele Project**  
 Acquisition of Riviera Video, 64c Hele Road on a peppercorn rent for direct conversion by Hele's Angels to Community Shop with a refit underway for launch in next quarter. Community Development Trust model agreed for future structure of Hele's Angels. Two years funding has been secured from local agencies and a charter drawn up with the community outlining the process for Hele's Angels to be independent of local agency funding by April 2014.

- TOR2 Contract Performance  
Percentage of municipal waste land filled, have showed an improvement. Continued improvement at these current levels, should see Torbay achieving its 2020 recycling targets well ahead of time. Response rates for dealing with enviro-crime issues such as graffiti and fly tipping continue to be quicker than set out within the contract.

#### **Areas of Concern**

- Degree of variance from approved budget (FCF8)  
The degree of variance from approved budget (FCF8) is well below target currently showing a 2.4% overspend for quarter 1, further detail will be provided in the Budget Update produced by the Finance Team.

#### **Areas of Concern but Showing Improvement**

- Employee Total Direct Costs (Finance System)  
The total cost of Core Council, Casual Staff and Agency Staff wages and allowances in the September period has decreased to £3,559,004 from £3,566,169 in August. The reduction is from the Adults and Operations Commissioning area alone, with all other Commissioning areas seeing an increase in costs.
- Childrens Safeguarding  
Childrens safeguarding is improving despite having missed the targets set out in the improvement notice from Ofsted for September for two of its core indicators. In-month performance for initial assessments was 40.3% in August and improvement to 66.5% in September (target 80%); in-month performance for core assessments was 34.2% for August and increased to 73.1% in September (target 78%). Workload is still increasing and the numbers of children being looked after and children subject to a child protection plan are continuing to increase, and the Childrens Safeguarding Action Plan should be finalised in October.
- Adults Safeguarding  
The "Timeliness of social care assessments" indicator remains below target at 48.1%. The Operations Directorate of Torbay Care Trust is currently performing at target; however Devon Partnership Trust (DPT) is below the target level and having a negative impact on the combined outturn, currently 68.8% (75% target). A full recovery plan is included. 69% of the performance indicators agreed with Torbay Care Trust in the Annual Strategic Agreement (ASA).

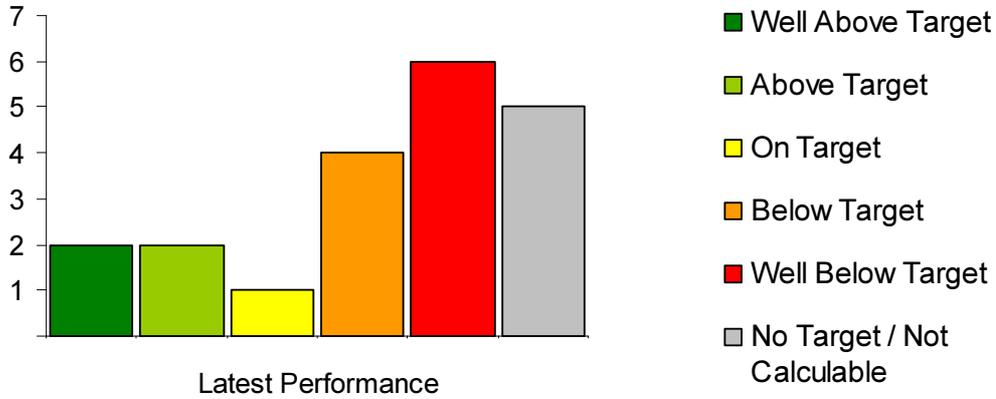
Feedback on the enhancements made and contents of these reports is welcomed.

**Prepared by the Performance and Partnership Team**

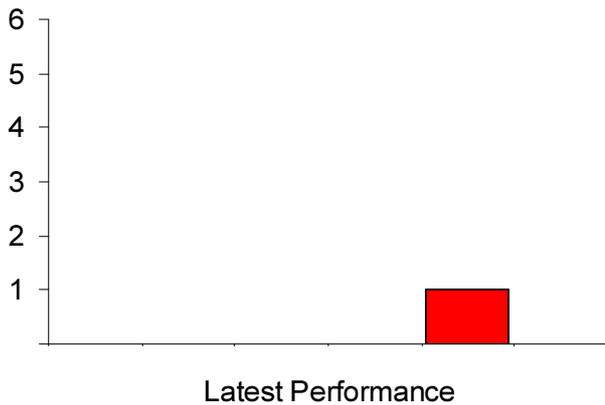
**Mark Bennett – Executive Head of Business Services - October 2011**

# Performance Summary

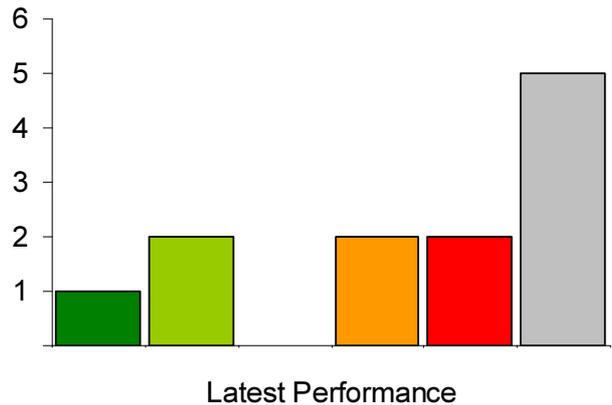
## Strategic Scorecard Overall Performance Quarter two 2011-12



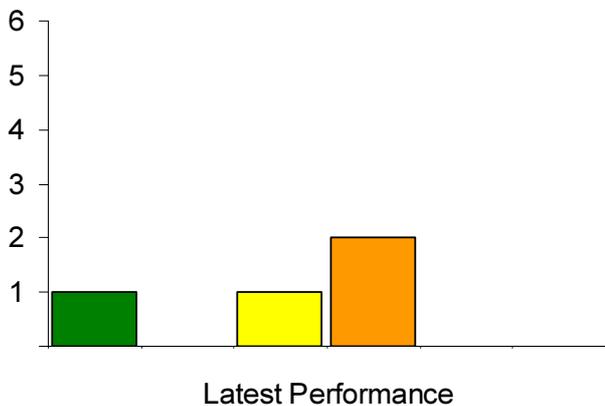
### Commissioner of Communities & Local Democracy & Deputy Chief Executive



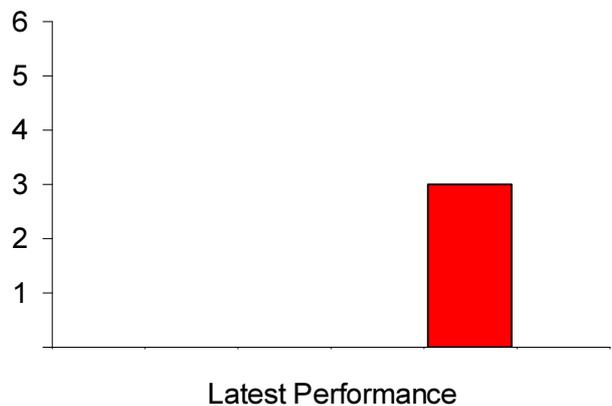
### Commissioner of Adults & Operations



### Commissioner of Place and Environment



### Commissioner of Children, Schools and Families



## Strategic Scorecard – Objectives

Colours represent overall status for each objective – this could include performance indicators or projects that fall below each objective.

Finance	Customer	Internal Processes	Learning and Innovation
01. Deliver a reduced budget and maximise revenue			
02. Managing our assets	05. Securing a cleaner Bay and improving its appearance for both residents and visitors	08. Delivering the People, Place, Partnership and Productivity Programme	11. Highly skilled and valued employees and councillors
03. Delivering value for money	06. Ensuring the safety of our most vulnerable children and adults	09. Effective commissioning, contract, performance and risk management	12. Strengthen community leadership and partnership working
04. Torbay Care Trust Financial Performance	07. Regeneration and Economic Prosperity	10. Develop radical solutions for service delivery over the next four years	13. Targeted and integrated service delivery

■ = Well Above Target

■ = Above Target

■ = On Target (Possibly Data not Due)

■ = Below Target,

■ = Well Below Target (Possibly No Target)

■ = No Entities (Possibly No Data)

## Strategic Scorecard – Entities

Below is a break down of the Performance Indicators and Projects that form the Strategic Balance Scorecard.

Entity	Code	Title	Frequency	Status
<b>Deliver a reduced budget and maximise revenue</b>				
PI	FCF8	Degree of variance from approved budget	Quarterly	Below Target
PI	HRC Sec 2f	Total cost of Core Council, Casual Staff and Agency Staff	Monthly	No Target
PI	FS001	General Fund Reserve	Quarterly	Above Target
PI	BS001	Employee Total Direct Costs	Monthly	No Target
<b>Managing our Assets</b>				
PI	FS002	Delivery of Capital Receipts	Quarterly	Well Below Target
Project	CCRP-01	Office Rationalisation Project		On Target
Project	ASM001	Asset Rationalisation Project		On Target
<b>Value for Money</b>				
Project	V4M001	Deliver Value for Money through a comprehensive corporate approach	Monthly	Below Target
<b>Torbay Care Trust Financial Performance</b>				
<b>Securing a cleaner Bay and improving its appearance for both residents and visitors</b>				
PI	NI192	% of household waste sent for reuse, recycling and composting	Quarterly	Below Target
PI	NI195a	Improved street and environmental cleanliness (litter)	Quarterly	Well Above Target
<b>Ensuring the safety of our most vulnerable children and adults</b>				
PI	NI032	Repeat incidents of domestic violence	Quarterly	Well Below Target
PI	NI059	% of initial assessments for Childrens Social Care carried out within 7 working days	Monthly	Well Below Target
PI	NI060	% of core assessments for children's social care carried out within 35 working days	Monthly	Well Below Target
PI	NI062	Stability of placements of looked after children: number of moves	Monthly	Well Below Target
PI	NI130	Social care clients receiving self directed support per 100,000 population	Monthly	Above Target
PI	NI132	Timeliness of social care assessment (all adults)	Quarterly	Below Target

Entity	Code	Title	Frequency	Status
PI	NI133	Timeliness of social care packages following assessment	Quarterly	Well Above Target
<b>Regeneration and Economic Prosperity</b>				
PI	NI166	Median earnings of employees in the area	Annually	Below Target
PI	PPsc4	Proportion of working age residents claiming Job Seekers Allowance in Torbay	Monthly	No Target
PI	PPsc5	Key out of work benefits claimants	Monthly	No Target
PI	PPsc7	Job Seekers Allowance claimants per unfilled jobcentre vacancy	Monthly	No Target
Project	ERP-00	Employment & Regeneration Programme Delivery		On Target
<b>Delivering the People, Place, Partnership and Productivity Programme</b>				
<b>Effective commissioning, contract, performance &amp; risk management</b>				
PI	TCT01	% of Torbay Care Trust Indicators Performing on or above target from SLA	Monthly	Well Below Target
PI	EDC01	% of Economic Development Company Indicators Performing on or above target from SLA	Monthly	
PI	TOR201	% of TOR2 Indicators Performing on or above target from SLA	Monthly	On Target
<b>Deliver radical solutions for service delivery over the next four years</b>				
<b>Highly skilled and valued employees and councillors</b>				
Project	DS-PA-1999	Develop and Deliver an annual Members Development Programme		On Target
Project	PPrc08	Undertake Staff Satisfaction Survey		On Hold
<b>Strengthen community leadership and partnership working</b>				
Project	PP001	Closing the GAP / Hele Project		On Target
<b>Targeted and integrated service delivery</b>				

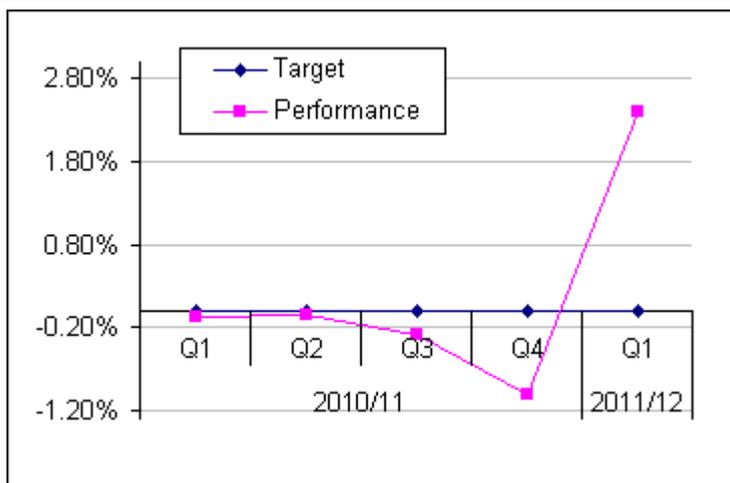
## Strategic Scorecard - Latest Performance up to Quarter 2 (2011/12)

Colours are representative of overall status for each objective – this could include performance indicators and projects that form the Strategic Balanced Scorecard.

### FINANCE

#### 01 - Deliver a reduced budget and maximise revenue

##### Degree of variance from approved budget (FCF8)



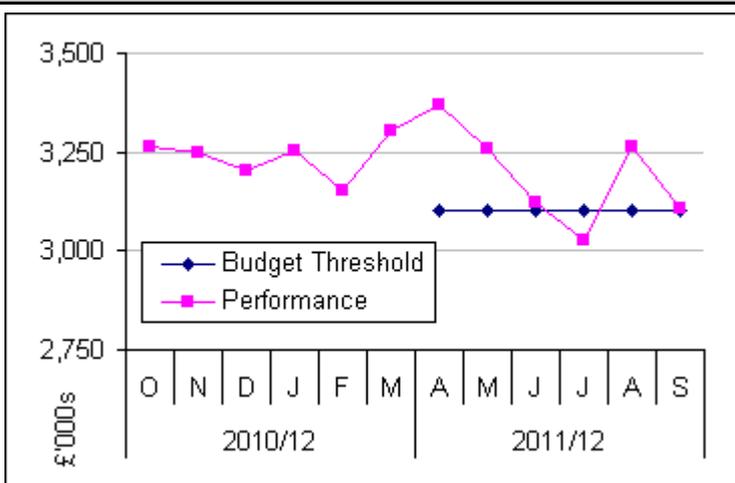
Current Status:	Below Target
Since last period:	Worsened
Target:	0.00%
Latest Performance:	2.40%
Responsible Officer:	Paul Looby

##### It's best to be low

Variance calculated by finance teams based upon actual expenditure to date and projected spend to the end of the financial year.

Budget monitoring and Outturn have reported a 2.4% overspend for quarter one. Quarter 2 figures are currently being calculated.

##### Total cost of Core Council, Casual Staff and Agency Staff (HRC Sec 2f)



Current Status:	N/A
Since last period:	Decreased
Target:	N/A
Latest Performance:	£3,106,553
Responsible Officer:	Mark Bennett

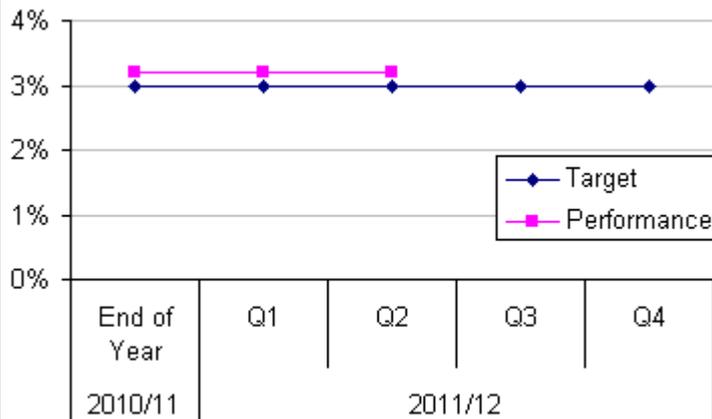
##### It's best to be low

The total cost of Core Council, Casual Staff and Agency Staff wages and allowances in period. This data is taken from the Human Resources payroll system. This data includes agency, overtime, and teachers that are employed directly by the Council, but excludes schools, and the majority of Job Evaluation payments and redundancy payments.

## FINANCE

### 01 - Deliver a reduced budget and maximise revenue

#### General Fund Reserve (FS001)



Current Status: Above Target

Since last period: Static

Target: 3.0%

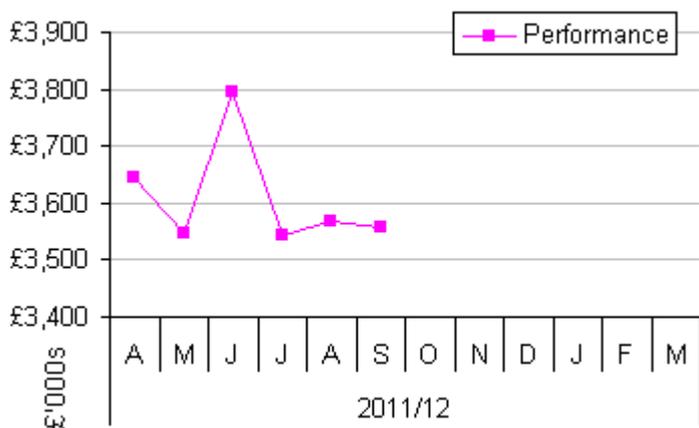
Latest Performance: 3.2%

Responsible Officer: Paul Looby

#### It's best to be high

This indicator shows what percentage of the net revenue budget the Council has in its General Fund Reserve. The Council's Target is to always have 3% of net revenue budget in the general reserves. This has remained static between end of year 2010-11 and quarter 2 of 2011-12.

#### Employee Total Direct Costs (BS001)



Current Status: N/A

Since last period: Decreased

Target (to date): N/A

Latest Performance: £3,559,004

Responsible Officer: Paul Looby

#### Its best to be low

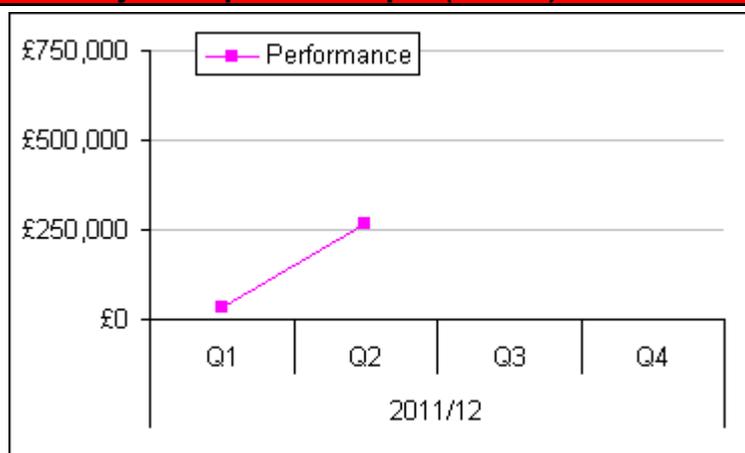
This Indicator shows the Council's Employee Total Direct Costs for each month taken from the Financial Information Management System (FIMS) for the 2011-12 financial period. This is a new indicator that has not been collected before.

This is raw data that has been pulled from FIMS and is subject to exceptions.

## FINANCE

### 02 - Managing our assets

#### Delivery of Capital Receipts (FS002)



Current Status: Well Below Target

Since last period: Improved

4 year plan Target: £3,100,000

Latest Performance: £264,162

Responsible Officer: Paul Looby

#### Its best to be High

This Indicator shows the amount received through Capital Receipts which is the money received from disposing of fixed assets such as land, buildings, vehicles, plant & equipment. Capital Plan Four Year Target £3.1m. At the end of August the capital receipts received that increased to £172k; this has further increased to £264,162 at the end of Quarter 2.

#### Office Rationalisation Project (CCRP-01)

Review Date: 5th October 2011 Current Status: On Target

Responsible Officer: Mark Hammett Previous Status: On Target

Achieved:

Due to a re-structure currently underway within Business Service, and staff leaving the business unit the project manager of the Office Rationalisation project will change shortly. An update will be provided as soon as the new Business Change Manager is in post.

Missed:  
N/A

Arising:  
N/A

## FINANCE

### 02 - Managing our assets

#### Asset Rationalisation Project (ASM001)

Review Date: 4th October 2011 Current Status: On Target

Responsible Officer: Emma Billingham Previous Status: On Target

#### Achieved:

There are currently nine assets under offer. A report is due to go to Council on 31 October 2011 recommending that a further three assets be declared no longer required for service delivery and that the Chief Executive of the Torbay Development Agency be requested to advertise their intended disposal in accordance with the Council's Community Asset Transfer Policy.

#### Missed:

N/A

#### Arising:

Sale of land is a complex process which is very timely. The sales can be subject to Legal and Planning issues and also issues on the buyer's side.

### 03. Delivering Value for Money

#### Deliver value for money through a comprehensive corporate approach (V4M001)

Review Date: 1st October 2011 Current Status: Behind Target

Responsible Officer: John Grange Previous Status: On Target

#### Achieved:

Issue based review of Value For Money management of overheads completed by John Grange.

#### Missed:

VFM Spatial Planning - Deadline of end of September missed due to work priorities in relation to the budget consultation process. Benchmarking group report to be completed by 14th October with the high level findings (presentation) thereafter.

#### Arising:

N/A

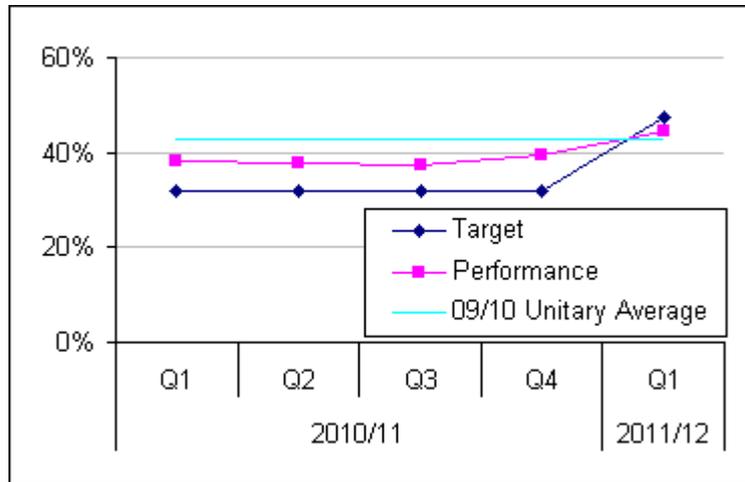
### 04 – Torbay Care Trust Financial Performance

Needs to be developed

## CUSTOMER

### 05 - Securing a cleaner Bay and improving its appearance for both residents and visitors

#### % of household waste sent for reuse, recycling and composting (NI192)



Current Status:	Below Target
Since last period:	Improved
Target:	47.5%
Latest Performance:	44.5%
Responsible Officer:	Les Crump

#### It's best to be high

The percentage of household waste arising which have been sent by the authority for reuse, recycling, composting or anaerobic digestion.

The introduction of the new recycling and food waste collection service has greatly improved recycling rates in the Bay, and has already saved 4,000 tonnes of material from being sent to landfill.

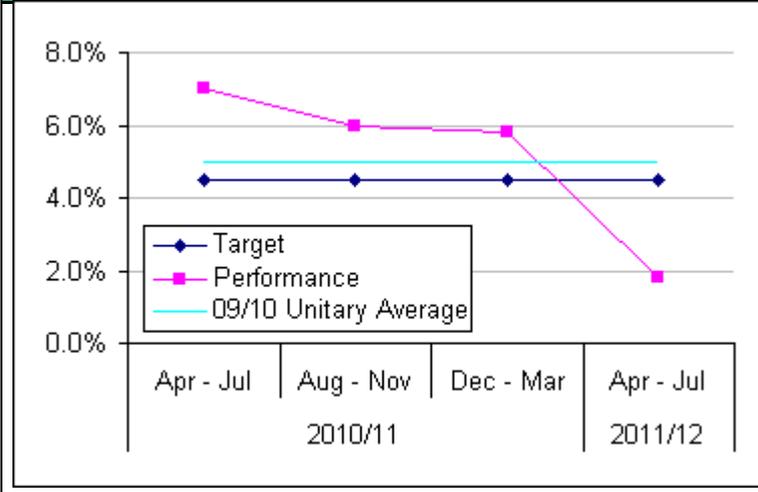
Our current recycling rate is predicted to be about 45% for 2011/12 +6 % year on year on 2010 /11.

We will soon be increasing the selection of products that can be recycled and we are confident that this will enable the authority to achieve the 50% rate, which will make us one of the best performing authorities in the UK.

**CUSTOMER**

**05 - Securing a cleaner Bay and improving its appearance for both residents and visitors**

**Improved street and environmental cleanliness (litter) (NI195a)**



Current Status: Well Above Target

Since last period: Improved

Target: 4.5%

Latest Performance: 1.8%

Responsible Officer: Patrick Carney

**It's best to be low**

The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level.

The target is from schedule 4 of the relevant contracts for TOR2 (Assets, Waste and Streetscene).

The performance for levels of litter and detritus are below the targets set. This is partly due to the poor performance of Direct Services and Waste within the first four months of the year during the JVCo transition period.

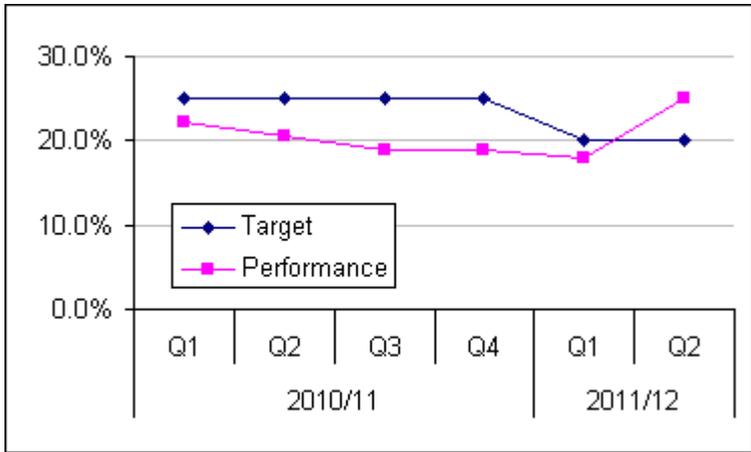
TOR2 have shown an improvement on these standards and have invested in a number of new road sweepers and street washing machines. The issuing of a performance penalty to TOR2 will depend on the nationally published benchmarking data, as the contract standard is for TOR2 to remain in the top quartile.

The survey data is being provided to TOR2 to allow them to target areas of failure and amend their cleansing schedules; performance is being monitored through the TOR2 liaison meetings. Officers from Community Safety are also working with TOR2 in relation to any required enforcement.

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Repeat incidents of domestic violence (NI032)**



Current Status: Well Below Target  
 Since last period: Worsened  
 Target: 20.0%  
 Latest Performance: 25.0%  
 Responsible Officer: Sally Bullingham-Taylor

**It's best to be low**

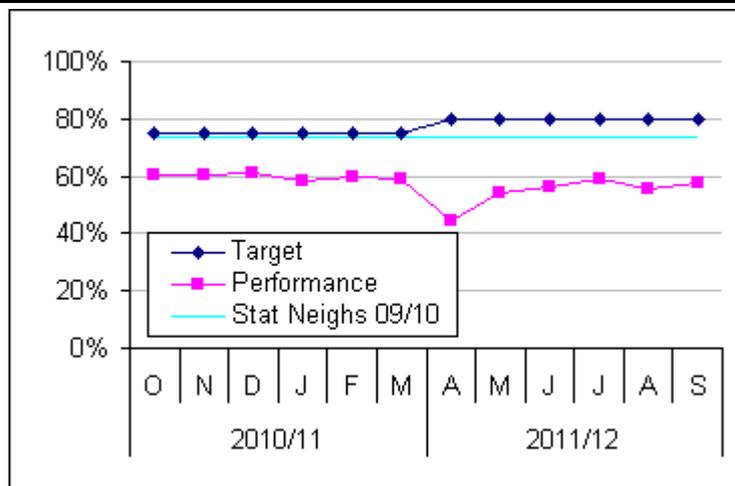
Percentage reduction of repeat victimisation for those domestic violence cases reviewed by a MARAC (Multi-Agency Risk Assessment Conference).

Of the 106 cases at MARAC, 26 were repeat cases. In quarter 2, the rate was 31% (17/55) compared to 18% in Q1 (9/51). July and August had 14 repeat cases. There are no specific reasons for the rise in the summer, though summer tends to be a peak time for domestic abuse. Please refer to the recovery plan in the Performance Overview and Monitoring report for more information.

## CUSTOMER

### 06 - Ensuring the safety of our most vulnerable children and adults

#### % of initial assessments for Childrens Social Care within 10 working days (NI059)



Current Status: Well Below Target

Since last period: Improved

Target 80.0%

Latest Performance: 57.7%

Responsible Officer: John Skinner

#### It's best to be high

The number of initial assessments completed between 1 April and 31 March, within ten working days of referral, as a percentage of the number of initial assessments completed in the period. An 'initial assessment' is defined as a brief assessment of any child who has been referred to social services with a request that services be provided.

For the year ending 31st March 2011, 59.3% of initial assessments were completed within 10 working days. Performance to the end of August was 55.5% (397/715) and this increased to 57.7% for September (511/886). This is a significantly higher number of initial assessments completed at this time than in previous years. An average of 460 initial assessments were completed per year from 2005 to 2010. The 2010/11 number was almost 1100 and we are at 886 at the half way point in the 2011/12 year.

The in month performance for June was 58.1% (132/227) which increased to 66.7% (86/129) for July but decreased to 40.3% (52/129) for August. This increased to 66.5% in September (113/170). The 2010/11 England average was 79.6% and statistical neighbour average was 83%.

The number of referrals in the last 12 months was 58.7% more than the previous 12 months. There were 61.0% more initial assessments, 230.1% more core assessments, 65.9% more CP plans, 57.2% more ICPCs, 29.1% more strategy discussions and 26.6% more children becoming looked after.

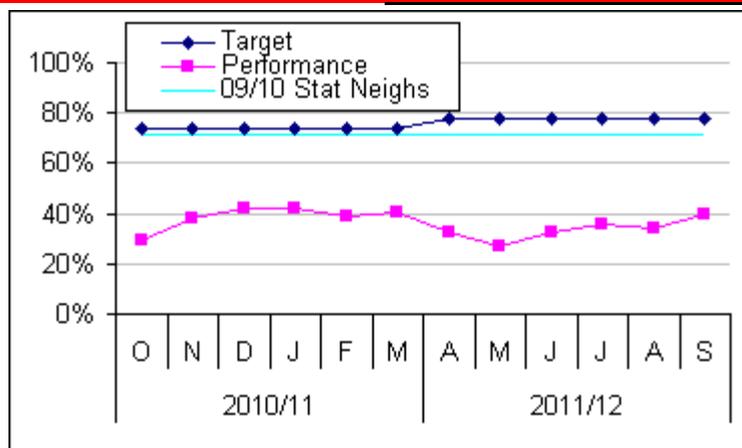
Performance against the improvement notice must be 80% for the period 1st April to 30th September 2011. This was not met however the in-month performance has increased to 71% whilst at the same time the backlog of assessments has been significantly reduced to a more manageable number. This is reflected in the decrease in caseloads to a more manageable number across children's specialist services teams.

The target will form part of the Safeguarding Improvement Plan, including proposed actions and deadlines.

## CUSTOMER

### 06 - Ensuring the safety of our most vulnerable children and adults

#### % of core assessments for children's social care carried out within 35 working days (NI060)



Current Status: Well Below Target

Since last period: Improved

Target 78%

Latest Performance: 39.8%

Responsible Officer: John Skinner

#### It's best to be high

The percentage of core assessments that were completed within 35 working days of their commencement. Following an initial assessment where a child has been identified as being in need of services and more information is required to determine this need a core assessment is requested. A 'core assessment' is defined as an in-depth assessment which addresses the central or most important aspects of the child's needs.

In the year ending 31st March 2011, 40.4% of core assessments were completed within 35 working days. The percentage at the end of July was 35.9% (103 out of 287). This decreased to 34.2% in August (138/403) but increased to 39.8% in September (188/472).

It must be recognised that 470 core assessments were completed in this six month period. The average number completed per year from 2005 to 2010 was 200. This increased to 450 in 2010/11 and we are at 470 already half way through the 2011/12 year. This shows the huge amount of work which has gone in to assessing children and young people potentially at risk to make sure they were safe.

#### In-month performance

During August, 35 out of 116 (30.2%) were completed on time. This increased to 73.1% on time for September (46/97). The England average was 75.1% and statistical neighbour average was 76%.

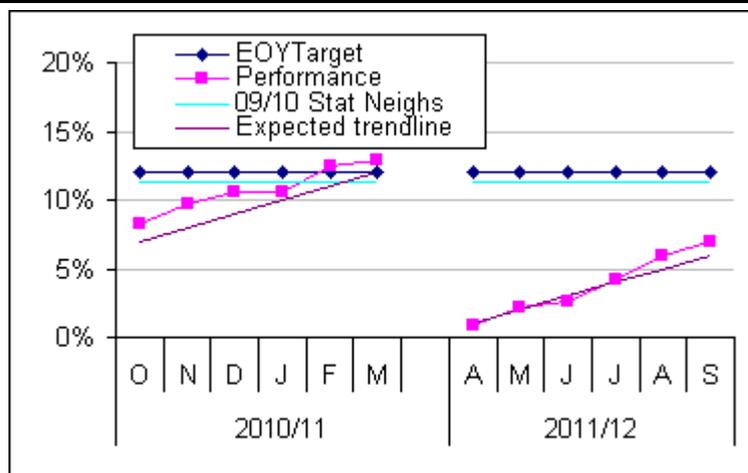
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The improvement notice required 78% of core assessment to be completed on time between 1 April and 30 September 2011. The target will form part of the Safeguarding Improvement Plan, including proposed actions and deadlines.

## CUSTOMER

### 06 - Ensuring the safety of our most vulnerable children and adults

#### Stability of placements of looked after children: number of moves (NI062)



Current Status: Well Below Target

Since last period: Worsened

Current Target 6.0%

Latest Performance: 6.9%

Responsible Officer: John Skinner

#### It's best to be low

The percentage of children looked after at 31st March with three or more placements during the year.

At the end of September, 17 of 245 (2.6%) children looked after had 3 or more placements since 1st April. This rose to 4.2% in July (10 of 239). The England average for the 2010/11 year was 10.9% and the statistical neighbours' average was 11.5% for 2009/10.

Current performance could go above the 2011/12 target of 12%. It must be noted that the number of referrals in the last 12 months was 58.7% more than the previous 12 months and 26.6% more children became looked after, requiring additional services, assessments and reviews. At the end of September there were 245 children looked after (a rate of 96 per 10,000 under 18 populations). This is the first time the number has decreased month on month for a considerable time – over 250 in August.

The England rate at 31st March 2011 was 59 and the statistical neighbour rate was 73. At the time, Torbay was at 76 per 10,000.

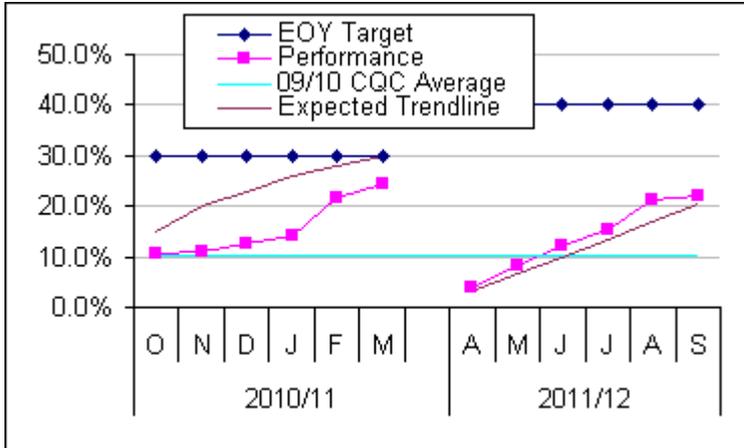
There were 15 children in the indicator at 30th September and this is 6.9% but of these there are 2 large families due to move out of the cohort - one for adoption and the other children into kinship care so we would be significantly under target by the year end.

Children's Services has also taken action to address the increased demand for placements by improving recruitment services for in-house foster carers and working with regional colleagues to improve the quality and cost of independent foster carers.

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Social care clients receiving self directed support (NI130)**



Current Status: Well Above Target

Since last period: Improved

Target: 20.5%

Latest Performance: 22.0%

Responsible Officer: Trudy Corsellis

**It's best to be high**

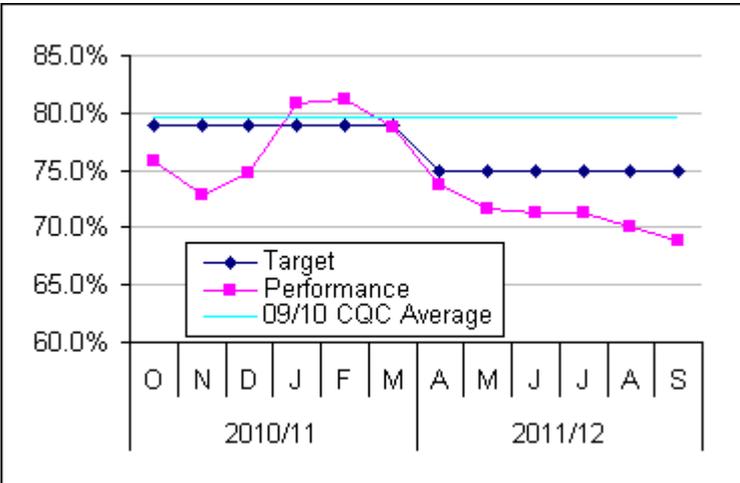
Number of adults (aged 18 or over), older people and carers (aged 16 or over but caring for an adult aged 18 or over) receiving self-directed support in the year to 31st March as a percentage of clients (aged 18 or over) receiving community based services and carers receiving carer's specific services (carers may be under 18 but are caring for an adult aged 18 or over).

The target is set as 40% for the year, and is evenly proportioned over each month; therefore the target is 20.5% up to the end of September, as agreed in the Annual Strategic Agreement (ASA).

**CUSTOMER**

**06 - Ensuring the safety of our most vulnerable children and adults**

**Timeliness of social care assessment (all adults) (NI132)**



Current Status: Below Target  
 Since last period: Worsened  
 Target: 75.0%  
 Latest Performance: 68.8%  
 Responsible Officer: Trudy Corsellis

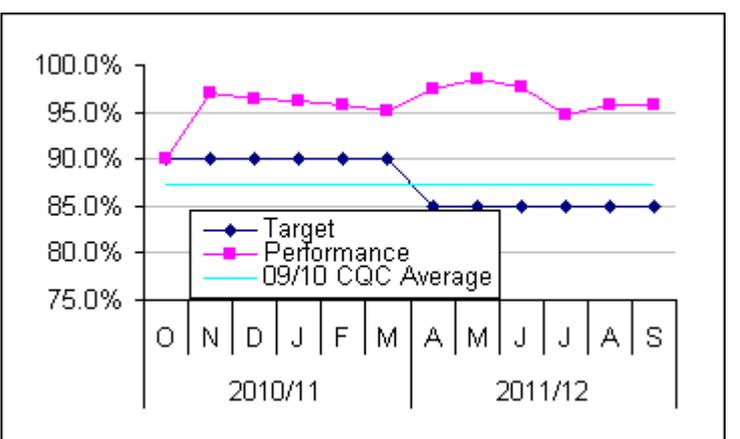
**It's best to be high**

Users and carers should expect practical help and other support to arrive in a timely fashion soon after their problems have been referred to social services. Acceptable waiting times for assessments: for new clients (aged 18+), the percentage from where the time from first contact to completion of assessment is less than or equal to four weeks. Referrals, Assessment and Packages of Care Data (RAP).

NHS Information Centre for Health and Social Care based on information provided by Councils with Social Services Responsibilities.

Target is set at 75% as agreed in the Annual Strategic Agreement (ASA). A recovery plan has been included in the Performance Overview and Monitoring report.

**Timeliness of social care packages following assessment (NI133)**



Current Status: Well Above Target  
 Since last period: Worsened  
 Target: 85.0%  
 Latest Performance: 95.8%  
 Responsible Officer: Trudy Corsellis

**It's best to be high**

Acceptable waiting times for delivery of care packages following assessment: For new clients (For 2008/09: Adults aged 65+, from 2009/10 Adults all ages 18+) the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks. Referrals, Assessment and Packages of Care Data (RAP).

NHS Information Centre for Health and Social Care based on information supplied by Councils with Adult Social Services Responsibilities.

Target is set at 85% as agreed in the Annual Strategic Agreement (ASA).

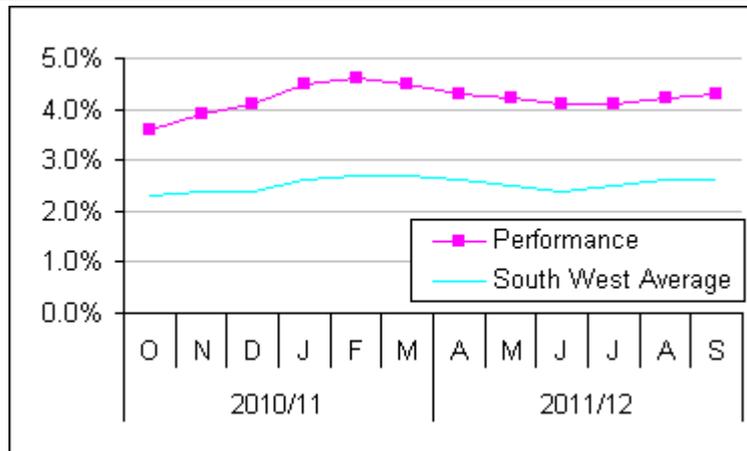
## CUSTOMER

### 07 - Regeneration and Economic Prosperity

#### Median earnings of employees in the area (NI166)

This indicator is collected annually and will be included again at the end of year.

#### Proportion of working age residents claiming Job Seekers Allowance in Torbay (PPsc4)



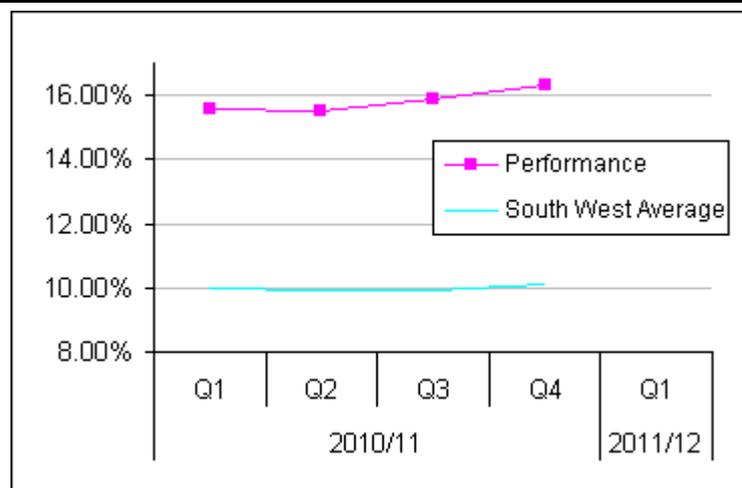
Current Status:	N/A
Since last period:	Increased
Target:	N/A
Latest Performance:	4.3%
Responsible Officer:	Jo Beer

#### It's best to be low

The proportion of working age residents claiming Job Seekers Allowance in Torbay, as published on the NOMIS.

This is an increase on the same period last year of 0.7%. The proportion of working age population claiming JSA in Torbay is higher than both regional (2.6%) and national rates (3.9%). The proportion claiming appears to be decreasing as we enter the summer period.

#### Key out of work benefits claimants (PPsc5)



Current Status:	N/A
Since last period:	Increased
Latest Target:	N/A
Latest Performance:	16.3%
Responsible Officer:	Jo Beer

#### It's best to be low

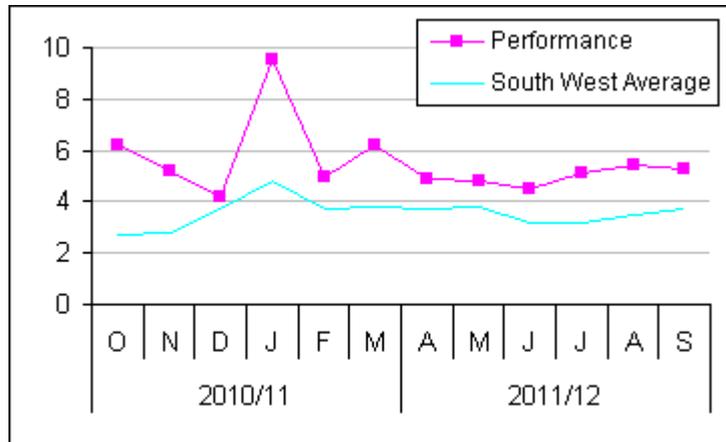
The proportion of the working age population in Torbay who are claiming key out of work benefits (job seekers, ESA and incapacity benefits, lone parents and others on income related benefits) as published on the NOMIS - Official Labour Market Statistics - website.

The proportion of the working age population claiming key out work benefits is lower than the same period last year (Feb 2010 = 16.8%). Rates throughout 2010/11 to date have been slightly lower than 2009/10. The higher rates in 2009 could be an impact of the recession.

## CUSTOMER

### 07 - Regeneration and Economic Prosperity

#### JSA Claimants per unfilled jobcentre vacancy (PPsc7)



Current Status: N/A

Since last period: decreased

Previous Years Target: N/A

Latest Performance: 5.1

Responsible Officer: Jo Beer

#### It's best to be low

The number of Job Seekers Allowance claimants per unfilled job centre vacancy.

The number of JSA Claimants per unfilled jobcentre vacancy is higher than the August last year (there is no data for September 2010) (August 2010 = 4.3). This is higher than the South West Region average 3.7, and lower than the Great Britain Average of 5.2. NOMIS did not publish data for September 2010.

#### Employment and Regeneration Programme Delivery Implementation (ERP-00)

Review Date: 5th October 2011 Current Status: On Target

Responsible Officer: Norma Paynton Previous Status: On Target

Achieved:

Final report received for Atkins study showing comparisons of car park demand in Torbay.

Missed:

N/A

Arising:

N/A

## INTERNAL PROCESSES

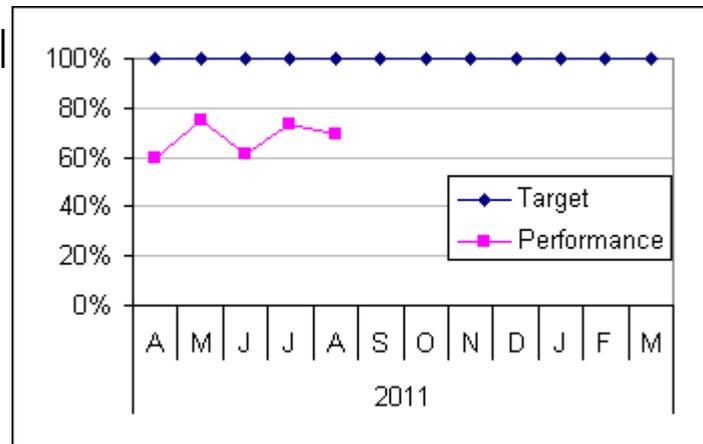
### 08 - Delivering the People, Place, Partnership and Productivity Programme

To be developed

**INTERNAL PROCESSES**

**09 - Effective commissioning, contract, performance and risk management**

**% of TCT indicators performing on or above target**

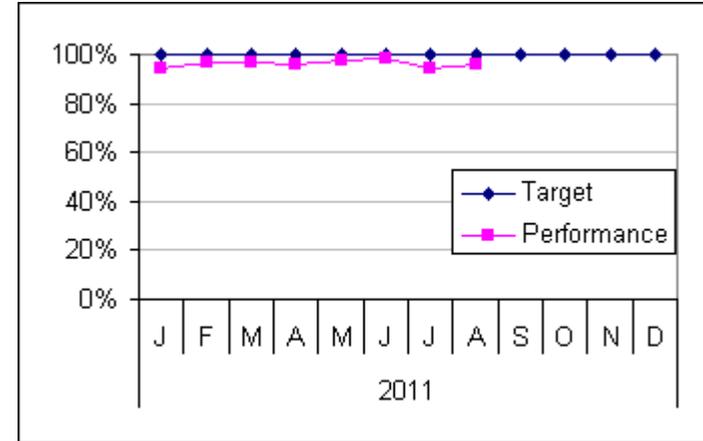


Current Status: Well Below Target  
 Since last period: Worsened  
 Latest Target: 100%  
 Latest Performance: 69%  
 Responsible Officer: Trudy Corsellis

**It's best to be high**

Torbay Care Trust collects performance for 31 performance indicators as set out in the Annual Service Agreement (ASA) on the Council's Performance and Monitoring System - SPAR.net. Of which 26 indicators have performance recorded to date and 5 indicators are not due to have data entered yet. Of the 26 indicators, 18 are performing on or ahead of target, and 8 are not meeting target. A recovery plan has been included for those indicators not meeting target from the ASA in the Performance Overview and Monitoring report.

**% of TOR2 indicators performing on or above target**



Current Status: On Target  
 Since last period: Worsened  
 Latest Target: 100.0%  
 Latest Performance: 96.0%  
 Responsible Officer: Steve Hurley

**It's best to be high**

There are 209 performance indicators that monitor the performance of the TOR2 contract, this indicator shows the percentage of indicators that have met or exceeded target. Performance data will always be at least a month behind due to the timings in the contract and time needed to challenge the data. The target has been set based on best practice and to continue to deliver a good level of service at 100%. Percentage of municipal waste land filled, are all showed improvement. Continued improvement at these current levels, should see Torbay achieving its 2020 recycling targets well ahead of time. Response rates for dealing with enviro-crime issues such as graffiti and fly tipping continue to be quicker than set out within the contract.

An area of concern is the maintenance of Bring Banks (containers for the depositing of recyclable materials at various locations) in terms of keeping the areas clean and debris free. TOR2 are on occasion failing to achieve targets in relation to emergency and urgent response rates for works. There are disagreements between the Council and TOR2 in relation to the responsibilities for dealing with pests; this is being dealt with through the procedures set out within the contract.

## INTERNAL PROCESSES

### 09 - Effective commissioning, contract, performance and risk management

#### % of EDC indicators performing on or above target

Current Status:

Since last period:

Latest Target:

Latest Performance:

Responsible Officer:

#### It's best to be high

New Indicator to be collected once the Service Level Agreement (SLA) has been set up and implemented

### 10 - Develop radical solutions for service delivery over the next four years

To be agreed

## LEARNING AND INNOVATION

### 11 - Highly skilled and valued employees and councillors

#### Develop and Deliver an annual Members Development Programme (DS-PA-1999)

Review Date: 3rd October 2011 Current Status: On Target

Responsible Officer: June Gurry Previous Status: On Target

Achieved:

The induction programme is now complete and evaluation is currently being undertaken with the results due to be reported to the Members' Development Group in October 2011.

One to one personal development planning sessions undertaken in September 2011 had high member take up. The results of one to ones will inform the Member Development Programme for the remainder of the 2011/12 Municipal Year. A report will also be submitted to SLT requesting corporate training needs.

Missed:

N/A

Arising:

N/A

#### Undertake Staff Satisfaction Survey (PPrc08)

Review Date: 1st October 2011 Current Status: On Hold

Responsible Officer: Jo Beer Previous Status: On Hold

Achieved:

Last staff survey carried out in 2009.

Missed:

Currently on hold awaiting a decision from SLT as to whether to go ahead with the survey in 2011.

Arising:

Currently on hold awaiting a decision from SLT as to whether to go ahead with the survey in 2011.

**LEARNING AND INNOVATION**

**12 - Strengthen community leadership and partnership working**

**Closing the Gap / Hele Project (PP001)**

Review Date:	1st October 2011	Current Status:	On Target
Responsible Officer:	Tracey Cabache	Previous Status:	On Target

Achieved:  
Delivery of priority project to improve the appearance of Hele Road (measured quarterly)  
Acquisition of Riviera Video, 64c Hele Road on a peppercorn rent for direct conversion by Hele's Angels to Community Shop. Refit underway for launch in next quarter.

Identification of a model to make the Hele's Angels project sustainable and independent of agency funding (measured annually) Community Development Trust model agreed for future structure of Hele's Angels. Two years funding secured from local agencies and charter drawn up with the community outlining process for Hele's Angels to be independent of local agency funding by April 2014.

Missed:  
N/A

Arising:  
Refit of Riviera Video, 64c Hele Road underway for launch in next quarter.

**LEARNING AND INNOVATION**

**13 - Targeted and integrated service delivery**

To be Developed





Briefing Report No: **/2011** Public Agenda Item: **Yes**

Title: **Revenue Budget Monitoring 2011/12**

Wards Affected: **All Wards in Torbay**

To: **Overview and Scrutiny Board** On: **16 November 2011**

Contact Officer: **Paul Looby**  
Telephone: **01803 207283**  
E.mail: **paul.looby@torbay.gov.uk**

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## 1. Key Points and Summary

- 1.1 The Council is projecting an overspend of £1.525m at the end of the financial year based upon the latest information available to finance officers. Whilst it is encouraging that progress has been made in addressing the £3m projected overspend reported to Members as at the end of quarter 1, there are continued pressures within Adults and Children's at this time. A £1.525m overspend is a large deficit to recover in the second half of the year and it is unlikely there will be a significant reduction to the projected overspend for both Children's and Adults services due to the number of client commitments. This means savings will have to be found from other services, uncommitted budgets and, as a last resort, uncommitted reserves to ensure a balanced budget can be achieved at the end of the year.
- 1.2 Children's and Adults have updated their recovery plans to provide Members with the progress made to address their overspends and the pressures faced by these services.
- 1.3 Commissioners and Executive Heads are continuing to review all areas of expenditure to identify where further savings can be made and a series of actions that will be taken in the following months are included within this report. This includes the continuation of the vacancy freeze and an embargo on expenditure not yet committed and bringing forward proposed budget savings currently being proposed for the next financial year.
- 1.4 The key variations identified to date within services are:
  - Children's Services are projected to overspend by £1.9m. The overspend is primarily within the Safeguarding and Wellbeing service due to increasing

numbers and the costs for looking after Children and the costs for the continued use of agency social workers within the Children In Need service.

- Adult Social Care is projected to overspend by £1.650m. This is due to pressures within Learning Disability, Older People and Mental Health.
- Services within the Environment portfolio are currently projected to spend within their approved budget however, budget pressures have been reported within Residents and Visitors and Spatial Planning which have been offset by savings within Waste and Cleaning and the Torbay Development Agency.
- All other services are projected to contain expenditure within their approved budget with most services making a contribution to offset the overall projected overspend for the council.

1.5 A summary of how the projected overspend is shown in the table below:

	£m	£m
Council Overspend		3,550
Managed by		
In Year savings identified to date by services	(1,340)	
Balance remaining		<b>2,210</b>
Further options to balance budget:		
Uncommitted Income:		
- New Homes: Bonus	(305)	
- Local Services Support Grant	(380)	<b>1,525</b>
Savings to be identified (appendix 5)	to be confirmed	
Uncommitted reserves (if required)	to be confirmed	<b>(1,525)</b>
Balance		<b>0</b>

- 1.6 As a comparator, the position at this time last year was a projected underspend of £0.553m.
- 1.7 At this stage of the financial year the council still has an opportunity to ensure there is further reductions to the projected overspend. Children's and the Torbay Care Trust must continue to monitor, update and ensure the robustness of their recovery plans and every effort must be made so they are fully implemented to ensure expenditure is contained within budgets. However, as it is now unlikely that Children's and Adults will remain within their approved budget, this will mean all other services will have to find savings in addition to the ones already identified. Commissioners and Executive Heads will be working to ensure savings will be identified to achieve a balanced budget at year end. It should be noted that the Council must achieve a balanced budget at year and this will be achieved by a combination of further in year savings and use of uncommitted income, however some of these actions will not be applied until the final outturn position is confirmed.
- 1.8 As part of the Council's corporate approach to resolving the projected overspend Commissioners, Executive Heads and Executive Leads will be exploring all opportunities to identify where other efficiencies can be made to ensure a balanced budget is achieved. As stated previously, in the current financial climate Officers and Members must ensure that any new initiatives that emerge throughout the year are fully costed and resources have been identified before any commitment to incur expenditure has been made. It is essential that where possible expenditure is contained within the approved budget, and preferably below the approved budget, due to the difficult financial challenges faced by the Council in 2012/13 and beyond.

## **2. Report Overview**

- 2.1 The purpose of this report is to provide Members with a summary of the projections of income and expenditure for all Business Units within the Council and to set out how the Council will maintain expenditure within its approved budget of £125.8m.
- 2.2. The revenue monitoring statement shows the expenditure and projected outturn position based upon the latest information available to finance officers in consultation with service departments. Where possible, the implications or consequences arising from the variations are reflected in the key performance indicators for that service.
- 2.3 Ongoing performance and financial monitoring will be provided to Members through the SPAR system and quarterly updates of performance management will be reported to Overview and Scrutiny Board.

**Paul Looby**  
**Executive Head of Finance and Chief Finance Officer**

## **Appendices**

Appendix 1 Summary of Main Variations

Appendix 2 Children's Services Recovery Plan

Appendix 3 Pooled Budget with Torbay Care Trust

Appendix 4 Torbay Care Trust Recovery Plan

Appendix 5 Savings Proposals

Appendix 6 Write-Off's over £5,000 (Exempt Appendix)

## **Documents available in Members' rooms**

None.

## **Background Papers:**

The following documents/files were used to compile this report:

Torbay Council's Financial Information and Management System (FIMS).

Budget Digest 2011/12.

## Appendix 1 to Report /2011

### Summary of Main Variations

#### A. Performance

A1.1 The table below provides a summary of the projected outturn position for Council services based upon the four Commissioning areas.

Business Unit/Service	A 2011/12 Budget	B Spend to Date	D Projected Out-turn	E Variation at Out-turn
	£'000	£'000	£'000	£'000
<b>Adults &amp; Operations</b>				
- Adult Social Care	41,937	17,147	43,587	1,650
- Business Services	2,615	1,886	2,488	(127)
- Chief Information Officer	3,999	2,115	3,949	(50)
- Commercial Services	2,586	1,297	2,509	(77)
- Finance	11,961	(2,454)	10,634	(1,327)
- Supporting People	6,379	3,861	6,312	(67)
	<b>69,477</b>	<b>23,852</b>	<b>69,479</b>	<b>2</b>
<b>Children, Schools &amp; Families</b>	<b>21,123</b>	<b>9,288</b>	<b>23,023</b>	<b>1,900</b>
<b>Communities &amp; Local Democracy</b>				
- Community Safety	2,864	824	2,637	(227)
- Community Engagement	1,427	702	1,377	(50)
	<b>4,291</b>	<b>1,526</b>	<b>4,014</b>	<b>(277)</b>
<b>Place &amp; Environment</b>				
- Residents & Visitors	9,960	3,902	10,025	65
- Spatial Planning	5,565	2,727	5,751	186
- Torbay Development Agency	4,853	3,931	4,753	(100)
- Torbay Harbour Authority	0	(461)	0	0
- Waste & Cleaning	10,518	7,518	10,267	(251)
	<b>30,896</b>	<b>17,617</b>	<b>30,796</b>	<b>(100)</b>
<b>Total</b>	<b>125,787</b>	<b>52,283</b>	<b>127,312</b>	<b>1,525</b>

#### A2. **Main Variations**

A2.1 The following paragraphs identify, within each Commissioning area, identified variations against the approved budgets or concerns about emerging issues and risks in that area. Service managers consider the sensitivity of budget variations

and the projected outturn position which is based on the most likely position at the time of writing this report.

## **Environment**

A2.2 Services within the Environment portfolio are projecting to underspend their approved budget. However there are a number of variations within the three main services including budget pressures within Residents and Visitors and Spatial Planning which will need to be monitored closely over the next quarter.

### **(a) Resident's and Visitors**

There is a projected overspend of £65,000 for this service. This is predominantly the result of a projected £208,000 overspend on energy costs for Street Lighting due to an in-year increase in energy tariffs of 50% from October 2011 and delayed implementation of the 'part night lighting' regime. As the final decision to implement "part night lighting" was not made until late February 2011 the time taken to procure the new switches and to receive the new parts meant work was not able to commence until the middle of May 2011. Officers are devising a recovery plan to help redress the impact of this increase.

Car parking income is projecting a minor shortfall of £20,000 against a budget of £5.230m. There have been savings of £135,000 within Decriminalised Parking Enforcement (DPE) due to vacancy management and accommodation savings.

Vacancy management and associated administrative savings within other service units of Resident's & Visitors have contributed further savings of £28,000.

### **(b) Waste and Cleaning**

There is a projected underspend of £251,000 reported within Waste and Cleaning. This is due to reductions in waste tonnages sent to landfill, resulting in savings on landfill tax, gate fee and transportation costs which have been achieved by diversion of waste and recycling arising from the contract with TOR2.

### **(c) Spatial Planning**

Concessionary Fares are projected to overspend by £60,000. Members will be aware this is one of the Council's volatile budgets and is subject to variation as it is partly influenced by the number of local residents and visitors to the Bay who utilise the service. The increase in expenditure results predominately from the full impact of a new bus service that commenced in 2010/11 and the increased usage this has generated as the service becomes more established. Increased demand and associated costs

within this budget (which stands at £4.208m) are outside of the control of Torbay and will be monitored closely throughout the year.

With the demise of Planning Delivery Grant, the planning department has seen a significant reduction in its budgeted grant income this year. This and the impact of a reduction in fee income, reflecting the continued weakness in the national and local economy, has resulted in a shortfall in income. This has been partly offset through vacancy management but overall Spatial planning is projected to exceed its budget by £186,000.

### **Torbay Development Agency (TDA)**

- (d) In response to the overall projecting overspend, £0.1m of budget for the repairs and maintenance budget will not be committed. This will be kept under review over the remainder of the financial year.

### **Children's Services**

A2.3 Children's Services are projecting an overspend of £1.9m. The net overspend represents 9% of the total net revenue budget for Children's Services.

A2.4 Children's Services can be split into three main areas:

- Children's, Schools and Communities.
- Commissioning and Performance.
- Safeguarding and Wellbeing.

A2.5 The overspend is within Safeguarding and Wellbeing, due to increasing numbers and costs for Children In Care and placements within the independent sector and the costs for the continued use of agency social workers within the Children in Need service.

A2.6 A breakdown of the projected position is summarised below:

- (i) Children's, Schools and Communities are projecting an underspend of £0.624m. These savings are as a result of not making a contribution to the services redundancy provision in 2011/12 as the existing provision is adequate to meet any expected costs. Savings have also been achieved within the Locality teams across the Bay due to vacancy management.
- (ii) Commissioning and Performance is projecting an underspend of £0.138m due to vacancy management and a reduction in training.
- (iii) Safeguarding and Wellbeing is the most volatile budget within Children's and covers placements for vulnerable children and is projected to overspend by £2.662m. This is based upon current commitments and placement numbers and the projected duration of placements and related costs. The latest figures for the number of looked after children as at the end of

September 247 which has increased from 213 as at 31 March 2011. The number of Children looked after has to be set in the context of the difficulties the Service has had in recruiting qualified staff and the need to cover this through the employment of agency social workers which is contributing £1m to the projected overspend and £1m is the additional costs for placement of children being looked after.

A2.7 Children's Services have updated their recovery plan to address the current position and this is shown in appendix 2.

### **Communities and Local Democracy**

A2.8 Services within Communities and Local Democracy are projecting to underspend by £277,000. The main variations are:

- Community Safety is projected to underspend by £227,000 as a result of vacancy management. This has been achieved by bringing forward and implementing proposed savings for 2012/13 and generating savings in the current financial year.
- Community Engagement is projecting a £50,000 underspend of which £40,000 is for vacancy management savings within the service and £10,000 due to savings within the Members allowances budget as a result of Members undertaken more than one responsibility which does not result in additional allowances.

### **Adults and Operations**

A2.9 Services within Adults and Operational Support are projecting a small overspend of £2,000. However, there are a number of variations within this portfolio of services with the largest projected overspend within Adult Social Care which has been offset by a number of savings which are summarised below.

#### **Adult Social Care**

A2.10 Adult Social Care is a Commissioned service and is provided by the Torbay Care Trust. The partnership is managed through a pooled budget - a summary of the latest pooled budget is attached in appendix 3. The Pool budget comprises 3 elements, Community Based Teams, Commissioned Social Care and Management and Support Services.

A2.11 Within the Social Care Commissioned Older People, Learning Disabled and Mental health Services are all projecting overspends with the largest overspend within then Learning Disabled Service.

#### **(a) Learning Disability**

As reported at quarter one the budget pressures within this client group are personal budgets and domiciliary care (supported living). The personalisation agenda has meant costs have increased within this area over the last few years

however, to date there has not been corresponding decreases in traditional care services such as residential care. This has meant it has not been possible to transfer budgets from residential care to fund these increased costs. Underpinning the cost pressures within this client group are a number of factors such as transitional cases from children services, ordinary residency issues, older family carers and costs relating to clients at risk of offending.

### **(b) Older People and Physical Disability**

As reported previously, the main budget pressure is within non residential services such as domiciliary and day care and personal budgets. Whilst the Trust over the last five years has been successful in reducing traditional residential and nursing placements it has seen a movement of clients and cost to domiciliary care. Underpinning this cost pressure and older people in general is the demographic pressures of an ageing local population.

### **(c) Mental Health**

The projected overspend is due to increased costs for residential and domiciliary care.

A2.12 The Torbay Care Trust's recovery plan to mitigate the overspend is shown in appendix 4.

A2.13 The main variations within the remaining services are summarised below.

1. Business Services are projecting an underspend of £127,000. This is due to a reduction in recruitment costs (£40,000) due to the reduction in the number of posts advertised. All vacant posts are reviewed by the Establishment Control Panel.

Business Services have achieved a further £80,000 of savings as a result of bringing forward a restructure of the service, which was identified as a 2012/13 budget saving.

2. Commercial Services are projecting an underspend of £77,000 due to vacancy management within the Information Governance and Legal Services teams.
3. The Chief Information Officer is projecting a £50,000 underspend due to reduced costs for IT licenses and by reducing the annual contribution to the IT renewals reserve.
4. Supporting People is projected to underspend by £67,000 due contractual negotiations with service providers and vacancy management.
5. Finance, which includes corporate budgets, are projecting an underspend of £1.327m. The variations are:

- £0.104m of this saving is due to reduced staffing costs arising from reduced hours worked and vacancy management within the Business Unit.
- Treasury Management is projected to underspend by £200,000 due to better than expected investment returns due to close monitoring of the Council's cash balances.
- the costs of Audit fees and external inspection costs are projected to be £60,000 less than budgeted for due to a reduction in external audit fees.
- the council has a contingency of £278,000 which is currently uncommitted. Due to latest financial position it is recommended this contingency is released to offset the projected overspend.
- the council received New Homes Bonus of £305,000. This budget is uncommitted and due to latest financial position it is recommended this budget is released to offset the projected overspend.
- The council received a Local Services Support Grant of £380,000 after the budget was set in February 2011. This grant is un-ring fenced and is currently not committed. Due to the size of the current projected overspend it is recommended that this money is used to offset the overspend.

### **Strategy For in Year Budget Management**

A2.14 The budget pressures identified are for services provided to the most vulnerable residents within the Bay and these are some of the council's most volatile budgets. Executive Leads and their respective managers continue to work hard to ensure the measures set out in the recovery plans will address, where possible, the budget pressures identified to date. These plans will be monitored closely by Executive Leads and managers and a further update on progress against these plans will be provided to Members in the next monitoring report.

A2.15 Executive Heads and Commissioners have taken a council wide view as to what efficiency savings, or reductions in uncommitted expenditure can be made up until the end of the financial year. A number of initiatives have been acted upon in the last quarter which has resulted in the savings identified within this report. However based upon the projected overspend reported further action is required. The following actions are being considered by all Executive Heads:

- what areas of budgeted expenditure could be ceased and an assessment of the services consequences.
- a review on all non front line expenditure to identify whether any expenditure in these areas could be reduced and the implications of any reductions will be assessed.
- The Establishment Control Panel to ensure further vacancy management controls are in place.
- Identification of any invest to save schemes that will have an immediate or cost savings in 2012/13.

A list of specific actions being considered by Executive Leads and officers are included as Appendix 5 to this report.

- A2.16 Commissioners and Executive Heads will continue to scrutinise all areas of expenditure and assess the sensitivity of outturn projections by working closely with service managers to ensure expenditure is maintained within existing budgets. The identification of uncommitted expenditure which can be stopped will generate the largest savings. However, these will have service implications which will need to be recognised and assessed. Any further areas where uncommitted expenditure will be stopped will be reported verbally to Members of the Board.
- A2.17 The Council is already faced with an extremely challenging financial outlook in the context of reducing government grant and increasing service demands over the next few years. It is therefore essential that services maintain expenditure within their approved budget otherwise the financial challenge will become harder in 2012/13 and beyond. The actions outlined above and the implementation of the action plans will support the Council in addressing the in-year pressures.

#### **A4. Reserves**

- A4.1 At the beginning of the financial year the Council had reserves of £4.6m, that largest being the Comprehensive Spending Review (CSR) Reserve which was £3.1m. The purpose of the CSR reserve is to support the council in managing the financial challenges over the CSR period and making provision for any costs of restructuring council services and provision for any invest to save projects.
- A4.2 The Council also has its general fund balance which is £4.0m. In response to concerns raised by our external auditors as to the level of the general fund balance, the Council set an internal target to reach 3% of its net revenue budget. As a result of the contribution to the general fund balance as approved by Council on 14 July, the current level is 3.2% which I consider to be a prudent level. It should be noted that the general fund reserve should only be called upon in emergencies.
- A4.3 The annual review of all reserves will be undertaken as part of the budget preparation process and will be reported to Members in December. This process will allow the existing earmarked reserves to be challenged to ensure they are still required and to what level. The Review of Reserves report can be found on the following link <http://insight/index/information/finance/finance-newpage-2.htm>
- A4.4 Members will be aware that all reserves are earmarked for specific purposes with the exception of the General Fund Reserve which remains the only fund the Council holds to meet emergency costs. The government has focused its attention on the level of Council reserves held within councils. It should be noted that any release of monies from reserves should only be used for one off purposes and cannot be used to sustain ongoing expenditure.
- A4.5 The Mayor has agreed to release the following monies from reserves during 2011/12:

- £0.5m to support Children's Services to develop an Intensive Family Support Service.
- £0.250m to support the Bay's tourism sector.
- £0.1m to support revenue costs associated with the Princess Promenade repairs (Council decision).

A4.6 After taken these into account the level of reserves has fallen to £3.692m. However, in addition there are a number of other cost pressures which will further reduce the level of reserves the council holds. These include sunk costs arising from the redesign of the Office Accommodation Review estimated at £0.5m, redundancy costs which will arise from the 2012/13 budget round (£1.5m last year) and will be a cost in 2011/12. In addition, if the council is unable to declare a balanced budget at year end any overspend will have to be funded from these reserves. This will severely deplete the council's uncommitted reserves and impact upon how the council manages further reductions in government grant in 2013/14 and 2014/15.

A4.7 A summary of the council's uncommitted reserves is shown below:

Reserve	Working Balance £'m
Comprehensive Spending Review Reserve	3.100
Budget Pressures Reserve	0.443
Financial Strategy and Change Management Reserve	0.149
<b>Balance at 31 September 2011</b>	<b>3.692</b>
Possible calls upon reserves	
Sunk Costs – Office Accommodation Review	0.5 (estimated)
Redundancy Costs arising from 2012/13 budget	1.5 (estimated)
2011/12 overspend	1.5 (latest position)

## A.5 Dedicated Schools Grant (DSG)

A.5.1 The Dedicated Schools Grant in 2011/12 is £84.2 and is used to fund all Schools Related Expenditure. The DSG is currently reporting a projected underspend of £0.113m. The DSG is a ring fenced grant and can only be used to fund schools related activities.

## A.6 Debtors Monitoring

9.1 This section of the report provides Members with an update for the second quarter of 2011/12 in respect of council tax and business rate collection. It also sets the background and benchmarks against which future performance will be monitored and assessed during the current financial year.

## Council Tax

9.2 The targets for the collection of Council Tax are:

- (i) collect 96.5% of the Council Tax due within the 12 months of the financial year (i.e. April to March); and
- (ii) collect 50% of the arrears brought forward from previous years.

9.3 The Council is due to collect £59.4m after the granting of mandatory relief and Council Tax Benefit in the period April 2011 to March 2012. To date the Council has collected £32.3m which is about 54.27% of the Council Tax due in year. The collection level is in line with last year's performance.

9.4 The total arrears outstanding at 31 March 2011 were £3.7m and this has been reduced by £1.2m which is about 31.5% of the total arrears due.

9.5 There are no Council Tax write-offs over £5,000 to report.

## Non-Domestic Rates

9.6 The targets for the collection of NNDR (business rates) re:

- (i) collect 98.0% of the business rates due within the 12 months of the financial year (i.e. April to March); and
- (iii) collect 50% of the arrears brought forward from previous years.

9.7 The Council is due to collect £35.9m after the granting of mandatory relief in the period April 2011 to March 2012. To date the Council has collected £20.5m which is about 57.1% of the business rates due in year. The collection level is around 2.5% down on last year's performance.

9.8 The total arrears outstanding were £1.49m and this has been reduced by £0.6m which is about 39.7% of the total arrears due.

The write-offs in respect of debts over £5,000 are listed in Appendix 5

## **CHILDREN, SCHOOLS AND FAMILIES RECOVERY PLAN 2011 UPDATED OCTOBER 2011**

The revised projected £1.9 million overspend is in large part a continuation of the pressure in children's social care for the last few years. At the end of 2010/11 social care for children overspent by £1m. However, this was to offset to some extent by significant underspends elsewhere within Children's services and the use of Sure Start grant, if these are stripped out the overspend would have been £1.3m.

### **1. Bringing Forward 2012/13 Saving Proposals**

Children's, Schools and Families have been set an in-year savings target of £250,000 by bringing forward savings from 2012/13. The savings achieved so far as at October 2011 is £144,000, these are detailed below in paragraphs 6 and 8 below. This still leaves a gap of £106,000 against this target.

Where it is possible to do so, the proposals put forward in the 2012/13 budget setting exercise will be implemented as soon as possible in this financial year, this is likely to generate savings from February 2012.

### **Short to Medium term Plans**

#### **2. Vacancy Management**

Of the £1.9m overspend, £0.6m relates to the vacancy target; savings achieved by delaying appointments or keeping vacant posts empty. The action here is to achieve staffing savings on non social work posts of at least £0.2m. It is unlikely that any staffing savings can be achieved in Safeguarding and Wellbeing due to the increased costs of employing agency social workers. However, when the backlog of cases to be reviewed is back down at acceptable levels plus the appointment of permanent staff this should, over the next 12 months, result in lower staffing costs and therefore reduction in the overspend.

#### **Vacancy Management Savings achieved in 2011/12**

£10,000 – achieved within the Disabilities Service (administrative vacancy)

£18,000 – achieved from Early Years (redundancy)

£10,000 – achieved from Early Years (play ranger funded finished)

£20,000 – achievable from Review of Business Support.

#### **3. Disability Services Review**

As part of our medium term plans there is a review of the level of and types of service provided to disabled children and their families. A specific area under review is that of Direct Payments; where the family is allocated a sum of money to manage their child's care package.

#### **4. Other Projected Savings elsewhere in Children's Services**

The initial analysis of other services unrelated to Children Looked After has indicated that a further £0.4m of savings could be made this financial year, an element of this could come from administrative and management savings, however any major contribution will inevitably have an impact on front line services. As of week beginning 25 July 2011, a spending moratorium has been implemented similar to that which was in force for the last 3 months of the last financial year. Any spend over £500 will need to be authorised at Executive Head level and there will be a moratorium on attendance at conferences. All vacancies will be held vacant unless it is considered that none replacement would be detrimental to the management of the Children in Need intake team.

This new regime allows Senior Managers and Executive Heads to review and challenge managers where there are significant financial commitments.

#### **Non Staffing savings achieved so far**

£150,000 – achieved across Training Budget – Commissioning & Performance

£26,000 – achieved in YOT

#### **5. Proposed Reshaping of the Safeguarding and Wellbeing Service**

The Executive Head for Safeguarding and Wellbeing proposed a reshaping of the Safeguarding and Wellbeing service that will see changes to the teams contained within that service. The proposed reshaping is currently at the consultation stage with an expected implementation date of January 2012. This is supported by an evidence based paper which lays out the pressures on the "intake" team in dealing with the increasing backlog of cases. The work of the Family Intervention Team (FIT) will also be explored. It is estimated that a saving of £120,000 is now projected in the month 6 budget monitor as a result of the reduced reliance on agency staff and 1 agency service manager.

#### **Proposed Long term Changes**

#### **6. Identification of the on going pressures**

The number of children that are being brought into the care system is now at unprecedented levels. The Munro report is now suggesting that working with children in their family setting is more beneficial. Plans are currently being developed to create an Intensive Family Support service. This approach will have both financial benefits and better outcomes for the child and family and will act as a bridge between Early Intervention Services and Specialist Social Care Services.

#### **7. Business case for the Intensive Family Support Service**

This approach delivers intensive support for families with multiple problems achieve lasting benefits; not just for the children involved; their families and those in the local community; but for other local services as well by tackling a whole range of factors. The impact of coordinated intensive support can be fairly immediate and help reduce the often excessive demands these families make on local services through staff time and the financial costs of failing to intervene earlier.

Torbay already has a successful Family intervention project but despite its significant progress, the numbers of children subject to Child Protection Plans and becoming Looked After by the Local Authority is continuing to rise. This is creating enormous pressure on resources and increases the potential for poorer outcomes for children. The transformation of the Family Intervention Project coupled with increased investment of £0.5m in 2011/12 to create an Intensive Family Support Service will ensure that resources are appropriately targeted and build on the growing evidence base of 'what works' for families and delivers efficiency savings for the Local Authority.

This project will be embedded within the new "community budget" approach and a grant has been applied for to the Department for Communities and Local Government to provide tailored family support to the development of this model (£70,000). This will provide us with a 3 year budget projection in bringing down costs through a new approach.

The estimated savings that can be generated by delivering services in this way can be up to £81,624 per annum/per family, with £40,341 being attributed to the Local Authority itself (based on DFE Family Savings Calculator).

Based on 25 families successfully completing in the first year a £0.5m investment "could" generate reduced costs of £2m; £1m of which "would" directly reduce costs for the LA based upon the DFE Family Savings Calculator.

The recruitment process for the Intensive Family Support Service has commenced and it is estimated that the cost of this team together with additional investment that has been made in social care teams will enable us to respond to children in need at an earlier stage.

## **8. Timescale of impact**

This approach will need investment initially in training and mentoring but over a period of 2/3 years will result in fewer children in care and therefore a reduction in budget allocations to this area of work.

## **9. Revision of the Safeguarding Improvement Plan (SIP) known as the Children's Partnership Improvement Plan (CPIP)**

The Acting Head of Children's Services has revised the SIP and it was approved by the Safeguarding Improvement Board and the DfE on October 14<sup>th</sup> 2011. The impact of the changes is unlikely to be fully embedded in this financial year but should begin to have an impact in the next financial year, whilst retaining the council within its statutory safeguarding responsibilities. This will initiate a remodelling of current structures within localities and early intervention to enable them to follow a targeted model in support of vulnerable children.

New panel arrangements will now be put in place on a weekly basis to manage both the escalating number of children in care and to prevent additional children coming into the system. This will be implemented in November and run in parallel with the intensive family support model.

## Appendix 3

### Financial Position

Set out below is the financial position of the Care Trust Provider Arm as at 30<sup>th</sup> September 2011.

	Year to Date			Year End		
	Budget	Actual	Variance (Under)/ Over	Budget	Actual	Variance (Under)/ Over
Funding from Torbay Council	19,545	20,372	827	39,089	40,743	1,654
Torbay Care Trust Contract Income	13,093	13,093	-	26,183	26,183	-
NHS Devon Contract Income	16,949	16,949	-	33,897	33,897	-
<b>Total Contract Income</b>	<b>49,586</b>	<b>50,413</b>	<b>827</b>	<b>99,169</b>	<b>100,823</b>	<b>1,654</b>
Torquay North Zone	2,086	2,072	(14)	4,171	4,144	(27)
Torquay South Zone	1,845	1,823	(22)	3,689	3,645	(44)
Paignton North Zone	730	713	(17)	1,459	1,426	(33)
Paignton South Zone	1,149	1,140	(9)	2,298	2,280	(18)
Brixham Zone	817	792	(25)	1,633	1,584	(49)
Baywide Enabling Services Team (BEST)	2,247	2,294	47	4,494	4,587	93
Professional Practice (Clinical Services)	1,891	1,869	(22)	3,782	3,738	(44)
South - Dartmouth and Totnes	701	691	(10)	1,402	1,382	(20)
South - Ivybridge and Kingsbridge	1,274	1,271	(3)	2,548	2,543	(5)
South - Tavistock	663	663	-	1,325	1,325	-
South - Coastal	443	448	5	885	895	10
South - Newton Abbot	569	567	(2)	1,137	1,134	(3)
South - Moorland	263	259	(4)	526	518	(8)
South - Other Clinical Services	985	975	(10)	1,970	1,950	(20)
South - SD Community Hospitals	9,786	9,783	(3)	19,571	19,566	(5)
South - Torbay Community Hospitals	1,778	1,791	13	3,555	3,580	25
<b>Community Based Teams/Clinical Services</b>	<b>27,223</b>	<b>27,147</b>	<b>(76)</b>	<b>54,445</b>	<b>54,297</b>	<b>(148)</b>
Older People	8,036	8,224	188	16,072	16,448	376
Learning Disabled	3,470	4,046	576	6,939	8,091	1,152
Mental Health	1,351	1,421	70	2,701	2,841	140
Preserved Rights	1,079	1,072	(7)	2,157	2,143	(14)
<b>Commissioned Social Care (Net of Client Charges)</b>	<b>13,936</b>	<b>14,763</b>	<b>827</b>	<b>27,869</b>	<b>29,523</b>	<b>1,654</b>
Operations Management	3,152	3,152	-	6,304	6,304	-
Board, Executive and Support Services	5,276	5,276	-	10,551	10,551	-
<b>Management/Support Services</b>	<b>8,428</b>	<b>8,428</b>	<b>-</b>	<b>16,855</b>	<b>16,855</b>	<b>-</b>
<b>Total Provider Services</b>	<b>49,586</b>	<b>50,337</b>	<b>751</b>	<b>99,169</b>	<b>100,675</b>	<b>1,506</b>
<b>(Surplus)/Deficit</b>	<b>-</b>	<b>(76)</b>	<b>(76)</b>	<b>-</b>	<b>(148)</b>	<b>(148)</b>
<b>Memorandum:</b>						
<i>DCC Older People Commissioned Services (Net of Income)</i>					<u>21,065</u>	

## Appendix 4

### TORBAY CARE TRUST RECOVERY PLAN– CASH RELEASING EFFICIENT SAVINGS (CRES) 2011/12

To date this financial year, the schemes below have been implemented by the Care Trust and are reflected within the current financial forecast.

Fully Implemented Scheme	Saving £'000s
<b>Operations Savings</b> – Reconfiguration of St Edmunds, Reconfiguration of Fernham, Management Cost Savings (Redesign of Roles) & Change in Provision of Community Alarms	1,323
<b>Social Care Commissioned</b> - Preserved Rights Attrition	206
<b>Social Care Commissioned</b> – Increased Client Charges	202
<b>Total Savings</b>	<b>1,731</b>

In addition to the above schemes there is a supplementary list of CRES schemes (see table below) which it is anticipated will realise £685,000 savings in year and result in a year end overspend of £1,650,000

	Revised In Year Savings	FYE of Savings	Risks/Impact of Proposals
<b>(1) Residential &amp; Nursing Home Placements</b>	<b>100</b>	<b>150</b>	
Attrition of Preserved Rights Clients	0	0	Occurs naturally - but savings for 11/12 already built into forecast overspend.
Reduction in residential placements	50	50	This is part of the way care is now delivered but it should be noted that the care home market which is currently under huge pressure. Need to consider impact of demographics in these figures.
Opening of Dunboyne (Relocate current care home clients/determine feasibility of transferring LD clients)	50	100	This will have a positive impact on those clients who are assessed as suitable for placements and packages of care should reduce on transfer.

<b>(2) Domiciliary Care</b>	<b>235</b>	<b>685</b>	
Renegotiation of contracts and hourly rates for Tier 1 - four main providers	60	120	Allows Trust to negotiate a better rate which is in line with neighbouring local authorities. Clients may prefer to accept a direct payment should their current provider not achieve AWP status. Looking to work with providers to lower their unit costs so as not to compromise the quality of care. (Excludes LD as those reductions captured elsewhere.)
Any Willing Provider (AWP) process for Tier 2 - lower hourly rates	25	65	
Actively review and intensively reable clients - equates to potentially a 10% reduction in client numbers with average size packages of care (i.e. 7.5 hrs)	150	500	Domiciliary care providers are experiencing financial pressures. (Review of clients through resource allocation system (RAS). Need to take into accounts an individual's carer/family support mechanisms and work with providers to review care packages more frequently to reduce services once outcomes achieved. )
<b>(3) Other Reductions in Volume/Service Levels</b>	<b>350</b>	<b>730</b>	
Respite/Short Term Placements – review frequency of respite care and/or tighten threshold for when given	30	75	Impact upon existing clients/carers/families.
Robust Adherence to Cost, Risk & Choice Policy - policy enables people to remain in their own homes. (Currently allows a 20% 'top up' over and above the cost of a care home placement.)	50	100	May impact on the number of clients admitted to a care home if this policy is strictly adhered to. Impact more likely to be felt on long standing clients. Currently 132 clients fall into this category with the exception of LD clients – however not all clients will be affected. Laision with each client on a case by case basis.
Contract management: * stricter contract management * maximise use of block beds at St Kilda * on-hold packages of care	75	150	Need to ensure transitional arrangements in place for clients whose RAS assessment varies greatly from the level of funding currently received.

Fairer Charging Policy	15	50	Some clients may be required to contribute more. Follows national charging mechanisms.
LD high cost clients (In 2011/12 mainly concentrates on reduction in high cost packages of care, i.e. adherence to RAS and Choice, Cost and Risk Policy which are not incorporated into above figures.)	75	250	Need to ensure safeguarding issues are still picked up and impact on individual's quality of life is recognised. There may be an impact upon in-house services and rationalisation of private sector.
Reduced day services for older people	105	105	Seeking to offer clients alternatives which hopefully reduce their social isolation and increase their independence at the same time. It's therefore about market development and allowing clients to use their personal budget in different ways which better meet their outcomes.
<b>TOTAL</b>	<b>685</b>	<b>1,565</b>	

## Appendix 5

### SAVINGS PROPOSALS 2011/12

<b>Proposal</b>	<b>Action</b>
Review all uncommitted expenditure on supplies and services. This is an ongoing exercise whereby Executive Heads will identify the impact and where savings will be made.	All Executive Heads
No journeys outside Devon (without approval by Commissioners).	All Executive Heads
All mail, where applicable to go second class but by email in preference.	All Executive Heads
Consider re- negotiation of contracts where possible:	All Executive Heads
Simplify and reduce the size of all council documents – external and internal.	All Executive Heads
Turn round expenses quarterly	All Executive Heads
Review discretionary rate relief policy – impact in 12/13	Executive Head Finance
Review of contractual commitments in relation to bus subsidies	Executive Head Spatial Planning
Review and implement new office hours.	Chief Executive TDA
Implement changes to Accommodation review ASAP	Adults and Operational Support Commissioner
Stronger stance on debt collection	Executive Head Finance
Reduce number of editions of Info from 12 to 6 and only available electronically	Executive Head Business Supports
Investigate charges for loans for ebooks?	Executive Head Residents and Visitors
All services to reduce mileage by 20% through better planning of meetings and visits	All Executive Heads
Charge for advertising on web site.	Executive Head Information Officer
Sell desirable places in carparks to individuals for set periods of time	Executive Head Residents and Visitors

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**Appendix 1 to the Record of Decisions**

**Key Stage 2 Review (OSB/5/10) – Actions Agreed by the Mayor**

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
1.	<p>Letter to appropriate Government Minister in support of our teachers in their professional view of the limitations of Standard Attainment Tests (SATs) and the need for them to be wholly replaced by a system of continuous monitoring and evaluation.</p>	<p>Coalition Government has already pledged a review of the Standard Assessment Tests at the end of Key Stage 2. Therefore, letter in support of the government's review could be submitted to the Govt Minister.</p>	<p>Ongoing.</p>	<p>Michael Moore</p>	<p>The Bew review of statutory testing has made a number of recommendations some of which will be implemented from Sept 2012. This includes a new way of assessing writing which has been one of the most controversial of the SATs. There will be a requirement placed upon the LA to support schools in moderating their own assessments and this will have a resource implication that we will have to meet.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
2	<p>Develop internal performance management and quality assurance of School Improvement Partners.</p>	<p>Already planned as a result of External Review 2009 and LA response and also Enjoy &amp; Achieve CYP action plan. The Head of School leadership and improvement postholders now assuming responsibility for directing, focusing and assessing the work of SIPs.</p> <p>SIPs are currently fulfilling a statutory role.</p>	<p>By start of September 2010</p>	<p>Pete Maunder Michael Moore</p>	<p>During 2010 there was a radical restructure of the Learning and Standards team as a result of this the SIP programme was effectively suspended from January 2011 for all schools with the exception of those in OfSTED categories or deemed to be underperforming or at risk of underperforming. Performance management of the SIPs continued as planned for those SIPs who were retained to work in those schools. The statutory requirement for Local Authorities to use SIPs was removed.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
3.	<p>Further consideration is given to role of School Improvement Partners (SIPs) and Primary Advisors to ensure clear expectations and consistent challenge and support across all schools.</p>	<p>National Strategy quality assurance shadow visits of current SIPs. This evidence plus local knowledge will inform recruitment, deployment or cessation of contracts for individual SIPs</p> <p>21 June – co-construction of revised cycle of engagement with headteachers</p> <p>Differentiated levels of support depending on school's category planned</p> <p>Re-establish School Review Group to monitor SIP and school progress. SIPs fulfil a statutory role in providing evidence and judgements to the local authority</p>	By September 2010	Pete Maunder Michael Moore	<p>As part of the new Schools Improvement Partnership and in response to the White Paper Torbay has developed a new way of recruiting, deploying and managing the SIPs. These are now known as School Evaluation Partners (SEPS) They have been recruited and are now deployed to support schools according to levels of need. SEPs will continue to report to the LA as well as directly to the schools and will be the main source of evidence about the quality of the work being undertaken in our schools other than annually collected data. This information will be used by the School Review Group which has now been re established.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
4.	<p>We are pleased to see attendance officers are now in place and recommend this support is further developed through clearly defined processes and communication links between schools, SIPs and attendance officers.</p>	<p>SIP CPD on addressing general and persistent absence is a priority.</p> <p>Already there is evidence of adviser/attendance officer working closely together in LA Plan of Support for two schools in Ofsted category</p> <p>Attendance officers produce reports for Ofsted upon notification of inspection</p>	Ongoing	<p>Michael Moore Tina Tozer</p>	<p>Attendance officers are now located within the locality teams and are integral to the Torbay's Schools Improving Schools Partnership. They are closely aligned to the IEHD service and further integration of these teams is likely.</p>
5.	<p>Develop a clear strategic pathway and recording mechanism across all services to; address the needs of each individual child; facilitate information sharing to maximise safeguarding; and include targets for timely interventions when requested.</p>	<p>Transformation programme is introducing a Single Point of Entry into children's services. We are also introducing a multi-agency safeguarding hub in partnership with the Police and NHS: we anticipate this will be operational by Sept 2010.</p> <p>Effective cross team use of the progress and attainment and other data via development of 'Data Matrix'</p>	Ongoing	<p>Richard Williams Russell Knight Kirsty Mooney Sue Allan (interim)</p>	<p>This activity is embedded in the Social Care Improvement Plan.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
6.	<p>We are pleased to see there is an on going review of Educational Psychology. Concerns expressed by schools must be fed back and used to inform the Transformation Programme in the delivery of the Inclusion and Emotional Health Aspects, particularly in terms of providing and communicating to schools clear pathways and thresholds to accessing services.</p>	<p>A detailed action plan has been submitted, and in which the recommendations emerging from the Review of the EPS, and incorporating stakeholder feedback, have been addressed. Changes in the substantive structure of the team have been made, with a new appointment of an additional qualified educational psychologist from Sept 10. The EPS will form an integral part of the new Inclusion &amp; Emotional Health Service, and in common with partner agencies, will adopt the new access arrangements, procedures and performance indicators of the IEHS.</p>	<p>National performance indicator for Educational Psychology services is now being regularly achieved.</p> <p>Implementation of all planned proposals by Dec 2010</p>	<p>Derek Smith Suzie Franklin Michael Moore</p>	<p>IEHS has now been launched. It has been renamed since this report and is now called Children's Integrated Services (Inclusion, Emotional Health and Disabilities. (IEHD)). A comprehensive programme of staff training has taken place to support the integration of services and new roles.</p> <p>Educational Psychologists now work alongside Primary Mental Health Workers, Advisory teachers for Behaviour and Learning and Children's Disabilities professionals. A swift pathway to access services has been developed and all schools have an appointed link professional from the services working directly with them.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
7.	<p>The Continued Professional Development Programme for teachers should be revisited in order to refine the relevance and flexibility of the training programme for individuals and groups.</p>	<p>Continued development of Leadership Academy, particularly development of middle leaders.</p> <p>Menu of support for schools supporting schools</p>	<p>Recently reviewed.</p> <p>Ongoing developments and co-construction with schools</p>	<p>Pete Maunder Debbie Horn</p>	<p>Teacher's continued professional development underpins Torbay's Schools Improvement Partnerships. This includes the Leadership Academy and a number of professional networks all of which are designed to ensure that schools have access to the best possible practice and training opportunities often delivered by the outstanding practitioners that are working within our local schools. The Local Authority has taken on the responsibility for commissioning much of the training and development. All training is carefully targeted at need. These needs are identified by Schools themselves, SEPs and external partners.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
8.	<p>Development of moderation guidance and training to ensure standardised sub level consistency e.g. level 4a, 4b, 4c.</p>	<p>Assessing Pupil Progress (APP) already provides schools with universal guidance on sub-level consistency.</p> <p>LA already facilitates inter-school moderation opportunities – most recently May 2010</p> <p>Virtually all schools already provide opportunities for internal moderation</p> <p>Every school has 1:1 support for moderation in reading, writing and mathematics (one half day per term for each subject Summer'10-Spring '11)</p> <p>Good practice will be shared between schools using a What Works Well site for assessment on Merlin.</p> <p>Cross school moderation for all year groups will take place following success of Year 6 writing day on May 28<sup>th</sup></p>	<p>Taken place – Review January 2011</p>	<p>Pete Maunder Jan Galloway</p>	<p>A comprehensive moderation programme was implemented as planned. This was positively independently reviewed by QCDA (Qualifications, Curriculum, Development Agency)</p> <p>We are now beginning to make plans for moderation over the current academic year to reflect the changes being made by central government to the assessment process.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
9.	<p>The THRIVE programme assesses and improves aspirations for our most vulnerable children and as such should attract mainstream funding for further development.</p>	<p>The development of THRIVE and SEAL is central to the activity in the CYPP priority 1.2, 2.2 and 2.3.</p> <p>It is planned to ensure that SEAL and THRIVE are embedded in practice in schools across Torbay as the core programmes to support vulnerable children by removing barriers to achievement and improving conditions for learning.</p> <p>Family SEAL (working with groups of parents) is highly effective in helping groups of parents understand the needs of their children and how to meet this more effectively. This needs to be extended in order that all schools can benefit by offering this programme to families.</p> <p>Plans are in place to develop Family THRIVE which will offer families with more complex needs personalised support and build on programmes their children are working on in schools and settings.</p> <p>Regular supervision and monitoring for schools working with THRIVE has been found to be a key driver for success and is now regarded as central to the training and implementation of the programme in schools. This needs to be maintained.</p> <p>There are cost implications for the ongoing development of each strand of activity outlined above.</p>	<p>Training for schools and settings in using these programmes is already in place, with more planned, across Early years, Primary and Secondary Phases as well as to other multi agency groups.</p>	<p>Suzie Franklin</p>	<p>THRIVE has continued to underpin the support for schools in helping them to meet the needs of the most vulnerable children. This has led to a multi professional approach to the use of the programme and all current and future training for staff is made available to all agencies. A comprehensive programme of training in Early years is underway in nurseries across Torbay. We have increased the numbers of staff trained to provide supervision for schools to enable us to provide this locally at much less cost. Family THRIVE has been piloted very successfully with a small number of families and foster carers. This will now be extended.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
10	<p>Current stretch targets are unrealistic and this needs to be addressed by bringing the Local Area Agreement into line with the Approved Strategy Targets recently agreed.</p>	<p>Consultation would be required with DfE and National Strategies to re-negotiate</p> <p>Likely that some National Indicators may change or be removed under new government</p>	<p>July Review meeting with National Strategies</p>	<p>Michael Moore</p>	<p>There have been many changes made centrally regarding target setting. Schools and the Local Authority no longer have to submit targets annually. The advent of academies has also led to a number of schools not submitting their data to us which limits the value of our current targets and performance indicators. The Acting Head of Schools is working with other council officers to agree meaningful ways of monitoring our performance with the information we have.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
11.	<p>The school governor training package should be refocused to ensure Governors are able to interpret pupil data and provide relevant challenge to schools around the quality of teaching and learning.</p>	<p>Training for school governors is available through the Governing Body Support section of Torbay Council, &amp; governors may also access information and training from other sources. The service provided by Governing Body Support is in two parts: a core service that includes induction training and a subscription service that governing bodies can decide to buy into.</p> <p>Greater emphasis will be given to the value for governing bodies in using the Governor Mark quality standard for governing bodies. This emphasises the impact of the governing body in influencing the strategic direction of the school and on school improvement, the Every Child Matters outcomes, the life of the school and the community.</p> <p>Attainment of the Governor Mark to be an agreed target across all schools. Is a Bespoke Torbay service to governors viable? Should it be commissioned from outside the authority?</p>	<p>Review and consult with schools July-October 2010</p>	<p>Hilary Price</p>	<p>Annual programme continues to include curriculum and data training targeted to primary school governors. All training includes, wherever relevant, interpretation of data and development of the governors' challenge role.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
12.	Consideration should be given to the development of expert governor role for Key Stage 2 education.	<p>See above</p> <p>Most schools already have governors linked to various areas</p> <p>Deploy governors in similar way to NLE and NLE</p> <p>Use of Governor Mark self-evaluation criteria</p>		Hilary Price	Included in activities identified in schools supporting schools.

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
13.	<p>The distribution of places for children with Special Educational Needs should be reviewed and consideration given to a strategy which would allow more choice of placement to benefit both the children and the schools in Torbay maximise their potential.</p>	<p>Would be worth looking at provision for ASD / BESD in mainstream schools or from an established "hub" within the Local Authority as real pressures from those areas</p>	<p>Autumn term 2010</p>	<p>Christine Whitehead Suzie Franklin Michael Moore</p>	<p>We are currently working with schools, EOTAS and the PRU to determine how best to restructure our services to meet best meet the needs of our ASD and BESD children. This includes the enhanced provisions and placements outside Torbay. A number of steps have already been taken to develop the "Hub" which includes a bespoke programme of support for vulnerable children at Parkfield, changes to the admission arrangements and programmes at the PRU, better accommodation for EOTAS and a direct link through management between the Torbay School and the PRU.</p>

Ref.	Overview and Scrutiny Recommendation:	Actions Agreed by the Mayor:	Timescale for Implementation:	Responsible Officer:	Update:
14.	<p>The Children and Young People's Plan due to be launched in April 2010 has seven key priorities and addresses the five Every Child Matters Outcomes within each of these. The engagement of parents, particularly those hard to reach, and the promotion of the need for children to arrive at school ready to learn should feed into the activity plans to be reviewed by the operational boards as set out in the plan.</p>	<p>Enjoy and Achieve operation board meeting regularly.</p> <p>Plan at draft stage to be approved in July meeting.</p>	<p>Termly meetings providing challenge, monitoring and evaluating progress against CYP activity.</p>	<p>Pat Denham Michael Moore Alli Grant</p>	
15.	<p>The Head of School Leadership and Improvement post holders work with Learning and Standards, and Head teacher colleagues, to develop an action plan in response to these recommendations.</p>	<p>Strategic and operational plans already in place, with proposals as part of Transformation address all the recommendations.</p>	<p>Ongoing use of action plans, commissioning principles and growing 'schools supporting schools' partnerships</p>	<p>Pete Maunder Michael Moore</p>	<p>The Heads of School Leadership continue to support the key work within this plan. Pete Maunder has been instrumental in developing the School Improvement Partnership activity with the Acting head of Schools while Jane English has taken the lead in developing the behaviour partnership and the "Hub".</p>

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Title: **Torbay's Schools Improving Schools Partnership**

Ward Affected: **All Wards in Torbay**

To: **Overview and Scrutiny Board**      On: **16 November 2011**

Contact Officer: **Suzie Franklin**

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## **1. Key points and Summary**

- 1.1 The purpose of this report is to provide an overview of the way in which the education services within the Local Authority have developed over the last 12 months and to provide information about the Torbay's Schools Improvement Partnership. ( Appendix 1)
- 1.2 In 2010 the Government published the White Paper which set out the ways in which changes to the education system would be developed. This dramatically reduced the expectations placed on Local Authorities to deliver school improvement and placed the responsibility for this at the doors of the schools.

*“Our aim should be to support the school system to become more effectively self-improving. The primary responsibility for improvement rests with schools, and the wider system should be designed so that our best schools and leaders can take on greater responsibility, leading improvement work across the system”*

- 1.3 Torbay Local Authority welcomed the recommendations as they reflected planned changes that were already being implemented. Over the past year there has been a systematic transformation of the way in which we deliver our services to schools while ensuring that we continue to meet our statutory responsibilities
- 1.4 The outcome of this transformation has been the development of Torbay's Schools Improvement Partnership which was launched in September 2011.

## **2. Introduction**

2.1 Since September 2010 there has been a radical restructure within the LA education department. Learning and Standards has been replaced by School Support and Challenge. The new structure and ways of working with schools reflect the changes in government policy and the need to support and challenge schools more effectively to

be accountable for the outcomes they achieve. They need to be at the centre of the solutions to underperformance and have ownership of the interventions and strategies for school improvement. Torbay's School Improvement Partnership sets out the new relationship with schools and the developments that have taken place (see Appendix 1). It is through this partnership that improvements identified will be addressed. A focus of the primary partnership will need to include looking at effective ways to improve outcomes for more able pupils at KS1 and 2. It will support schools in accelerating the progress of children and young people to ensure that targets for 2 levels of progress are met for all children at the end of KS2 and 4. The partnership, along with services maintained at the LA, will look closely at how to support schools working with the most deprived communities and families to enable them to engage in education and raise aspirations for their children and young people.

The Local Authority has retained a small core team of people who have clearly identified roles and responsibilities. This team enables us to meet our statutory responsibilities and commission activity on behalf of the schools partnership. It maintains a monitoring role with schools, making effective use of data and published information about schools to target support effectively and intervene when schools are underperforming.

The Local Authority has an active role to play within the Torbay's Schools Improvement Partnership. It has facilitated and commissioned the majority of identified activity and has retained overall accountability for the performance of its maintained schools. It works closely with the leading schools in the partnership and continues to promote the leadership development and succession planning. It is a strategic partner in the newly appointed Teaching School at Oldway Primary School.

Teaching school designation is open to any phase or type of school in England that meets the criteria, including nursery, primary, middle, secondary, sixth form college, special, PRU/short stay, independent, academy, federated, faith schools and, once well-established, free schools.

Oldway Primary School is one of the first 100 teaching schools designated in the first cohort. The National College are aiming to fund a further 100 in April 2012 building up to a total of about 500 by 2014-15. Teaching schools will normally be designated for a four year period. There are now three teaching schools in the far south west, Oldway, a secondary school in Devon and another in Cornwall.

Oldway will continue to work closely with Torbay LA as a strategic partner to offer training and support themselves, to identify and co-ordinate expertise across a group of partner schools and use the best leaders and teachers to focus on:

- Initial Teacher Training (ITT) - training new entrants to the profession alongside other partners, including Exeter University and the University of Plymouth
- Continued Professional Development and leadership development - leading peer-to-peer learning and spotting and nurturing leadership potential
- School to school support - providing support for other schools, for example through the involvement of National Leaders in Education (NLEs) and Local Leaders in Education (LLEs) and the brokering of support from Specialist Leaders of Education (SLEs).

The first year of the programme (2011-12) will be considered a design and development year and feedback from the profession will be used to continue to develop the model.

Each teaching school will lead an alliance – a group of schools and other members that work together. Some schools within the alliance will be strategic partners that will take responsibility for delivering some aspects of the teaching school role. Oldway's

strategic partners include Torbay LA, Exeter University, University of Plymouth, National Centre for Excellence in Teaching Maths, SW Grid for Learning, Paignton Community and Sports College and Torquay Boys' Grammar School, Ilisham Primary and Roselands Primary. However, whether they are strategic partners or not, all members of the alliance will have something to contribute.

A teaching school alliance will receive core funding to cover the management and coordination of their activities (£60,000 in the first year of designation, decreasing to £40,000 a year). They will receive additional funding if they are commissioned to deliver activity such as ITT, CPD, middle leadership development, support for the development of headteachers and specific school-to-school support.

The Local Authority is also working with its partners from the Department for Education in ensuring that our underperforming schools are supported to get better and that local solutions are sought to support those schools. This also includes working with our academies, many of whom are commissioned to support our underperforming schools.

We have continued to recognise the value and importance of a number of services to schools that provide statutory services as well as support, advice and guidance in meeting the needs of our most vulnerable children and young people. Through increased integration of these services (for example Educational Psychology, Primary Mental Health and SEN) we are better able to target support at the areas of greatest need and ensure that children and young people get the services they need at the right time enabling them to engage in the education offered to them.

We will need to continually review this new way of working with schools to ensure that it serves to improve outcomes for children and reflects changing needs locally and nationally.

**Name of Head of Business Unit Suzie Franklin**  
**Title of Head of Business Unit Acting Head of Schools**

## **Appendices**

Appendix 1 Torbay's Schools Improving Schools Partnership Strategy

## **Documents available in members' rooms**

### **Background Papers:**

The following documents/files were used to compile this report:

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## Foreword

Torbay has a long, positive history of working in partnership with its schools. With the changes in central government policy and the appointment of the Heads of School Leadership Torbay recognised the opportunity to further expand this partnership, completing the transformation of its relationship with schools from that of Local Authority to Local Autonomy.

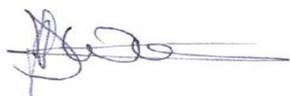
Torbay Schools Improvement Partnership aims to build on the existing partnerships and places school improvement back at the heart of the work within our schools where the best practice already exists.

By working together we are able to target support at the areas most in need, allowing the community of schools to respond to local needs through targeted creative and innovative interventions.

As a small Unitary Authority we are fortunate to have a high proportion of National and Local Leaders in Education, Outstanding schools and, most recently, the accreditation of a Teaching School.

The Local Authority has remodelled itself and aims to establish itself as a facilitator of this partnership, believing that this will ease the administrative burden for schools while ensuring that it is able to fulfil its statutory duties.

These combined factors will help ensure that the strategy is not only successful but continues to evolve and develop in response to the changing educational climate and the needs of the families, children and young people of Torbay.



Richard Williams



## INTRODUCTION

### From Local Authority to local autonomy

In an era of de-centralisation and learning from extensive research into successful school improvement systems, Torbay has implemented its **Schools Improvement Partnership**, actively promoting sector led improvement, where the LA and schools work together through a programme of challenge and support to improve outcomes for all.

Torbay's schools contain expertise across teaching, learning and leadership which the partnership, between the Authority and its schools, exploits to the benefit of all our children and young people, authority-wide. Schools benefit from a large number of NLEs and LLEs whose skills and expertise are systematically employed to accelerate improvement across schools.

The unique service arrangements of *Head of School Leadership* and *Head of Schools Support and Challenge* mean that we have been able to: formalize our schools supporting schools procedures [including for those schools in category] ; embed our schools leadership academy; make an immediate and positive impact upon underperforming schools; manage surplus school places successfully; improve behaviour and attendance.

## 1. PARTNERSHIP

1.1 Torbay's improving schools strategy is underpinned by dual strategic objectives:

- To raise aspirations for all children and young people and their families
- To focus first and most on areas of greatest socio-economic deprivation to narrow the gap between the most and least disadvantaged

1.2 To those ends, Torbay and its schools have entered into the **Torbay Improving Schools Partnership**, owned by all stakeholders: Torbay Children's Services, all maintained schools, all academies which buy into the partnership and associated services.

Essentially, partnership arrangements with schools are driven by the need:

- to deliver the best possible outcomes for all our children and young people
- to target Local Authority resources to those schools with the greatest needs
- to maximise our commissioning function – increasing funding and delegation of improvement work to schools, using only excellent providers
- to fulfil our statutory duties

1.3 Torbay's **Improving Schools Partnership** aims:

- to facilitate optimum learning for every pupil, every student
- to support effectively vulnerable pupils, including those with special educational needs
- to promote effective integration of children's services
- to develop every teacher and leader of learning

- to support new leaders at all levels
- to spread success and successful innovation
- to become more efficient in the use of resources

## 2. CONTEXT

**2.1** Torbay is a small local authority with a diversity of school communities. There are pockets of severe multiple deprivation with 10 Super Output Areas now ranked in the top 10% most deprived in England. Three wards have in excess of 40% of children living in poverty.

**2.2** There are 30 Primary schools (including 1 Teaching School & 5 Academies), 8 Secondary schools (including 3 Academies), 3 special schools and 1 pupil referral unit. There are currently 3 outstanding secondary schools, 1 outstanding special school, 5 outstanding primary schools, 1 school in Ofsted category *Notice to Improve* and 1 in *Special Measures*.

All of the Headteachers at the outstanding primary schools are National Leaders in Education.

**2.3** Torbay has already diverted decision making and resources towards schools. More recently, the re-organisation of school improvement, challenge and support has been accelerated to best meet the needs of schools and the communities they serve. A strong and coherent partnership already exists across the primary estate and the new Academies are determined this will continue.

There are currently no secondary NLEs or NSSs, but school improvement here is also based on the schools supporting schools approach, evidenced at Torquay Community College (supported by our Boys' Grammar School) and Torbay School (whose IEB comprises the serving heads of two secondary schools, one an Academy and the Headteacher of the PRU). The secondary Headteachers are supplementing existing sector-led approaches with a commitment to shared inset days six times a year in order to explore improvement matters of mutual interest and to share best practice in a systematic manner.

**2.4** The core school improvement roles are:

- monitoring, safeguarding and improving standards of teaching, learning and outcomes for all in schools
- building leaders and leadership capacity at all levels
- intervening in schools where there are concerns about safeguarding, progress, standards and the wellbeing of children and young people
- commissioning support for those schools where intervention is deemed to be necessary.
- working in partnership with schools to recruit and retain high calibre Headteachers and other senior leaders including Governors.

**2.5** The Partnership agrees that meeting the needs of the most vulnerable children, and in particular those with challenging behaviour, is the biggest barrier to raising standards and enabling success for all children. Through the concerted focus on emotional literacy (we have implemented SEAL and THRIVE across the majority of our schools) Torbay Authority has successfully supported schools to meet the needs of the most vulnerable children, young people and their families. Our new multi-professional *Inclusion and Emotional Health Service* builds further on this success.

**2.6** Torbay has also recently restructured the wider Children's Services to develop Locality Teams. Each of these teams has an explicit link to their family of schools; future support packages to schools will therefore include a co-ordinated approach to ensure that children and young people arrive at school ready, willing and able to respond to quality teaching and learning.

### **3. DEVELOPING LOCAL SOLUTIONS - The Streamlined LA Team**

**3.1** Torbay has identified main areas of activity which form the essential building blocks of a local solutions system:

3.1.1 Monitoring standards

3.1.2 Stimulating co-construction / school improvement partnerships between schools and the LA

3.1.3 Developing key people in all schools, in networks and in locality clusters

3.1.4 Capitalising on the mutual benefits of networks and clusters working collaboratively to nurture and spread success

**3.2** In discharging its duty to monitor all schools, whilst implementing its strategy for school improvement, Torbay has created a streamlined core team:

- **Head of School Support & Challenge**

This role includes leadership responsibility for services to schools including SEN and Children's Integrated Services (Inclusion, Emotional Health and Disability).

The postholder has responsibility for developing the partnership with schools and insuring Torbay's Strategy for School Improvement is implemented and successful in its outcomes.

- **Joint Heads of School Leadership & Improvement**

This post is jointly held by two serving Headteachers of a Primary & Secondary School - both rated as outstanding. They work proportionately in their schools and as members of the Children's Services Leadership Team for which they hold responsibility for securing sector-led support and improvement across all schools, not just under-performing schools. They also carry cross cutting responsibilities - one spearheading *Torbay's Leadership Academy* and the *Schools Supporting Schools* strategy, the other comprising the professional lead for Attendance and Behaviour and the Education of Children Looked After. Creating this post has had a significant impact on the effectiveness of the local authority's work with schools and

gives our partnership authenticity and impact. They also work closely with the *Head of School Support and Challenge* and *Head of School Commissioning*.

- **Head of School Commissioning**

The role of *Head of School Commissioning* has been created to co-ordinate the infra-structure that supports schools in Torbay viz admissions, transport, capital planning. In addition to this, it provides the commissioning framework to manage the financial and contractual relationships that underpin our Schools Supporting Schools model. To ensure that our commitment has impact, Children's Services has allocated £806,000 in 2011/12 to support partnership activity, of which a substantial amount is specifically targeted at schools causing concern.

### 3.3 The **IMPROVING SCHOOLS PARTNERSHIP**

In adopting a local solutions approach to local situations, The *Torbay Improving Schools Partnership* draws on a wide range of support to improve attainment and achievement and develop teachers and leaders:

- **Schools Supporting Schools**

Through the 5 **Teaching and Learning Networks**, **Teaching School** and **Torbay Leadership Academy**, the *Improving Schools Partnership* supports and promotes the professional development of individuals and leadership at all levels. There are bespoke programmes from NSS, NLEs, LLEs and SLEs. Leadership development and building future leadership capacity is led through *Torbay Leadership Academy* through locally arranged programmes and those from National College.

Opportunities include coaching and mentoring initiatives, CPD programmes for school staff [ eg for NQTs, subject leaders, business managers ] curriculum development, development of classroom practice etc.

- **Commissions**

- Schools Causing Concern

*Intelligent brokerage* is at the centre of the commissioned school networks and in commissioning specific support for Schools Causing Concern. NSS/NLEs, LLEs, SLEs, Teaching School and external providers are commissioned to improve standards and effectiveness across schools near or below performance thresholds. Our brokers are high level enablers with the professional knowledge to identify a school's needs and with the necessary experience to develop and implement packages of support and challenge which will secure the necessary impact.

- All Torbay Schools

The power of commissioned local school-based networks is harnessed for the benefit of all Torbay schools. The focus here is on continuous whole-school improvement. *Intelligent brokerage* matches a school's needs with the proven and specific expertise in the commissioned support.

Torbay is vigilant that commissioned support fulfils these criteria:

- funding follows support as identified in a carefully constructed action plan
  - is coordinated from a range of integrated services
  - is tailored to match the school context
  - is of the highest quality
  - is effective
  - provides good value for money
- **School Self-Evaluation Partners** are also commissioned to offer challenge to schools and contribute to the gathering of intelligence [including the construction of a Talent Register which feeds directly the support available to networks]
  - **Local Authority Support**  
Key services, highly valued by schools, have been retained to work with *Torbay's Improving Schools Partnership* and particularly with Networks, in identified schools. These include **Facilitation of inter-agency and inter-professional relationships and Specialist Services**, SEN, IEHS and locality team inputs to develop partnerships beyond school.

#### 4. TEACHING & LEARNING NETWORKS

**4.1** Elements of support are provided already on a school-to-school and peer-to-peer basis. This takes a wide variety of forms, from informal networks and collaborations to formalised cluster groups and engagement of National Leaders of Education (NLEs) and Local Leaders of Education (LLEs) in defined projects.

**4.2** Building on from this experience base and following extensive Torbay-wide consultation, 5 formalised **Teaching & Learning Networks** have been set up focussing on priorities for improvement, agreed by all schools:

- Mathematics
- English
- SEN & Inclusion
- ICT
- Curriculum Development

**4.3** Each network is led and managed by a Lead Network School, with an explicit responsibility to facilitate collaboration of all involved in the network, promoting the professional learning of all, irrespective of their role or position in school hierarchy, employing coaching, mentoring and enquiry and building shared understanding, trust and collective responsibility. Each network comprises all schools, but not all will be active in all networks at any one time.

**4.4** The Partnership Networks' main areas of activity focus on

- successful leadership and management

- effective teaching and learning
- appropriate behaviour and attitudes
- a motivating curriculum
- safe, secure and stimulating school environment

**4.5** NSS / NLEs / LLEs: Networks each have specific guidance on role, modus operandi, on reporting and auditing procedures, on mutual responsibilities between its member schools, and on accountability [ **See Appx 1** ]

**4.6** Although collaborations and networks provide a breadth and depth of resource, the task of releasing and maximising this potential is not without challenge. However, with a significant number of NSS in the primary sector (5/30) the challenges of capacity and context are reduced. Torbay has a successful track record of NSS supporting schools to move out of Ofsted categories.

**4.7** Networks have a tenure of 3 years from designation and are subject to annual report / audit.

**4.8** Networks are accountable to *Head of School Support and Challenge* in consultation with *Heads of School Leadership*

## **5. BEHAVIOUR PARTNERSHIPS**

**5.1** Torbay has a history of schools working in partnership to address the challenges in meeting the needs of children and young people with behaviour, social and emotional difficulties (BSED).

**5.2** The Secondary Partnership has developed over the last 4 years resulting in a collaborative approach to working with children with BESD across Torbay which includes commissioning educational programmes and packages, monitoring exclusions and attendance and by working together finding creative solutions to the problems facing their children and young people.

**5.3** Primary Schools have worked together with the LA to ensure that SEAL and THRIVE programmes are embedded in school practice and to develop the Pegasus centre for children with the most complex needs.

**5.4** These two partnerships are now jointly committed to the development of a Baywide strategy to the management of behaviour and meeting the needs of the most vulnerable children. A Behaviour Hub is now being created through which it is anticipated that the needs of all children with BESD will be identified and met. This will include opportunities to bring together LA provisions, Torbay School and the PRU to provide a seamless continuum of provision for children and young people across Torbay.

## 6. TORBAY LEADERSHIP ACADEMY [TLA]

**6.1** TLA was established in 2008. It is a Torbay schools' / Children's Services initiative bringing all leadership development activity under one umbrella. As such, it is in an ideal position to realise the new vision of *Torbay Improving Schools Partnership*. In endorsing the goals of The National College of School Leadership, the TLA places emphasis on :

- developing excellent school leadership at all levels to transform children's achievement and wellbeing
- identifying and growing tomorrow's leaders
- developing leadership within and beyond school.

**6.2** The TLA's mission is to ensure that children leave school with the skills, knowledge, values and understanding they need to succeed. This cannot happen without excellent school leadership and so the focus of the TLA's work is:

- setting high standards and measuring whether they are achieved
- creating structures which empower people, hold them accountable and encourage collaboration
- investing in building teachers' and support staff's professional knowledge and skills and
- continuously challenging inequity in educational performance

**6.3** To this end, TLA activity is organised around FOUR themes:

6.3.1 Leadership support

6.3.2 Leadership development

6.3.3 Leadership research and enquiry

6.3.4 Succession planning

Opportunities are planned with access to national, diocesan and local activity. All partners have a shared responsibility for promoting, nurturing and developing leadership at all levels within Torbay schools – distributed leadership, middle leadership, SENCos, aspirant heads, school business managers. The emphasis on coaching and mentoring reflects the Authority's trust in the success of effective school-to-school support.

**6.4** Torbay and TLA support governing bodies with :

- Succession planning
- Headship / senior leadership appointments
- Headship induction and support

## 7. SELF EVALUATION PARTNERS [SEPs]

**7.1** Torbay LA remains accountable for its schools and for ensuring that underperforming schools get better. It is also clear that raw data alone will not be effective in enabling this to be achieved. Schools valued their *School Improvement Partners* (SIPs) and recognised the added value they offered in challenging schools about their performance and helping to identify ways to improve. The Local Authority has also valued the contextual and additional information that SIPs provided in the past.

**7.2** As a result it has been agreed that Torbay establish a new targeted service for schools - ***Self Evaluation Partner (SEP)*** - that develops the role of the SIP within the evolving culture of schools supporting schools, facilitating improvement and development in schools through the professional dialogue and relationship between the school and an external experienced Education Adviser.

**7.3** All schools will be entitled to an annual visit from a SEP, during which the SEP will engage in a conversation with the school about the performance data and outcomes achieved for children. There is an expectation that, through this conversation, the SEP will support the school in clarifying its strengths and key areas for improvement, identifying support the school may require to make the improvements and from where this could be commissioned. Schools will be responsible for finalising the agenda with their SEP based on the brief outlined above and for providing any relevant information prior to the visit. A SEP visit is expected to take half a day.

**7.4** The SEP will also spend half a day supporting the nominated governors in undertaking the Headteacher's Performance Management. To ensure that this time is most effective SEPs will be allocated an additional half a day for preparation for the visit and half a day for reporting on the visit.

**7.5** While an annual visit will be sufficient for many schools it has been agreed through *The Partnership* that this should be a differentiated programme targeted at need. To that end, schools that are satisfactory or who have specific additional needs, for example a newly appointed Headteacher, will be entitled to an additional visit.

**7.6** Schools in Ofsted categories or who are below national floor targets will receive termly visits. Such visits will be focused upon the standards being achieved by pupils across the school and the progress the school is making towards the areas identified for school improvement. Visits are expected to take the equivalent of a day. This will include a minimum of half a day face to face on site activity, with the remaining time being spent in preparation, report writing and any other agreed activity.

**7.7** All SEP reports are copied to the Headteacher at the school, Chair of Governors and to the *Head of School Support and Challenge* at the Local Authority, who leads and manages the programme. She additionally undertakes the recruitment, deployment and performance management of the SEPs and allocation of SEPs to schools at the beginning of the Autumn Term.

## 8. WHO DOES WHAT?

**8.1** Some types of support are best organised across a whole school system – at LA level – in order to ensure effectiveness. These services and functions include:

- services to support vulnerable children and/or provide targeted support to underachieving groups eg travellers' education services, welfare services, education psychologists services and locally based Children's Services.
- intelligence gathering and sharing about effective, innovative practice and emerging policy. This is best delivered from a vantage point which looks out across the school system and upward to policy development taking place at a national level.

**8.2** Provision and management of School Evaluation Partners (SEPs) (differentiated according to school category) contributes to the intelligence gathering process.

**8.3** Some commissioning of improvement services cross our boundaries. Such cross-LA delivery will have a wider application in the future. Such collaboration offers:

- another means by which schools can draw on existing successful collaborative arrangements, not limited by geography
- potential economies of scale and greater value for money for the end-user of services
- access to a broader, and potentially richer, range of services than would otherwise be possible for a small unitary authority.

**8.4** Torbay's responsibility for intelligence-gathering about its schools includes gathering quantitative and qualitative data which informs the work and prioritising of *The Improving Schools' Partnership*.

The LA has developed a number of processes for monitoring the performance of schools and ensuring that as a Local Authority the outcomes for children and young people across Torbay continue to improve.

### **8.4.1 Individual School Performance**

The partnership between schools and the LA includes arrangements for schools to return data on a termly basis to the Information Governance Team in Children's Services. This data includes the most recent teacher assessments of all pupils in the school. It enables the LA to track pupils and consider the progress and attainment of individual pupil groups for example free school meals and children with SEN as well as providing summary information on the outcomes of year groups and key stages in schools. Such information is used to plan support for schools, highlight inconsistencies and support early identification of underperformance.

At the end of each academic year schools receive a data pack which summarises the performance of their school and ranks it within schools across Torbay. It provides details about the performance of different groups of pupils in schools and enables schools not only to compare outcomes within their own school population but also across the population of children in Torbay.

#### **8.4.2 Baywide Performance**

At the end of each academic year the LA reviews its performance at the end of each Key Stage. We monitor our performance against other local authorities regionally, nationally and our statistical neighbours.

The LA looks specifically at trends over time and different groups of pupils. This is then used to inform future support and commissioning of services for schools and to set targets for the coming year.

**8.5** Our school categorisation matrix, based on agreed criteria with schools, underpins our intelligent brokering of commissioned school support. This includes the allocation of SEPs who work with schools according to levels of need (supporting and challenging them in their school self evaluation, determining priorities and identifying solutions). While the bulk of support is intended to be delivered through schools supporting schools, those schools requiring more intensive work are brokered through Local Leaders in Education and National Leaders in Education. A defined brokerage role creates capacity for services to be developed into specific packages, bringing together different providers to meet a school's needs.

**[See Appx 2]**

## **9. NARROWING THE GAP**

### **Early Intervention – Locality Teams**

**9.1** Torbay has identified that the schools most commonly regarded as underperforming as defined by the DFE or who find themselves subject to Ofsted categories are commonly those who also have the highest numbers of children living in the most socially deprived areas of Torbay. Typically they have significant numbers of children who are deemed vulnerable with SEN, receiving services as a result of CAF or social care involvement. A number of children also fail to meet the thresholds for these services but have significant emotional health or behavioural difficulties.

**9.2.** As part of the schools improvement partnership the LA aims to ensure that schools have access to services that support those children and families. Dual plans are developed with schools to ensure that while there is support for school improvement there is also support to ensure that vulnerable children have their needs met and are able to engage in learning. This support could typically include support for both the school in working with the children but also support for families. The support also forms a 'wrap' around the child and family to offer services to improve attendance, to build parenting skills, to undertake direct work with young

people and to seek sustainable support within their communities. Each school works alongside a Localities Manager in agreeing the best way to deliver these services to meet the needs of their children and families. Attendance Improvement Officers, Parenting Support Facilitators and Targeted Youth Support Workers are among the professionals that are most likely to be included in these supportive interventions.

## **10. QUALITY ASSURANCE**

Quality Assurance is as effective as it is robust and routine and when it impacts practice leading to continuous improvement. A number of activities are embedded in the *Improving Schools Partnership*, contributing to effective Quality Assurance :

- Rigorous school-self evaluation
- Pupil performance and outcomes data as reported to LA
- School visits carried out by commissioned external consultants and SEPs
- Termly review of those schools in category
- HMI and Ofsted reports and feedback

## **11. ACADEMIES**

The ambition to deliver improved outcomes for all children and young people, whilst achieving better, more efficient ways of working, is at the heart of the vision for Children's Services in Torbay.

**11.2** The advent of Academy Schools does not change this strategic vision. Torbay continues to work with schools in the best interests of pupils, including those that wish to convert to academy status. In return, Torbay welcomes academies to join the *Improving Schools Partnership*, confident that those academies will take seriously their requirement to support other schools in challenging circumstances and to deploy their capacity to provide high quality support

**11.3** £9500 per annum is the current agreed contribution for Torbay Academy Schools [primary] to access *Torbay's Improving Schools Partnership* and avail of the benefits of the partnership.

## **TORBAY'S *IMPROVING SCHOOLS PARTNERSHIP* 2011**

### **Conditions for Deployment as NLE & NSS in Torbay**

#### **1. Purpose and Scope**

- 1.1 The purpose of these Conditions is to identify the roles and responsibilities of the National Leader of Education [NLE], the National Support School [NSS] and Torbay in relation to Torbay's *Improving Schools Partnership [The Programme]*
- 1.2 In particular, these Conditions are intended to:
- establish the expectations that Torbay has of NLEs & NSSs in respect of their contribution to school improvement;
  - outline the commissioning and de-commissioning process so that the NLE/NSS is fully aware of Torbay's role relating to this process;
  - clarify Torbay's limited responsibility in relation to the further commissioning of the NLE/NSS support services;
  - ensure that NSS is clearly informed about the commitment the school is making to Torbay;
  - clarify the role that Torbay will play in terms of support and guidance to the NLE/NSS and his /her staff.

#### **2. Responsibilities of Torbay**

- 2.1 Torbay invites interest from NLEs/NSSs to provide support for schools in challenging circumstances.
- 2.2 Torbay is committed (subject to ongoing funding) to:
- highlighting opportunities for further training and advice to the NLE/NSS through Torbay Leadership Academy
  - highlighting opportunities for access to CPD events for NSS staff;
  - providing opportunities for NLE/NSS to network with one another and share best practice at training sessions and meetings;
  - promoting *The Programme* at a national and regional level so that local authorities and other potential commissioning organisations are aware of it;
  - seeking to provide opportunities for NLEs/LLEs to shape policy at a Local Authority level;
  - providing advice and guidance to NLEs on issues that arise such as funding, liaison with other LAs and other organisations which may commission their services.

### 3. Responsibilities of the National Leader of Education in relation to Torbay Council

In addition to the conditions for designation already laid down and agreed between NLE/NSS and The National College for School Leadership, the NLE/LLE agrees to:

- make available, where relevant and appropriate under any deployment contract, any documents, case studies, or reports related to the work undertaken as an NLE/NSS in Torbay;
- act as an ambassador of *The Programme* within and beyond Torbay;
- behave in a way that upholds the reputation of the NLE & NSS role and to inform Torbay about any change in circumstances or events which may bring the reputation of *The Programme* into disrepute.

### 4. Deployment

- a) Torbay invites NLEs and identified staff members in the NSS to engage in one or more deployments in supporting schools through its Improving Schools Partnership, including schools *in challenging circumstances*.
- b) Designation as NLE/NSS does not guarantee deployment to Torbay's *Improving Schools' Partnership*. Torbay seeks to commission support for Client School from NLE/NSS best placed to offer that support.
- c) Additional NLE/NSS work may include :
  - to support any Torbay school that it is currently performing below performance floor standards to improve pupil performance;
  - to work as an Acting Headteacher in a challenging school;
  - to work as an Executive Headteacher of a Federation or similar organisation of schools;
  - to support a school in challenging circumstances in transition to academy status;
  - to raise attainment and standards and/or closing the gap at a vulnerable school/academy.
- d) Repeat commissions will be subject to quality assurance and evaluation by Torbay.

### 5. Funding, Deployment Contracts and Remuneration

- 5.1 Torbay funds its schools supporting schools strategy to develop the *Improving Schools Partnership*, **following best-practice commercial guidelines published on National College website.**
- 5.2 A written contract will be drawn up between Torbay, the NLE/NSS and the Client School viz Deployment Contract.

- 5.3 The Contract will detail the targets for improvement and allotted time during which the NLE/NSS will engage with The Client
- 5.4 At all times, the commercial aspects of the deployment will be professional, transparent and will not bring into question the reputation of The Programme or Torbay.
- 5.5 The performance of each Deployment Contract is the responsibility of Torbay and NLE/NSS.
- 5.6 Torbay is not in a position to advise on salary decisions taken by individual governing bodies which may relate to the additional responsibilities undertaken by the NLE /staff of NSS. Should the NSS' governing body deem it appropriate to review salary following designation as an NLE, they should refer to guidance within the *School Teachers Pay and Conditions* document, which is published on the Department for Education [DfE] website. This document provides information for governing bodies to determine whether it is appropriate to make additional payments where the Headteacher of their school is providing a service to another school, which includes acting as an NLE. Any payment must be in line with the statutory requirements of the *School Teachers Pay and Conditions* document and in line with the school pay policy.

## **6. Designation, Review of Designation and Appeals Procedure**

- 6.1 The responsibility for designation and re-designation of heads and schools as NLE/NSS remains with The National College for School Leadership [ref National College website].
- 6.2 Torbay recognises the challenge of balancing the demanding role of NLE, alongside the role of headteacher or principal of one or more schools or academies, and appreciates that it will not always be possible for NLEs and NSSs to be continuously deployed in support of one or more schools.

## **7. Term and Termination**

- 7.1 The contract for NLE/NSS to Torbay's Improving Schools Partnership **shall commence on the date of signature by both parties.**
- 7.2 This Agreement and any NLE appointment may be terminated:
  - i. by the NLE upon giving notice of his/her voluntary withdrawal from the Programme in accordance with clause 6.3; or
  - ii. immediately by Torbay following de-designation of NLE/NSS by National College in accordance with the current Review of Designation Criteria; or
  - iii. by Torbay where any funding from governmental or other sources for the provision of the Programme is withdrawn or no longer available to Torbay

- 7.3 In the case of NLE's voluntary withdrawal from the Programme, the NLE shall use reasonable endeavours to give 3 months written notice of his/her intention to withdraw, and in addition, shall make every effort not to withdraw from *The Programme* until the end of an NLE/NSS deployment.

## **8. General**

- 8.1 This Agreement is personal to the NLE and shall not be assigned, transferred, charged or subcontracted.
- 8.2 Torbay reserves the right to vary this Agreement at any time on notice to the NLE.
- 8.3 This Agreement, and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims), shall be governed by, and construed in accordance with, English law, and the parties irrevocably submit to the exclusive jurisdiction of the courts of England and Wales.

## TORBAY'S IMPROVING SCHOOLS PARTNERSHIP

### TERMS OF ENGAGEMENT – TEACHING & LEARNING NETWORK - LEAD SCHOOLS

**Network Lead Schools are expected to engage professionally in the following 5 key disciplines -**

#### **MANAGE**

- *Set up a steering group, comprising colleagues network wide, and reflecting the complexion of the network*
- *Have a clear and agreed focus which is informed by:*
  - i) robust audit of strengths and needs across the network [including data analysis, Ofsted inspection]*
  - ii) national agenda*
- *Provide a costed action plan, at the start of each designated contract period of 3 year. Maintain published records of expenditure, subject to external scrutiny. Hold termly progress checks and amend action plan accordingly.*
- *Develop clear evidence base for assessing impact of network's activity on pupil outcomes / standards.*
- *Allocate 80% of agreed funding for explicit training cost: fees / supply / resources. Reserve up to agreed 20% for the running of the network*
- *Provide a brief annual report on the network's activity.*

#### **FACILITATE - First and foremost, act as facilitators :**

- *Explore a range of facilitation models which support the strategic development of the network*
- *Promote and deepen professional learning for all involved in the network viz leaders, teachers, support staff*
- *Through open and honest discussion, facilitate matching-up of support required with necessary expertise **from across the network**, taking into consideration school circumstances [ eg size / pupil population / catchment]*

#### **COLLABORATE - Engage routinely in collaborative learning opportunities:**

- *Promote a collaborative learning ethos across the network, where learning is seen as an ongoing process for all network members, irrespective of their role or position in the school hierarchy or network*
- *Routinely employ coaching, mentoring and enquiry. Support reflection. Provide opportunity to challenge engagement with new ideas, rethinking existing beliefs, unlearning past habits and practices and going through process of learning how to do things in new ways to improve pupil learning.*

- *Build shared understanding, trust and collective responsibility and find ways to help colleagues in network schools build trusting relationships in the network*
- *Ensure future development for all by sharing ever-evolving best practice*

***DISTRIBUTE - support distributed leadership***

- *Establish well-informed Talent Register from across the Network / LA which is drawn acknowledged expertise and subject knowledge. Utilise and draw from register for network-wide improved teaching and learning*
- *Through disciplined collaboration, develop leadership at all levels across the entirety of the network, strengthening the network's capacity for learning and leadership of learning.*

***FOCUS - raise standards qualitatively and quantitatively in target area across the network***

- *Focus relentlessly on key outcomes for children by improving teaching/ leadership/ building capacity*

## TORBAY'S IMPROVING SCHOOLS PARTNERSHIP

### TERMS OF ENGAGEMENT - PARTNERSHIP SCHOOLS

#### **ENGAGEMENT:**

- *All staff to engage with the aims of Torbay's Improving Schools Partnership fully and actively as required, promoting improved teaching, learning, leadership and outcomes for all children and young people*
- *Take active responsibility to build trust and understanding with partnership colleagues*
- *Behave in a way that upholds the aims of Torbay's Improving Schools Partnership*

#### **PARTICIPATION:**

- *Take an active part in collaborative learning and enquiry, where learning is seen as an ongoing process for all participants*
- *Respond positively to coaching and mentoring, challenging and discussing so that engaging with new ideas is a positive and productive experience, leading to new learning, improved teaching and better outcomes for children and young people*
- *Communicate openly and professionally with Torbay's Improving Schools Partnership, attending Network meetings, professional development events as identified and agreed within the Network*

#### **DISTRIBUTE - support distributed leadership**

- *Take a positive approach to building capacity at partnership level, facilitating the release of those members of staff included on Torbay's Talent Register to enable collaborative work to take place*
- *Support the workings of Torbay's Improving Schools Partnership, releasing information as necessary eg for impact evaluation*

#### **FOCUS - raise standards qualitatively and quantitatively in target area across the network**

- *Focus relentlessly on key outcomes for children by improving teaching/ leadership/ building capacity*

# TORBAY'S IMPROVING SCHOOLS PARTNERSHIP

## CRITERIA & GUIDANCE NETWORK LEAD SCHOOL - ENGLISH

*If the Network Lead School model has been a success, Torbay will have established lead schools that will have driven significant improvement in the quality of professional practice, improving outcomes for children and young people.*

### GENERAL

*To achieve this outcome, Network Lead Schools, along with network partners, will be expected to:*

- *significantly improve the quality and practice of serving teachers / support staff*
- *raise standards of attainment and improve pupil progress*
- *identify outstanding practitioners to be included in the Torbay Talent Register*
- *develop leadership skills at all levels*
- *increase opportunities for staff from all Torbay schools to access support and engage in collaborative working*
- *manage allocated funding in an open and transparent manner, submitting detailed accounts for audit*
- *participate in quality assurance involving key stakeholders and external evaluators*

**SPECIFIC NETWORK FUNDING      £30,000**

### Network Lead School: English

- *to liaise with LA Head of School Support & Challenge in establishing network*

***partnerships in English and complement the work of NSS***

- ***to manage and deploy English ASTs***
- ***to develop links with Torbay secondary school English subject leaders***

# TORBAY'S IMPROVING SCHOOLS PARTNERSHIP

## CRITERIA & GUIDANCE

### NETWORK LEAD SCHOOL - MATHEMATICS

*If the Network Lead School model has been a success, Torbay will have established lead schools that will have driven significant improvement in the quality of professional practice, improving outcomes for children and young people.*

#### **GENERAL**

*To achieve this outcome, Network Lead Schools, along with network partners, will be expected to:*

- *significantly improve the quality and practice of serving teachers / support staff*
- *raise standards of attainment and improve pupil progress*
- *identify outstanding practitioners to be included in the Torbay Talent Register*
- *develop leadership skills at all levels*
- *increase opportunities for staff from all Torbay schools to access support and engage in collaborative working*
- *manage allocated funding in an open and transparent manner, submitting detailed accounts for audit*
- *participate in quality assurance involving key stakeholders and external evaluators*

**SPECIFIC NETWORK FUNDING      £30,000**

#### **Network Lead School: Mathematics**

- *to liaise with LA Head of School Support & Challenge in establishing network*

***partnerships in mathematics and complement the work of NSS***

- ***to manage and deploy maths ASTs***
- ***to develop links with Torbay secondary school maths leaders***

# TORBAY'S IMPROVING SCHOOLS PARTNERSHIP

## CRITERIA & GUIDANCE NETWORK LEAD SCHOOL - ICT

*If the Network Lead School model has been a success, Torbay will have established lead schools that will have driven significant improvement in the quality of professional practice, improving outcomes for children and young people.*

### **GENERAL**

*To achieve this outcome, Network Lead Schools, along with network partners, will be expected to:*

- *significantly improve the quality and practice of serving teachers / support staff*
- *raise standards of attainment and improve pupil progress*
- *identify outstanding practitioners to be included in the Torbay Talent Register*
- *develop leadership skills at all levels*
- *increase opportunities for staff from all Torbay schools to access support and engage in collaborative working*
- *manage allocated funding in an open and transparent manner, submitting detailed accounts for audit*
- *participate in quality assurance involving key stakeholders and external evaluators*

**SPECIFIC – NETWORK FUNDING      £22,500**

### **Network Lead School: ICT**

- *to liaise with LA Head of School Support & Challenge in establishing network partnerships in ICT and complement the work of NSS*
- *to develop links with SWGfL Trust*

- ***to support schools in the development of learning platforms***
- ***to liaise with Torbay Safeguarding Board in securing high levels of e-safety in schools***
- ***to develop links with Torbay secondary school ICTs leaders***

# TORBAY'S IMPROVING SCHOOLS PARTNERSHIP

## CRITERIA & GUIDANCE

### NETWORK LEAD SCHOOL - SEN & INCLUSION

*If the Network Lead School model has been a success, Torbay will have established lead schools that will have driven significant improvement in the quality of professional practice, improving outcomes for children and young people.*

#### **GENERAL**

*To achieve this outcome, Network Lead Schools, along with network partners, will be expected to:*

- *significantly improve the quality and practice of serving teachers / support staff*
- *raise standards of attainment and improve pupil progress*
- *identify outstanding practitioners to be included in the Torbay Talent Register*
- *develop leadership skills at all levels*
- *increase opportunities for staff from all Torbay schools to access support and engage in collaborative working*
- *manage allocated funding in an open and transparent manner, submitting detailed accounts for audit*
- *participate in quality assurance involving key stakeholders and external evaluators*

**SPECIFIC NETWORK FUNDING      £22,500**

#### **Network Lead School: SEN and Inclusion**

- *to liaise with LA Head of School Support & Challenge in establishing network partnerships in SEN and Inclusion and complement the work of NSS*

- ***To liaise and work closely with the LA Inclusion and Emotional Health Advisory Teachers and the Head of Behaviour Support to develop sustainable practice in schools in support of the most vulnerable children and young people in Torbay Council***
- ***To support local schools in ensuring that staff have access to relevant training and development opportunities to ensure compliancy with statutory regulations.***
- ***to develop links with Torbay secondary school SEN and Inclusion leaders to support the principle of a continuum of support for children, young people and families***

# TORBAY'S IMPROVING SCHOOLS PARTNERSHIP

## CRITERIA & GUIDANCE

### NETWORK LEAD SCHOOL - CURRICULUM DEVELOPMENT

*If the Network Lead School model has been a success, Torbay will have established lead schools that will have driven significant improvement in the quality of professional practice, improving outcomes for children and young people.*

#### **GENERAL**

*To achieve this outcome, Network Lead Schools, along with network partners, will be expected to:*

- *significantly improve the quality and practice of serving teachers / support staff*
- *raise standards of attainment and improve pupil progress*
- *identify outstanding practitioners to be included in the Torbay Talent Register*
- *develop leadership skills at all levels*
- *increase opportunities for staff from all Torbay schools to access support and engage in collaborative working*
- *manage allocated funding in an open and transparent manner, submitting detailed accounts for audit*
- *participate in quality assurance involving key stakeholders and external evaluators*

**SPECIFIC NETWORK FUNDING      £20,000**

#### **Network Lead School: Curriculum Development**

- *to liaise with LA Head of School Support & Challenge in establishing network partnerships in curriculum development and complement the work of NSS*
- *to be aware of national developments and initiatives in curriculum development and communicate these effectively to schools in Torbay*
- *to value and support existing curriculum networks*

- *to continue to promote the development of Primary Foreign Languages*
- *to manage and deploy Science and PSHE ASTs*
- *to develop links with Torbay secondary curriculum leaders*

Category 1 Schools	Category 2 Schools	Category 3 Schools	Category 4 School
<p><b>Definition:</b> Performance is high. Self managing schools capable of supporting others intensively.</p> <p><i>The school is successfully achieving at least good outcomes for children and young people. The capacity to sustain these and build on improvements is secure. The school is able to advance its own development, drawing in external expertise where appropriate.</i></p>	<p><b>Definition:</b> Performance is good. Light touch support. Self managing schools capable of supporting others in targeted activity.</p> <p><i>The school's capacity to secure improvement in outcomes, quality of provision and leadership &amp; management are good, but some aspects can be further developed.</i></p>	<p><b>Definition:</b> Performance is satisfactory but in need of improvement. Schools requiring targeted support.</p> <p><i>The school faces challenges with regards to outcomes, quality of provision, and leadership and management and there are weaknesses in one or more of these areas. Without additional, coordinated support the school is unlikely to be able to secure the necessary progress.</i></p>	<p><b>Definition:</b> Schools that are inadequate and need to make rapid improvement with intensive support.</p> <p><i>Outcomes for the school are declining. Significant external support is required to halt decline and rebuild the capacity for improvement.</i></p> <p><i>The school is identified in this category either by the LA or following and Ofsted inspection when notice to improve is served or the school is deemed to require special measures.</i></p>
<p><b>Factors:</b></p> <p>Schools where the majority of Inspection judgements are outstanding.</p> <p>Schools where standards of attainment at each relevant Key Stage shows positive contextual added value and/or an improving trend.</p> <p>Schools where standards of attainment at each relevant Key Stage show significantly positive Contextual Added Value (CVA) above 100 or an improving trend.</p> <p>Schools where self evaluation judgements indicate that outcomes for children across the whole ECM agenda are at least good.</p>	<p><b>Factors:</b></p> <p>Schools where all inspection judgements are at predominantly Good.</p> <p>Schools where standards of attainment at at least one of the relevant Key Stages shows positive contextual added value or an improving trend (and no negative or 'flat lined' trends).</p> <p>Schools where self evaluation judgements indicate that outcomes for children across the whole ECM agenda are at least good.</p>	<p><b>Factors:</b></p> <p>Schools where Inspection judgements are generally satisfactory but with some at least good.</p> <p>Schools where standards of attainment do not show positive contextual added value or an improving trend in at least one Key Stage.</p> <p>Schools where SEF/Inspection judgements indicate that outcomes for children across the whole ECM agenda are at least satisfactory.</p> <p>Schools where standards of attainment in either relevant Key Stage do not show Contextual Added Value (CVA) above 100 or an improving trend.</p> <p>School Evaluation Partner, or school identifies serious weaknesses.</p>	<p><b>Factors:</b></p> <p>Schools where the Self evaluation judgement for Overall Effectiveness is inadequate</p> <p>Any school in this position at the start of an academic year or placed in an Ofsted Category during the year</p> <p>Low attainment and/or falling attainment and/or below Floor Targets</p> <p>Leadership and/or management is not being effective,</p> <p>Temporary leadership/management arrangements in place</p> <p>Every Child Matters outcomes for children are not being secured.</p> <p>If inspected, in danger of requiring Special Measures or a Notice to Improve</p> <p>The quality of teaching and learning is not satisfactory in one or more core subjects or Key Stages.</p>
<p><b>Action:</b> Schools encouraged to support other schools and taking lead role within the schools supporting schools partnership. School becomes NSS. School manages own self improvement and support as required.</p>	<p><b>Action:</b> Schools encouraged to support other schools and taking lead role within the schools supporting schools partnership. School becomes LLE. School manages own self improvement and support as required.</p>	<p><b>Action:</b> School self-identifies a need and negotiates targeted support. LA works with school to agree support and coordinates this.</p>	<p><b>Action:</b> LA agrees with the school and coordinates an intensive support package.</p>

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