

Thursday, 22 February 2024 8 December 2023

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

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

Monday, 18 December 2023

commencing at **9.30 am**

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

Members of the Board

Councillor Law (Chairwoman)

Councillor Fellows
Councillor Nicolaou

Councillor Twelves (Vice-Chair)

Co-opted Members of the Board

Laura Colman, Primary Parent Governor Representative

Vacancy - Secondary Parent Governor Representative

Vacancy - Church of England Diocesan

Vacancy - Conservative

Together Torbay will thrive

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

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

1. Apologies

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

2. Minutes

To confirm as a correct record the Minutes of the meetings of the Children and Young People's Overview and Scrutiny Sub-Board held on 23 October 2023.

(Pages 4 - 8)

3. Declarations of Interest

a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

4. Urgent Items

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

5. Youth Justice Service

To receive an update on the Youth Justice Team, including and mental health and Child and Adolescent Mental Health (CAMHS) provision.

(Note: Jon Ralph - Service Manager has been invited to attend for this item.)

- 6. Family Hub Sustainability and Holiday Activity and Food Programme** (Pages 9 - 30)
1. To review the long term sustainability of the three Family Hubs in Torbay and the early help services they provide including the role of The learning Academy.
 2. To receive an update on the take up of Free School Meals and the Holiday Activities and Food (HAF) Programme.
- (Note: Sarah Pengelly - Project Manager HAF (Holiday, Activities and Food Programme) has been invited for this item.)
- 7. Exclusions and Absence**
1. To receive the latest qualified exclusion data and the views of those children who have been excluded.
 2. To receive an update on the new Local Authority Attendance Duties and Home Education.
- (Note: Dan Hamer, Head of Vulnerable Pupils has been invited for this item.)
- 8. Progress Report on the Implementation of the Children's Service Continuous Improvement Plan 2022/25** (Pages 31 - 105)
- To receive an update on the Children's Services Continuous Improvement Plan 2022/25.
- (Note: Steve Hart, Chairman of the Continuous Improvement Board has been invited for this item).
- 9. Children and Young People's Overview and Scrutiny Sub-Board Action Tracker** (Pages 106 - 109)
- To receive an update on the implementation of the actions of the Sub-Board and consider any further actions required (as set out in the submitted action tracker).

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

23 October 2023

-: Present :-

Councillor Law (Chairwoman)

Councillors Fellows, Nicolaou, Tolchard and Twelves (Vice-Chair)

Non-voting Co-opted Members

Tanny Stobart, Play Torbay (virtually)

Dave Hammond, Devon and Cornwall Police

(Also in attendance: Councillors Bye, Chris Lewis, David Thomas and Virdee (virtually))

9. Apologies

Apologies for absence were received from Mike Cook (Non-voting Co-opted Member) and Laura Colman (Co-opted Member).

It was reported that, in accordance with the wishes of the Conservative Group, the membership of the Sub-Board had been amended to include Councillor Tolchard in place of Councillor Maddison.

10. Minutes

The minutes of the meeting of the Sub-Board held on 31 July 2023 were confirmed as a correct record and signed by the Chairwoman.

11. Review of Membership of Children and Young People's Overview and Scrutiny Sub-Board

The Chairwoman, Councillor Law, outlined the submitted paper which proposed changes to the membership of the Children and Young People's Overview and Scrutiny Sub-Board following changes to the Torbay Youth Trust. It was proposed that the Youth Trust Representative be replaced by Play Torbay Representative and that Mike Cook's representation changed from Imagine This Partnership Board to Voluntary and Community Sector and Alternative Provider (Education) Representative.

Members formally welcomed Tanny Stobart from Play Torbay to the Sub-Board.

Resolved (unanimously):

That the revised Membership of the Children and Young People's Overview and Scrutiny Sub-Board as set out in the submitted document be approved.

12. Youth Provision in Torbay

The Cabinet Member for Children's Services, Councillor Bye, the Head of Learning Academy, Rachel Setter, and the Team Leader Education, TDA, Samantha Poston, provided an update on youth provision in Torbay and the improvements to the Acorn Centre funded through the Youth Improvement Fund and responded to the following questions:

- Were the Acorn Centre improvements likely to end up with an overspend on the approved budget as a result of increased costs.
- What was the youth provision in Brixham.
- When were the Council funded youth clubs going to start running.
- Does the Council work with the Police and Youth Justice Service to identify young people who were in need of youth support.
- Would schools be contributing towards the costs of the Youth Worker post.
- Does Sound Communities follow up work with the Boom Box etc.
- How many young carers were there in Torquay and does the Council help to get them over to Paignton.
- How many children were reached through the Holiday Activities and Food (HAF) Programme and what was the reason for a decrease in numbers from last Summer. Action: it was agreed that a written response would be provided to this and that the Board would be kept updated on the HAF Programme.
- What was the 'no logos, no ego's' approach.
- Were all schools on board with the Youth Parliament.
- Where was the Youth Hub website.
- What had been scaled back for the Youth Improvement Fund.
- What consideration had been given to apprentices to offer suitable employment and training opportunities within the Council for young people.

Members supported the proposed increase of the Parkfield/Medical Tuition Service site from next year to help provide increase youth provision in Paignton.

Councillor Nicolaou outlined the work that he was doing with the Boom Box mobile DJ unit and the work of Sound Communities in engaging with young people and helping them to identify other activities to put their time to in order to reduce their involvement in crime and disorder.

Tanny Stobart provided a brief overview of work Play Torbay was engaged with in the Kings Ash Ward and agreed to provide a written update to all Members to keep them informed of this work.

Resolved (unanimously):

That the Cabinet be recommended:

1. that priority be given to setting up a mentoring group or safe space for young men in Torbay;
2. that priority be given in the Kings Ash Ward to work with the community and voluntary sector and other agencies to help families and young people to reduce anti-social behaviour; and
3. that Ward Councillors be kept informed of the activities taking place within their Wards to support young people and to reduce anti-social behaviour so that they can help communicate this.

13. Adopt South West - Regional Adoption Agency Annual Report

The Cabinet Member for Children's Services, Councillor Bye, advised that the Cabinet had unanimously supported Cornwall and Isles of Scilly joining Adopt South West, Regional Adoption Agency (RAA) and that there was a strong business case to support the proposal, at their meeting on 17 October 2023.

The Independent Chair of Adopt South West Operational Board, Alison Davis, and the Interim Head of Adopt South West, Amanda White, outlined the performance of Adopt South West for 2022/2023, as set out in their submitted annual report and responded to the following questions:

- How was the child's voice held when making links with adoptive parents and birth parents.
- What was the reason fewer people were coming forward to adopt.
- How does fewer adopters impact on siblings wanting to stay together.
- Will Cornwall and Isles of Scilly joining Adopt South West have an impact on the ability to place Torbay children with adoptive parents.
- What capacity would the new change bring.
- What were the gaps in sufficiency of adopters.
- How do you make people aware of how to become an adopter and how do you bust the myths and misinformation about the process and promote the benefits of adopting children.
- How many applicants were rejected through the process.
- What was done through the assessment phase to make potential adopters more prepared when thinking about adopting children with disabilities or additional needs.
- What proportion of adopters coming forward already have a family.
- Do foster parents move onto adoption.

Members noted the annual report of Adopt South West for 2022/2023 and acknowledged the improvement in timeliness of Placement to Adoption Orders which was down to 133 days from 247 in 2021/2022 and was the best performance of all four partners, with further work still to be done to meet the national target of 121 days.

Resolved (unanimously):

That the Children and Young People's Overview and Scrutiny Sub-Board formally welcome Cornwall and Isles of Scilly to Adopt South West Regional Adoption Agency (RAA) and that an update on the impact of Cornwall and Isles of Scilly joining the RAA be provided when the next annual report is presented in 2024.

14. Torbay Local Area Special Educational Needs and Disability (SEND) Joint Inspection Written Statement of Action Update

The Cabinet Member for Children's Services, Councillor Bye, Divisional Director Education and Special Educational Needs and Disabilities (SEND), Rachael Williams, and Head of Women and Children's Commissioning NHS Devon, Hannah Pugliese, outlined the submitted paper and responded to questions on the Torbay Local Area SEND Joint Inspection Written Statement of Action and the Safety Valve.

- How much do partners consider links between SEND issues and mental health issues.
- How do the roadshows work with secondary schools to ensure that as many parents and carers as possible engage with the process.
- What was being done to support children moving from primary school to secondary school to have a smoother transition.
- There had been a lack of funding from health over the last few years in respect of Education and Health Care Plans (EHCPs) which has resulted in the Council picking up these costs, would this money be refunded by health and when could we expect this issue to be resolved.
- How were the wider implications for Torbay taken into account as well as Devon and Plymouth which were all part of the NHS Devon.
- What action was being taken to address long waiting lists for support and assessment.
- The Council had been successful in two SEND tribunals with 18 logged but not yet heard, what percentage of SEND plans does this represent and how does this compare to other years. Action: it was agreed that a written response would be provided to this question.
- How does preparing for tribunals impact on workforce capacity.

Members noted the complexities of regional partnership working as each agency covers its own area e.g. NHS Devon covers Torbay, Plymouth and Devon, and the Police covers Devon and Cornwall and the Isles of Scilly and acknowledged the merit of a shared approach where possible to ensure consistency across the county.

Resolved (unanimously):

1. that an update be provided to a future meeting of the Sub-Board from the new SEND Governance Executive on progress of SEND moving forward, including the progress made towards a shared approach across the county; and
2. to seek reassurance from NHS Devon (Integrated Care Board), via a written report to be submitted to the meeting of the Sub-Board on 18 December 2023, on the progress made in respect of the level of contributions from health

towards Education and Health Care Plans (EHCPs) and issues with waiting lists.

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

The Sub-Board noted the contents of the submitted action tracker. The Clerk provided the following update on behalf of the Director of Children's Services in respect of Minute 3/7/23 action 2:

The present Section 106 does not specifically reference allocation of properties to care experienced young people as part of the Affordable Housing Supplementary Planning Document (SPD). The Capital and Growth Board has identified that a review of all Section 106 processes was required as there was a need to consider if they were working as effectively as required this would include the care experienced element and the ability to give priority consideration as part of our Corporate Parenting Duties. Any revision to the Affordable Housing Supplementary Planning Document would need to be considered through the relevant governance processes. There was also a wider Directors' response to consider how we deliver housing to care experienced young people which would be considered not only within this review of the Section 106 processes but also incorporated within the wider housing options work.

Resolved (unanimously):

1. that the Director of Children's Services be requested review the Work Programme and check that the responsible officer is correct and the Clerk has invited them to the relevant meeting; and
2. that a written update on housing for care experienced young people be provided to the Sub-Board once the work identified in Minute 15/10/23 has been completed.

Chairwoman

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

Date: 18 12 2023

Wards affected: All

Report Title: Family Hub Sustainability

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

Cabinet Member Contact Details: Cllr Nick Bye, Cabinet Member for Children's Services
Nick.Bye@torbay.gov.uk

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

1. Purpose of Report

- 1.1 This report has been prepared to provide members of the Children and Young People's Overview and Scrutiny Board with an update on the sustainability plan for Family Hubs following the end of the Start for Life Funding 31/03/2025.

2. Reason for Proposal and its Benefits

- 2.1 To ensure new and enhanced Family Hub and Early Intervention services can continue to be delivered post March 2025 to ensure children and families continue to receive the right services at the earliest opportunity.

3. Recommendation(s) / Proposed Decision

- 3.1. That members of the Children and Young People's Overview and Scrutiny Sub-Board note the contents of the report and continue to receive updates on the Family Hub sustainability plan.

Appendices

Appendix 1: Overview of each Family Hub workstream

Background Documents

N/A

Supporting Information

1. Introduction

- 1.1 Family Hubs and Start for Life programme; this programme aims to join up and enhance services delivered through transformed family hubs in local authority areas, ensuring all families can access the support they need.
- 1.2 Torbay Council was selected, as one of 75 local authorities, to:
- provide support to parents and carers so they are able to nurture their babies and children, improving health and education outcomes for all.
 - contribute to a reduction in inequalities in health and education outcomes for babies, children and families across England by ensuring that support provided is communicated to all parents and carers, including those who are hardest to reach and/or most in need of it.
 - build the evidence base for what works when it comes to improving health and education outcomes for babies, children and families in different delivery contexts.
- 1.3 Furthermore, Torbay Council was one of 14 local authorities to be awarded trailblazer status to go further and faster in delivering all 3 eligible workstreams: Parenting Support, Infant Feeding and Peri-natal Mental Health.
- 1.4 Please see appendix 1 for an overview of each workstream.
- 1.5 Torbay were chosen to be part of the Ofsted Thematic Review and National Evaluation. Receiving positive feedback on the progress made and seamless delivery of services by the Family Hub partnership.
- 1.5 In order to ensure implementation of Torbay's Family Hub model continues beyond the end of the funding as set out in the spending review, we have approached the transformation and spend of funding in a sustainable way. Such as, focussing on train the trainer and peer supporter programmes.
- 1.6 As well as ensuring delivery of the universal offer as specified within the Start for Life Framework, we have used the JSNA, Exeter University Research and local needs assessments (such as Early Help, Youth Work) to ensure the funding is used to respond to the unique needs for Torbay Families. This includes the establishment of the Breathing Space Team to work with parents who have had repeat removal of children, are known to unborn baby panel and our care experienced young people considering starting their own families.

1.7 Now all workstreams are established and delivering against the Start for Life framework, we are focussing on 3 elements:

1. measuring impact and outcomes. Including training practitioners across the family hub network in outcome star and empowerment star as a tool to measure distance travelled.
2. Reaching our underserved children and their families, a task and finish group has commenced and included scoping out where families are currently accessing support outside of the 3 Hubs, how we can take services to them and breaking down barriers to access the hubs.
3. Sustainability and exit planning. The DfE have asked we send case studies and evidence of impact and outcomes from our measurement tool to lobby central government for an extension to the funding. Until an extension is confirmed, we are working on the basis the funding will cease in March 2025.

1.8 Current sustainability planning includes:

1. Meeting regularly with the commissioner of the 0-19 service to review spend so far and plan for year 3 with a focus on which posts will cease, work which is now business as usual and can be absorbed, and which posts/initiatives need to be considered as part of the 0-19 service re-procurement.
2. We have internally reviewed the posts initially recruited during the set-up phase and reduced posts and absorbed posts as part of the internal restructure which has been in place since the 1st of September 2023.
3. Working with Business Intelligence to collate Management Information with qualitative data to create a Family Hub Dashboard which will be triangulated with the Children's Services Management and Performance data to review where Family Hub work had reduced the number of children and young people escalating to statutory services.

2. Options under consideration

2.1 Including Family Hub workstreams within the 0-19 re-procurement. Please note Family Hub spend is currently due to end March 2025 which does not align with the dates of the re-procurement which is an agenda item at the 0-19 re-procurement board.

2.2 Aligning Family Hubs to the 2024-2027 Early Help strategy.

2.3 Identifying cost reductions within statutory services that could be diverting towards Family Hub.

3. Financial Opportunities and Implications

3.1 The current spend for Family Hubs in year 3 is £932,600.00 of which IRO of 60% is transferred to the 0-19 service.

4. Legal Implications

4.1 N/A

5. Engagement and Consultation

5.1 Each Family Hub has a parent carer panel supported by VCS partners. We also engage with families accessing support via surveys and use of measurement tools such as outcome star.

6. Purchasing or Hiring of Goods and/or Services

6.1 Considered within the 0-19 re-procurement and currently managed via the current 0-19 contract.

7. Tackling Climate Change

7.1 N/A

8. Associated Risks

8.1 We are not able to continue 100% of the Start for Life programme and will need to review and agree which initiatives are reduced or ceased.

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	Services delivered to parents with younger people.		
People with caring Responsibilities	Young Carers and Parent Carers are supported via the hubs.		

People with a disability	Hubs provide services to children and young people who experience SEND.		
Women or men	Current data evidence parents who are women are accessing services more than parents who are men. Specific workstream to engage Dad's in accessing services.		
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			No differential impact
Religion or belief (including lack of belief)			No differential impact
People who are lesbian, gay or bisexual	Health visitors are receiving the institute of Health Visting LGBTQ+ training.		
People who are transgendered			No differential impact
People who are in a marriage or civil partnership			No differential impact
Women who are pregnant / on maternity leave	Focus of Start for Life programme is in on expectant parents and parents with children ages 0-2.5 yrs.		
Socio-economic impacts (Including impact on child poverty issues and deprivation)	Current task and finish group working on engaging families from our underserved communities.		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Focus of the Start for Life programme is to provide support to parents and carers so they are able to nurture their babies and children, improving health		

	and education outcomes for all		
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10. Cumulative Council Impact

- 10.1 Start for Life and Family Hubs aim to reduce the number of families known to statutory services across health, social care and education through the delivery of interventions with families at the earliest opportunity.

11. Cumulative Community Impacts

- 11.1 Start for Life and Family Hubs aim to identify needs and the earliest opportunity and to connect families to the right support within their community to improve health and education outcomes for all.

PERINATAL INFANT MENTAL HEALTH AND PARENT INFANT RELATIONSHIPS

100%

New fathers' depression rates are double the national average for men in the same age group.



Around 1 in 5 women will experience mental health problems during or after pregnancy.

122

babies under the age of one are living with a parent who has a mental health condition



Suicide is the leading cause of direct maternal death within a year of having a baby.

Statistics from Maternal Mental Health Alliance

Workstream Priorities

Workforce Development	Parent Infant Relationships	Peer Supporters	A layered approach	
<ul style="list-style-type: none"> • Cross-workforce training to ensure professionals and volunteers are better able to support families • PNMH* competency framework • Establish a PNMH / Parent Infant relationship team • Recruit & train parent connectors and social prescribers • Develop a peer support network 	<ul style="list-style-type: none"> • Dedicated member of staff in place trained in IAPT* and VIG* supporting teenage parents and parent infant relationships • Building Babies Brains - training champions in Torbay • Groups to support bonding e.g. baby massage, circle of security • Reflective supervision • My developing baby groups 	<ul style="list-style-type: none"> • Develop a peer support network with a local charity to extend reach to communities • Provide group and 1:1 support to mothers, fathers and care givers • bring together people with shared experiences to support each other 	<h3>Training</h3> <ul style="list-style-type: none"> Specialist training e.g. NBO*, IHV train the trainer Infant mental health training for hub and health practitioners e.g. emotional Multiagency induction training - infant mental health awareness Community Champions, peer supporters & community connectors Champions sharing the message and promoted in community venues 	<h3>Support</h3> <ul style="list-style-type: none"> Community champions / peer supporters - pass it on model Multiagency information advice & guidance Group support in hubs & community e.g. Talkworks, Bluebells 1:1 Emotional wellbeing support Improved pathway to PNMH team
Fathers / co-parents	Perinatal mental health	Campaign messages	<h3>Parent feedback from emotional wellbeing visits</h3> <p>“ I just wanted to send you an email to say how grateful I am for your support, I struggled with my emotions and mental wellness for a few weeks after Cody's birth, but your support has absolutely helped me, it's unearthed and helped me through the trickiness of the issues that surrounded Harry and given me the space to be heard and talk about my emotions without any judgement or shame, without having to put on a strong act as I would normally in front of family and friends. I really hope that you can grow your group for helping others like myself. It has helped me get strong enough to find my flow of my new life with my new baby and be present enough to be able to enjoy him, rather than falling into a depression and anxiety lead place.”</p> <p>“ M has helped us a lot as a family. My partner was struggling with bonding with my baby and She gave great advice and techniques. I feel I can talk to her about any problems. I started getting anxious and she has given me relaxation techniques to try and other advice. Every time I felt better for seeing her.”</p> <p>“ The program has been key to my healing and I cannot recommend it enough as a pathway for other fathers who have experienced trauma during the birth of their child.”</p>	

*PNMH - Perinatal Mental Health *IAPT - Improving access to Psychological Therapies **VIG - video interactive guidance *NBO- Newborn behaviour observations

Infant feeding

How We Will Achieve This:

- Developed a comprehensive peer support package
- Community engagement at grassroots
- Increase Infant Feeding support activity in the community
- Invested in training for staff and peer supporters
- Developing a face to face antenatal offer
- Targeted support for families including first time and young mums
- Work with local businesses and the community to provide welcoming breastfeeding environments
- Offer support for the wider family
- Develop a comprehensive education package



PEER SUPPORTER INSIGHTS

Our Vision is for breastfeeding to be normalised and protected, where mothers feel emotionally and physically supported and able to feed at home and in the community.

The infant feeding group, peer supporter and family hub staff came together to start to co-design the offer. Below are the insights

Virtual support

Insights

- Via Social Media
- BF peer support page (Private & Moderated)
- Shifts to cover responding
- Infant Feeding online course

What we are doing

- New social media posts being designed
- Infant Feeding lead and peer supporters exploring this
- Putting a rota system in place
- Looking at whether their is already in place elsewhere or develop locally

Family Hubs

Workstream priorities

- Develop a comprehensive peer support package
- Invest in training for staff and peer supporters
- Targeted support for families including first time and young mums
- BF masterclasses to be delivered in family hubs, not just hospital

To be developed

- Work with local businesses and the community to provide welcoming breastfeeding environments
- Offer support for the wider family
- Develop a comprehensive education package
- Community engagement at grassroots
- Infant Feeding community campaign to raise awareness - 'did you know'

Community

Insights

- Volunteering at community groups and GP/Hospital
- Support events like Children's and Baby week
- Explore new venues to offer peer support
- Link with community venues and parent carer panels

What we are doing

- Working with peer supporters setting up a rota to cover community groups / GP through increased number of supporters
- Working together to provide infant feeding friendly spaces
- Introducing breastfeeding friendly Torbay scheme

"My breastfeeding journey has been successful even with a few challenges but my health visitor was so supportive we are still going strong at 4 months!"

Being a Breastfeeding Peer supporter means that I can feel confident in the information I am providing to parents. I feel that I have been on a real journey of discovery and have learnt more about myself through this training, and how I want to support other people now and in the future."

Peer Supporters

Peer supporters insights

- Leaflets for signposting
- Home Visits/Health Visitor escorted - Introduction to peer support
- Attend Breastfeeding Masterclass, supporting and sharing information on family hub services
- Attend family hub groups to provide infant feeding support

What we are doing

- Developing an information pack based on feedback from peer supporters
- This is being considered as part of the infant feeding workstream
- The increase in peer supporters will enable supporter to attend the breastfeeding masterclasses
- Peer supporters are now attending 7 groups in family hub & the community

"For me personally, being a peer supporter is a great way to feel more connected with the community. I believe it is really important for the health and wellbeing of families that they can access information and support in a safe environment. I think it creates a really positive space to encourage parents/caregivers, celebrate achievements and access credible information. I have been given information and have been signposted to services by peer supporters before becoming one myself and I know how valuable the support can be. Being able to provide support to other people makes me feel proud of the training I have done."

Parenting

We already have a firm foundation on which to progress our parenting offer with a number of the “go further” options in Year 1, including

- Establish a parenting team to co ordinate and deliver a range of parenting support interventions from antenatal onwards with includes IAPT qualified family support workers trained in VIG, family intervention and social workers.
- Using a train the trainer approach to upskill the wider workforce and community partners in the Solihull approach. We have already trained midwives, our public health nurses, family support workers and the family intervention team. Solihull is offerered to all parents on a waiting list
- Develop our offer to dads, co parents and parents of teenagers
- Using our social prescriber to engage more effectively with primary care.
- Expanding our approach to peer support.



Parenting



We have supported 108 children during this quarter using a whole family approach

“The support I've received I've come a long way, feel more confident in myself and every step I've made *** has helped me. Nobody else has or would have helped me.”

“Having someone there to help me through the toughest times I have mentally and physically had to face and remind me that I'm doing all I can and that I'm not to be so hard on myself. Having someone there that I can be vulnerable in front of when I need to be and them tell me it's OK I don't have to be strong all the time. I can be honest without judgment.”

“***** is amazing at what she does. Everything has been helpful, and I couldn't have gotten through the last few months without her.”

Home Learning Environment and Early Communication

Familyhub
TORBAY

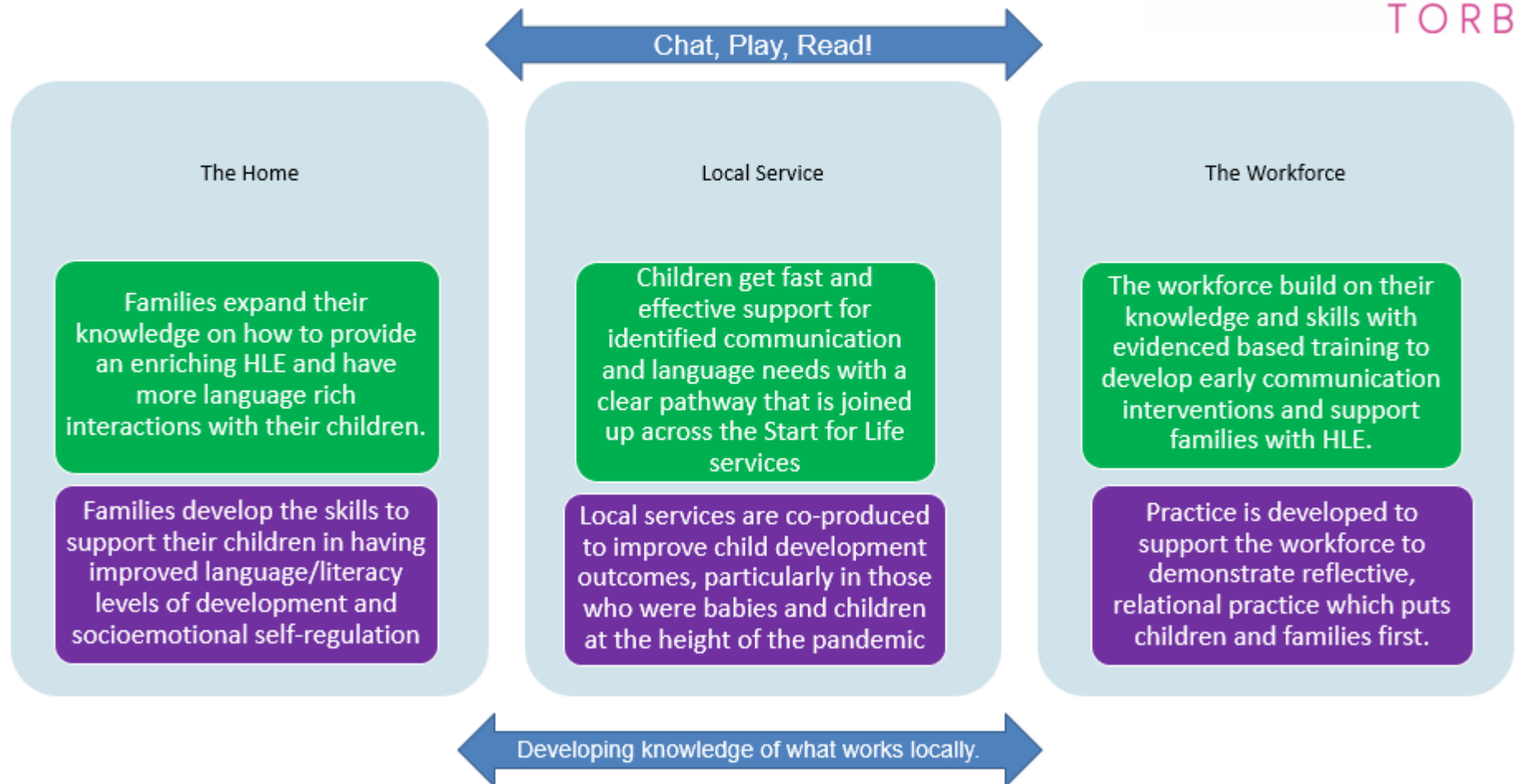
What parents carers and their child do together at home will make the biggest difference to their lives both educationally and in terms of their mental health and wellbeing!

What we are doing

- Training provided to key people in communities to support families with HLE and early communication, Chat, Play, Read (CPR) champions.
- Deliver Early Communication Interventions within the home, Early Years settings and Family Hubs
- Developing improved speech, language and communication pathways which is joined up across Start for Life services.
- Creating a range of resources to support early communication, which will be available in the hubs, community and virtually.



Home Learning Environment and Early Communication



HAF (Holiday Activity and Food) Programme - report on the uptake of the programme as requested for the Children and Young People's Overview and Scrutiny Sub-Board – 18th December 2023.

Background

The HAF programme, known as 'Healthy Holidays' in Torbay, was piloted nationally in 2021 and funded by the DfE (Department for Education). The Government then announced their commitment for a further three years (2022, 2023 and 2024).

The core aims of the HAF programme are to ensure that children and young people (CYP) who are eligible for income-based free school meals (FSM) have access to food, physical activities, and enrichment activities during the longest holiday periods when their school is closed, i.e. tackling 'holiday hunger' and isolation. These holiday periods are the Easter, Summer and Christmas holiday periods.

All HAF provision is to be available for a minimum of four hours per day, for four days per week and for one week in Easter, one week over the Christmas period and for four weeks in the Summer holiday.

Both 2021 and 2022 saw some unpredicted challenges with COVID-19 and Strep A impacting on a lot of the HAF delivery across the country, but overall, we have seen good take up of the holiday club offer in Torbay and have had some brilliant feedback from parents/carers, children and young people accessing the programme and from the providers running the holiday clubs.

Nationally 2023 has seen challenges with the cost of delivering holiday clubs rising, staff recruitment concerns for some providers, and locally we have seen that the unpredictability of the weather can impact on attendance.

How we deliver our HAF provision in Torbay:

The DfE allocate a set amount of grant funding for Torbay HAF, of which 10% is then allocated for administration costs, and the remainder is allocated for face-to-face holiday club provision.

We operate a procurement process to determine the best-placed holiday club providers in Torbay to meet the necessary requirements for the HAF Programme and work with those providers to ensure that the standards set out by the DfE and by Torbay Council are met.

We look to ensure that our HAF provision offers suitable activities for primary and secondary aged children and young people, provision for children and young people with special educational needs and disabilities (SEND), is geographically well situated and is accessible during the main holiday periods. We try to ensure there is a good mix of school-based and community-based venues and that the holiday clubs offer a good range of activities for the children and young people.

We also focus on offering spaces to children and young people who are Electively Home Educated (EHE) in Torbay to offer them the opportunity to socialise with others during the school holiday periods. We made this decision locally because we have a relatively high number of children and young people who are EHE and this has increased since the pandemic. We understand that attending the holiday clubs can offer so much more than just ensuring that children have access to food, and we wanted to share the opportunity with children who wouldn't normally have the opportunity to spend time with other children or adults outside of their home environment.

HAF has a Steering Group made up of colleagues from Children’s Services (Participation Team, Virtual School Extended Duties, Early Years, Learning and Development Team and chaired by the Director of Children’s Services), Public Health, Active Devon, Sanctuary Housing, and the Sports and Events Team. The Steering Group help to evaluate the applications from potential providers, help guide and advise the Project Manager, visit the holiday clubs when they’re in session, undertake quality assurance visits and checks, and ensure that the whole programme is fulfilling its intentions and meeting the needs of eligible families in Torbay.

We have developed strong working relationships with Cornwall, Plymouth and Devon, and meet and email regularly to discuss our plans, share challenges, discuss trends and learn from each other. Devon and Torbay have a very close working relationship and agree to use funded places where eligibility is checked to prevent families from having to cross the border where they don’t go to school in the same county – this equates to a very small number of children each year, but we unlike other areas, have agreed to work together to meet the needs of the children where possible.

We work closely with our national advisors from Childcare Works/Hempsall’s and we have previously presented at their request in a best practice webinar.

Torbay HAF Data:

Easter	2021	2022	2023
No. of providers	6	8	10
No. of holiday clubs	12	16	20
Total places available	397	580	621
Total no. of CYP reached	321*	998	947
No. of FSM eligible CYP	321	796	764
No. of FSM Primary CYP	239	602	637
No. of FSM Secondary CYP	82	194	127

**Only recorded FSM eligible CYP*

Summer	2021	2022	2023
No. of providers	8	7	8
No. of holiday clubs	21	17	19
Total places available	856	711	574
Total no. of CYP reached	1,496	3,591	1,571
No. of FSM eligible CYP	1,275	2,606	1,229
No. of FSM Primary CYP	986	2,225	947
No. of FSM Secondary CYP	289	381	282

Christmas	2021	2022	2023
No. of providers	9	7	9
No. of holiday clubs	12	13	19
Total places available	696	545	606
Total no. of CYP reached	635	507	N/A
No. of FSM eligible CYP	629	449	N/A
No. of FSM Primary CYP	563	337	N/A
No. of FSM Secondary CYP	72	112	N/A

Total annual data	2021	2022	2023
No. of holiday clubs	45	46	58
Total places available	1,949	1,836	1,801
Total CYP reached	2,452	5,096	N/A
No. of FSM CYP	2,225	3,851	N/A
No. of FSM Primary CYP	1,788	3,164	N/A
No. of FSM Secondary CYP	443	687	N/A

Narrative:

The Pandemic – the Christmas of 2021 was a particularly challenging period for a lot of families, as we were told as a nation to only socialise in our bubbles and not to travel. For many families, they were not in a position to risk children socialising with others outside of their household due to the health concerns or other vulnerabilities of their family or extended family, and risking the plans they were able to have over the Christmas period. We didn't fill the paid places, but that was echoed throughout England, and there was no criticism from the DfE.

Summer 2022 – We saw a spike in our reach which wasn't intentioned, but it was down to how the providers were able to be flexible with the number of children they were able to work with and one specific provider reported that they had seen 3,039 children – the provider was asked to check this figure, and they confirmed it was correct. It was also the first real holiday without a real concern of covid and we saw much more family engagement than previous holidays.

In Summer 2022 we also ran a HAF extension pilot specifically aimed at the older cohort of young people. Providers ran several pop-up and pilot activities purely over the Summer holiday period. Providers reported that they were well received by young people across the Bay and the outcomes from this pilot helped create the Community based Youth Clubs proposal which is now in place.

Christmas 2022 – We were unable to fill the paid places with FSM eligible children, but again, this was a national trend. We have discussed the concern with providers for Christmas this year and they have asked to promote their provision with additional information about what they have planned such as hampers, Father Christmas visits etc, to make the offer as attractive as possible,

but we have agreed to reflect on uptake in January with the Procurement Team as we can change our allocated percentage of the budget for Christmas 2024 if required.

National and South West data:

The DfE have presented some data for the South West from this Summer – this is the first time that we have received such feedback and we reflected on this in our South West Cluster Meeting recently. It was recognised by the DfE that much more work was needed to be able to understand the data in relation to the national picture because of the challenges that the geography brings to the South West.

Information in purple is from the DfE

Reach - The national reach figure for FSM eligible children Summer 2023 is 23.7%. The average reach for South West LAs was 21.5%, a decrease of 6.5% from summer 2022.

Torbay's reach for Summer 2023 was 21.6% (Devon was 17%)

South West LAs reported that there was an 19% decrease in the total number of FSM eligible children who attended HAF provisions over summer 2023 holidays, in comparison to summer 2022.

Age groups

- Secondary aged participation has increased significantly for the Southern authorities with the South West cluster recording a 6% increase in secondary engagement.
- Primary aged attendance has decreased by 24% across South West authorities.

Census Changes

- The number of FSM children in England has risen by almost 6.5%. Amongst South West LAs the number has risen by 6.71%.
- The secondary age cohort has risen by 4% nationally and 4.6% in South West authorities.
- FSM eligible SEND cohort has also risen by 3% nationally, South West authorities have seen an increase of 3.29%.

Funding: The total grant funding Torbay has received has decreased despite an increase in the number of children being eligible for Free School Meals:

	Total grant funding allocated	FSM eligible children and young people
2021	£611,890	5,179
2022	£575,560	5,216
2023	£548,820	5,451
2024	Not yet confirmed £548,820	

We have had fun!

There have been a huge number of activities available for children and young people to date, and we hope that we can continue to add to this list of activities. Some of the activities on offer were nature walks, cycling and bike maintenance, go carting, zorbing, sporting activities, crafting, bushcraft cooking, silent discos, surfing, mobile petting zoo, drama productions, music production, camping, yoga and many more!

Children and young people also had the opportunity to take home the food that they'd made, craft and artwork, invited parents and carers to talent shows and plays they'd practiced, and had parents and carers join in with learning football tricks and surfing.

They have also taken home activity packs, Christmas presents, food hampers, Easter eggs etc. thanks to some of our holiday club providers and local businesses.

Children and young people learned some new skills such as riding a bike, football trick shots, sign language, surfing, cooking etc., and they have also learned about nutrition, nature, growing fruit and veg, history, maths, caring for animals, and much more.

Children and young people have made new friends, said their confidence had grown and they have most definitely had fun!

Looking ahead:

We have one more year of guaranteed funding and are currently planning the procurement process for this. We are making some changes to increase the reach which includes minimising the time we fund providers for their delivery e.g., only funding four weeks and not the whole holiday period in Summer, and increasing the weighting for cost to try to maximise the budget to push down the overall costs.

We are working with the Business Intelligence Team to better understand the Children's Services data within this, and whilst there is definitely a lot of work needed (at the HAF end) to ensure the data can be better aligned, the first attempt to pull out some of the headlines from this Summer showed us that we had the following children and young people attend:

- 51 Electively Home Educated
- 46 Cared For Children
- 47 Children on a CiN Plan
- 13 Children under a CP Plan
- 12 Other children known to CS
- 32 Single Assessment

Sustainability: We are encouraging providers to become Ofsted registered to ensure that they can deliver holiday club provision in 2025 in the absence of HAF funding and for them to potentially become wraparound childcare providers if/when this is an option.

The intention for 2024 is to continue to deliver good quality, fun and thriving holiday clubs for children and young people in Torbay within the allocated budget.

The learning from HAF and the HAF Extension project has led to the Youth Service group sessions becoming open access, and for the Community Based Youth Clubs funded by Torbay Council including the offer of food and being based in community settings where young people are. We have also looked at our groups offer which includes what we offer for young carers and are starting a new group in Torquay in the new year.

We understand that there are clear links between the numerous groups and activities delivered or funded by Childrens Services and we are currently working on a Youth Hub Strategy and a Communications and Marketing Strategy to incorporate all of the Council engagement and awareness raising activities relating to the Youth Hub in partnership with the Participation Team, current providers and young people. Work is also being undertaken with the Vulnerable Pupils Team, the Youth Justice Service and Safer Communities to ensure our work is better linked, and we have had discussion with Devon Space regarding a potential digital offer for young people in Torbay.

Who has been and is involved:

HAF Providers – past and present: Imagine Torbay Multicultural Group, Kinetics Sports Group, Glo Torbay/Love Enterprise CIC, Premier Education, Lifeworks, Play Torbay, Shear Soccer, Torbay Youth Trust, Roselands Nursey, Great Parks Community Centre, Turning Heads, Sporty Stars, Imagine This.../CDT.

HAF Extension providers: Imagine Torbay Multicultural Group, Cycle Torbay, Shear Soccer, Sound Communities, Love Enterprise CIC.

Community Based Youth Club Providers: The Windmill Centre, Love Enterprise CIC, Plymouth Argyle Trust.

Youth Service group partner providers: Torquay United Community Sports Trust, Reach Outdoors.

Young Carers groups and activities partners: Oldway Tea Rooms, Babbacombe Lions, South Devon College, Orchard Forest School at Lupton House.

A selection of some feedback gathered from providers for the Summer from children and families:

- Past summers have been so difficult for me with 3 children as a parent, you and your team have helped us so much and are so grateful, we are looking forward to christmas!
- I can't believe what you provide, and lunch for free! We've had a great time and will definitely be back.
- We just wanted to say a massive thankyou from the whole family for the efforts put in this summer from yourself and your team! The girls can't wait to get back in the zorbs!
- Both my children have been asked not to return to other Summer Provision. You guys have a special skill to engage children with very high needs, I don't know what I would do without this and the breaks for me.
- Thanks for the past week of activities our kids haven't stopped going about how much fun they have had. They are so peaceful in the evening after the days activities tiring them out!
- My kids absolutely loved holiday camp and have spoken so highly of all the activities they were involved in.
- This is the only place I can leave O and not worry, he just loves coming here and he is dressed and ready at 5am!
- R was great on the first day reassuring us that A would be okay and listened to everything I had to say and how to deal with him in different situations! I left with so much confidence on that first day. Where in other situations I have left feeling unsure if it was the right thing to do sending him! so thankyou for everything.
- Without your camp this summer we would've really struggled. I am so thankful for all the team for keeping my son active and engaged throughout this summer holidays.
- The kids loved glow in the dark dodgeball and have been asking when they can come again. Thankyou!
- I would like to thank all the team at Brixham for the hard work they've put in.
- Very pleased that our sessions were running again this year - children love coming out and camping and seeing some of their friends from last year again. 'Best thing about the holidays!'
- Thankyou for everything you've done this summer. I've seen massive improvements in p's behaviour at home since attending. See you at Christmas!

- K's confidence has grown so much over the last 3 weeks, from being scared to go to dragging me out the door and not wanting to leave your camp is amazing to see. Thanks to you and your team.
- Being a single dad for the last year hasn't been easy and R has been so welcoming and supportive through this summer holidays. This program has helped me out a lot.
- I wish I could come here more - the boys absolutely love it and there just isn't many places that they can run free in a safe environment these days. Thankyou so much for all that you do!
- He has done really well here. There's not many places he feels comfortable and because he's been here for family support sessions he knows it and feels quite safe here. There's not many places where he feels like that. All you staff have been great with him, I can't thank you enough. (J, Nan and foster carer for C, 9)
- My son said he's had the best summer.
- Can't thank you and your team enough for the service you have offered.
- Absolutely amazing club my 3 children had such fun and came back so happy every single day. Thank you so much.
- My children absolutely loved it despite the bad weather! And it's an amazing form of education, sport and socialising! And gives single parents a break too! Thank you so much!
- Very happy with the whole fortnight they attended, my children really enjoyed it. Staff were really great with my kids and understood their individual needs (1- ASD child, 1 with ACEs)
- My son always has a great time, very helpful that he is able to attend whilst I'm working. Lovely team as always at Paignton! ☆ ☆ ☆ ☆ ☆
- Just a small thank you for letting my children be a part of the HAF club over the summer holidays. With being a single mum and the weather not being great this club has made the holidays so much better. The children get to meet new people, make new friends and have lots of fun. All the staff are amazing and they all go above and beyond to give all the children an amazing time. Also a warm meal/lunch provided if wanted. No judgement and very welcoming. Lots of indoor and outside activities. Something for everyone. This is the best thing my children have ever had the opportunity to be a part of. It is so greatly appreciated. I cannot put into words how much this club has helped us. Thank you. G x
- Good morning. I am grateful to all the workers of the camp for a mega cool and wonderful vacation for the children. You gave me a lot of good moments of positive emotions. The children were happy, constantly smiling. Thank you for the delicious cuisine. I hope to see you next year in the summer. Sincerely, N
- We want to say a big thank you to you and all the staff for giving A a great start to her move to Devon. She loved all of it. We're sorry we never got to do this in person but we will see you again. L
- Thank you for the wonderful activities for the children, they were delighted! :) The food was varied and the children really liked the menu. Also activities with clay left the best memories for V. Thank you very much! Y
- My children and my friends children have been attending for a while now and they absolutely love it, they have a great relationship with all the staff, they feel safe and they receive great meals. You are brilliant when handling any incidents or accidents and the communication is spot on can't fault a single thing.
- Your healthy camps are a god send for low income working families! Thank you!
- My boy had a fantastic summer at the camp, he's already looking forward for next year. he was glad he met new friends too. Big Thanks to all the staff.
- So grateful for the opportunity! Special thank you for C for always greeting us happy, helpful and friendly! I was worried my eldest wouldn't want to attend and play computer games at home instead, but he enjoyed it very much and made new friends.

- I liked that even tho I had booked the meals online, my kids could change their mind about whether to have a hot meal or sandwich.
 - Thank you so much for all your hard work with the children over the summer I really appreciate it. H had a fab time and didn't want to leave.
 - I would like to make an additional comment to praise the staff. I can't fault them at all. Although they seemed young (maybe I'm just getting old) they were presentable, professional, polite and positive every time I turned up and accordingly to my 2 girls they were fun, caring and supportive throughout the summer. Great work guys.
 - Wonderful staff great fun and a lifesaver for low income families like mine. It was very well run.
 - They would be doing nothing if this wasn't running. We would not be able to afford to feed the children the extra meals.
 - We are delighted that our children tried - and liked - new food. At home we can't get them to try to new things, but around friends and encouragement from the team, they discovered that they like curry and chilli.
-
- ❖ Loved the art workshops, made some really nice willow things to give my mum
 - ❖ I am going to ask dad to buy me tools, now I know how to fix bikes
 - ❖ Best bit was spray painting, I did the 'D' ins't it awesome? It will stay here forever!
 - ❖ Is this your job? do you get paid? I didn't know you could do jobs like this, maybe I can come and work with you when I'm older as I love art.
 - ❖ This is actually very chilled, it's good at keeping me calm. I could stay here all day
 - ❖ My brother is never going to believe I made this, it's sooooo cool.
 - ❖ I've learnt how to plait today. I didn't think I could do it as I'm not very good at that sort of thing, but H showed me and now I'm super-fast.
 - ❖ Thank you loads. I have made you some cupcakes for you all.
 - ❖ I loved the Go Karting and Paddle Boarding.
 - ❖ The food was better than I thought. Really good selection.
 - ❖ I have had the best day I've have had in a long time here. Thank you.

We asked them to describe the holiday club in 3 words they said the following (many were repeated): helpful, kind, the best place, amazing, happy place, perfect, fun, safe, supportive, always there, loving, funny, open ears, caring.

Please contact sarah.pengelly@torbay.gov.uk with any questions. Thank you.

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

Date: 18 December 2023

Wards affected: All

Report Title: Progress Report on the Implementation of the Children's Service Continuous Improvement Plan 2022/25

Report Author: Stephen Hart, Independent Chair, Children's Service Continuous Improvement Board

When does the decision need to be implemented? Report to be noted and the timescales for improvement to be accepted.

Cabinet Member Contact Details: Cllr Nick Bye, Cabinet Member for Children's Services, nick.bye@torbay.gov.uk

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

1. Purpose of Report

- 1.1 This report summarises the progress that has been made in implementing the Children's Continuous Improvement Plan 2022/25. It also details how the plan is monitored and how strengths and areas for further development are identified.

2. Reason for Proposal and its benefits

- 2.1 The Council is united in wanting Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents. This Continuous Improvement Plan plays a key role in delivering those aspirations for the area's children, young people and their families by sustaining a focus on those areas of service which if delivered to a consistently good or better standard will improve their lived experiences. It is the first iteration of a plan that reflects the Ofsted inspection judgement of October 2022 which determined that Torbay Children's Service had progressed to 'Good' overall having previously been judged to be 'Inadequate'. This plan reflects the service's and Council belief that we should aspire to become an 'Outstanding' service and over its three year life we believe we shall address the requirements for achieving our ambition.
- 2.2 It is recognized that the complexity and wide-ranging nature of the plan means that progress will not be uniform. Some elements of the plan will progress more quickly than others, and some elements are dependent on others being well advanced before work in earnest can begin. These inter-dependencies are recognized in the timescales allocated to each element of the plan.
- 2.3 We are also acutely conscious that any plan can be affected by variables beyond our control such as new Government initiatives or unpredicted local events that must be addressed. We believe that the plan and our internal monitoring arrangements are sufficiently robust to accommodate these challenges. This is best exemplified by reference to the development of family hubs to support our commitment to multi-disciplinary and local service development so that families can access the services they need close to their homes at the time that they need them without unnecessary recourse to statutory services. Members of this committee will recall that Torbay has been selected by central Government as a 'pathfinder authority' for this development in recognition of its current standard of work and service development, and the confidence that it has in Torbay as a Children's Service area that can help others benefit from its experiences and expertise.

3. Recommendation(s) / Proposed Decision

1. That the report be noted.
2. That the Committee endorses the plan.

Background Documents

The Children's Service Continuous Improvement Plan 2022/25

1. Introduction

1.1 This Children's Continuous Improvement Plan comprises improvement priorities that are essential for the success of our ambition to become outstanding. It is complimented by the Councils Transformation Programme and our Sufficiency Strategy which quite properly focusses attention on the resources required for a successful children's service modelled in line with the detail of our vision for a child friendly Torbay. It contains our ambitious agenda for further improvement with priorities focused upon the needs of older young people in the process of transitioning to adult services, those at risk of youth homelessness and those vulnerable to exploitation and, potentially, offending behaviour. In addition, we are concerned to support young people with their health and, importantly we are seeking through this plan to stimulate the development of a revitalised and retargeted child and adolescent mental health service.

1.2 The previous iterations of the improvement plan very usefully set out its improvement priorities under 4 thematic pillars. We have chosen to follow a similar structure in the Continuous Improvement Plan but to reflect the partnership dimension of this continuous improvement plan we have introduced a 5th thematic pillar 'Robust Partnership Practice'. We have also extended the leadership, management and governance pillar to reflect the move towards a more joined up cross partnership approach to delivering children's services.

- Partnership, Leadership and Management
- A robust model of social work practice
- Robust partnership practice
- A sufficient and skilled workforce
- Quality assurance and audit.

1.3 Any plan of such magnitude and complexity requires a range of mechanisms to monitor progress to provide assurance that it is timely, meeting needs, securing 'traction' so that services that are delivered are of sufficient quality and flexible enough to be modified to reflect understanding of the needs of children, young people and their families. Torbay has adopted a four-strand approach which evaluates quantitative and qualitative material and data:

- Scrutiny of highlight and exception reports at the Children's Continuous Improvement Board (CCIB).
- Presentation to the CCIB and 'critical friend' challenge to reports by 'partner' Boards (such as Torbay's Safeguarding Children Partnership Board) who have priorities for provision of services for children, young people and families.

- Monthly, systematic 'Deep Dive' exercises carried out by the CCIB Chair and the Chief Executive which evaluates progress on specific areas of work.
- Periodic audit activities (including single and multi-agency audits, and dip samples) which focus on work with individual children and young people to capture how the services they have received have affected their lived experiences.

1.4 The following bullet points represent a synopsis of our current strengths and areas for improvement that have been identified by our monitoring and evaluating activities. For ease of reading and to reflect the structure of the Continuous Improvement Plan the findings are set out against the pillars of the plan. It will be quickly noted that pillars 2 and 3 have attracted most comment. This is to be expected as they are the largest areas of improvement and there is nothing to be read into the number of comments.

Strengths

- **Pillar 1**
 - Council political oversight through Cabinet and Overview and Scrutiny will evaluate the effectiveness of the partnership in delivering high quality services to children.
 - Following submission of an application to be considered as part of UNICEF's 'Child Friendly Communities', it is positive that Torbay has been accepted.
- **Pillar 2**
 - Torbay has been accredited as a Children's Restorative Organisation.
 - Consistently identify risk for children.
 - The IRO Service has been enhanced by appointing a Service Manager who has taken the lead on improving children's participation.
 - Practice standards (Ways of Working) have been revised, in line with the restorative model, and are clear about prescribed timescales.
 - Torbay has safely reduced the numbers of cared for children and continues on a downward trajectory, with significant year-on-year reductions since 2018-19.
 - Our audit activity evidences that for those children who need care, this is the right decision for them. Our adoption scorecard performance highlights the positive work being undertaken to achieve permanence.
 - The permanence Panel ensures that appropriate support is in place to ensure the plan of reunification is safe and effective, and that timely decisions are made in terms of presentation to Legal Gateway Panel with a view to entering into proceedings and seeking to discharge the Care Order.
 - Fostering families are supported politically by their attendance at the Fostering Forum,
- **Pillar 3**
 - Family hubs and partner agencies and groups provide a seamless early intervention and prevention offer which ensures children and their families have the right support at the earliest opportunity.
 - We are increasing the number of key workers who will support children and young people at an earlier stage of need and will not require a diagnostic process to have completed in order to access specialist neurodiversity provision.
 - Torbay has an effective exploitation toolkit which is embedded and used by professionals across the Torbay Children's Safeguarding Children Partnership.

- All care experienced young people who are experiencing or at risk of experiencing homelessness, from the ages of 18-25, are also tracked through the Youth Homelessness Prevention Panel.
- The Corporate Parenting Board has strand leads to champion areas of priority, with a dedicated lead for Housing.
- **Pillar 4**
 - Succession planning for Senior Leadership is complete. The Divisional Director group and all but one Head of Service are now permanent. The Service Managers roles are all permanently filled.
 - Leadership and Development workshops have been delivered to all Advanced Social Workers and Team Managers since the winter of 2022.
- **Pillar 5**
 - Deep Dive actions are tracked and updated monthly via Children's Social Care Senior Leadership Team and monitored via Quartet.
 - A consistent and robust monitoring process remains in place in relation to performance.
 - The service now has access to a wide range of PowerBI data dashboards, which allows for live and up to date data analysis within each service.

Areas for Development.

- **Pillar 1**
 - Multi-disciplinary partnership arrangements need to be maintained by a shared focus, agreed collaborative arrangements and clear statements of accountability.
- **Pillar 2**
 - Continue to maintain a focus on management oversight and supervision as part of the quality assurance.
 - Need for robust triangulation of information, more considered analysis of historical information as an indicator of the present and the future, strengthen the use of tools in assessment and promote the need for robust and timely updates of assessments relating to cared for children.
 - Achieve consistency for children in relation to their Child Protection chairperson.
 - Increase awareness of private fostering.
 - Embed FGC in Pre-Proceedings process.
 - Reduce reliance on unregistered and unregulated placements.
 - Reduce the numbers of cared for children living at home with parents.
- **Pillar 3**
 - The s75 finance arrangement, including the service specification for the Therapeutic Wellbeing Service, is currently under review as it has not been effective.
 - Identified development work to be completed with our Child Protection Conference Chairs/IROs, and we are in the process of identifying Practice Leads for training and supporting others to embrace the theories and principles of Contextual Safeguarding.
 - The TSCP have identified that there needs to be a task and finish group considering a model of contextual safeguarding.

- The TSCP have identified that there needs to be a task and finish group considering a model of contextual safeguarding.
- The most significant challenge remains access for care experienced young people to move on accommodation, generic housing stock as opposed to specialist accommodation.
- Temporary Accommodation and Youth Homelessness is on the corporate risk register for scrutiny, commitment and oversight.
- **Pillar 4**
 - Continue to focus on staff retention, minimise reliance on agency staff and ensure effective recruitment practices.
- **Pillar 5**
 - Ensure that QA activities are appropriately focused upon qualitative as well as quantitative data and that the workforce is sufficiently skilled to identify impacts and outcomes for all children and young people.

1.5 As can be seen from the above we have been able to make some good progress in a number of areas and given the challenges that Torbay is facing, this is welcome and reassuring. The confidential headline feedback we received from inspectors following the recent JTAI inspection has largely endorsed our level of self-awareness and understanding, and we shall use the published report that is due in the early New Year to re-enforce our plan if there is need to do so. However, there is no room for complacency within the service and across the partnership and we wish to push ahead with rigour to ensure that all of those areas where we have identified areas for improvement and development receive the necessary support and opportunity to make progress. We will focus hard on our continuous improvement agenda but in parallel we shall strengthen our partnership arrangements which have been significantly affected by personnel changes and the associated discontinuity that such disruption generates. This work will commence with a Chief Executive led summit meeting of her peers and chief officers in our partnership arrangements. We shall also continue to strengthen our audit and performance evaluative capability in the realisation that an understanding of children and young people's lived experiences has to be fully secured if we are to achieve the level of improvement we have set ourselves. This work has already started in Children's Services, and we shall seek to ensure our multi-agency and multi-disciplinary approaches keep pace. Finally, work on assuring the quality of social work practice never stops but in light of the developments above, we are at an opportune moment to reflect on our standard expectations and endorse or amend them in light of our knowledge and ensure that our front-line managers are properly equipped to deliver to the highest possible standard. Again, work on this element of our plan has started and will begin in earnest with a management meeting which is scheduled for January 2024 and followed by a whole staff meeting.

2. Options under consideration

See section 1 above

3. Financial Opportunities and Implications

- 3.1 All service developments in the Continuous Improvement Plan have been costed and are monitored through normal arrangements. When required, partnership funding is agreed using the relevant legislative framework and monitored through the associated procurement and commissioning arrangements.

4. Legal Implications

- 4.1 All elements of the plan are consistent with the relevant legislation.

5. Engagement and Consultation

- 5.1 Engagement with partner agencies and internal colleagues has been extensive and is an ongoing feature of any 'improvement journey'. In addition and crucially, the voices of children, young people and their families are increasingly directly involved in service development and delivery, for example in the creation of Family Hubs, SEND services and Cared For and Care Experienced services.

6. Purchasing or Hiring of Goods and/or Services

N/A

7. Tackling Climate Change

N/A

8. Associated Risks

- 8.1 The Continuous Improvement Plan itself is a tool which once implemented is designed to mitigate the risks to children and young people and risks to the reputation of Torbay Council of having a service that fails to meet the minimum good standards that are required by our regulators. Our monitoring and quality assurance structures will ensure that progress is appropriately maintained.

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

- 9.1 Equality impacts which do impact differently in different parts of this Improvement Plan have been built into each pillar.

10. Cumulative Council Impact

N/A

11. Cumulative Community Impacts

None.

Torbay Children's Continuous Improvement Plan: The Pathway to Excellence for Children and Young People 2022-2025

INTRODUCTION

This version of our Improvement Plan consciously retitled as 'Torbay's Children's Continuous Improvement Plan' marks a significant change in our approach. Previous versions of the plan have essentially and correctly focussed upon the requirements laid upon us by Ofsted and DFE to significantly improve the quality of children's social care, with specific emphasis upon child protection and those children who need to be cared for in order to safeguard them. We have made significant and consistently good progress in addressing our existing improvement objectives and the time is now right to move forward and tackle those issues that will enable us to achieve our ambition of creating a 'Child Friendly Torbay'. This does not mean that we are focussing our efforts on matters other than child protection and safeguarding. Rather, we are maintaining our acute focus on these two crucial areas, but the additional capacity afforded us by securing sustainable progress in other areas means that this Board can begin the process of transformation to a partnership wide drive to achieve a highly effective service for children that draws upon the full range of skills and expertise from partners.

This Children's Continuous Improvement Plan comprises improvement priorities that are essential for the success of our transformation. It is complimented by the Councils Transformation Programme and our Sufficiency Strategy which quite properly focusses its attention on the resources required for a successful children's service modelled in line with the detail of our vision for a child friendly Torbay. It contains our ambitious agenda for further improvement with priorities focused upon the needs of older young people in the process of transitioning to adult services, those at risk of youth homelessness and those vulnerable to exploitation and, potentially, offending behaviour. In addition, we are concerned to support young people with their health and, importantly we are seeking through this plan to stimulate the development of a revitalised and retargeted child and adolescent mental health service.

The previous improvement plan very usefully set out its improvement priorities under 4 thematic pillars. We have chosen to follow a similar structure but to reflect the partnership dimension of this continuous improvement plan we have introduced a 5th thematic pillar 'Robust Partnership Practice' (see below). We have also extended the leadership, management and governance pillar to reflect the move towards a more joined up cross partnership approach to delivering children's services.

- Partnership, Leadership and Management
- A robust model of social work practice
- Robust partnership practice
- A sufficient and skilled workforce
- Quality assurance and audit.

THE IMPROVEMENT JOURNEY

Children, young people and their families rightly expect high quality services, particularly in times of need. Our ambition for children and their families to benefit from good or better services in which they have 'a voice' and become fully involved remains strong and central to all that we do. We continue to understand the task ahead, and we are determined to build on what Ofsted has judged to be good progress across the services for children. The significant success we have achieved in building a largely permanent workforce led by a determined and motivated management team will help us as we move forward. As we do, we will involve our managers, our workforce and our partners to shape what we do, and we will capture the views of our service users to help us understand how best we can help.

OUR CONTINUOUS IMPROVEMENT PLAN AND THE ROADMAP TO EXCELLENCE

The tables below detail the action that we are taking in order to continue to progress to excellence on our improvement journey. The document will continue to be periodically updated to show progress. It is a 'live' document which continues to be updated as required and as progress is made.

The Director of Children's Services is the overall owner of this continuous improvement plan and responsible for ensuring that its implementation is progressed and that updates continue to be provided on a monthly basis.

We are confident that if we achieve the aims and objectives set out in this plan, we will become an outstanding Local Authority Children's Service and our children and young people will benefit from consistently excellent services delivered by a highly skilled and motivated workforce in conjunction with our partners. The specific criteria used by Ofsted to assess outstanding services are reproduced below. As the Ofsted Inspectors reported in their 2022 Inspection, we are not complacent, and we are ambitious to continue to improve. This plan reflects those improvement priorities and incorporates the four recommendations made by Ofsted.

OFSTED CRITERIA FOR OUTSTANDING

Inspectors will determine the **overall effectiveness graded judgement** by taking account of the grading of the other judgements that have been agreed and by looking at:

- the extent of good practice across the service
- the extent and impact of any areas for improvement

- whether areas for improvement have been identified and the extent to which leaders and managers have a ‘grip’ on the issue

‘The experiences and progress of children who need help and protection’ is likely to be judged outstanding if the response to children and families is consistently good or better and results in sustained improvement to the lives of children, young people and their families.

‘The experiences and progress of children in care (cared for) and care leavers (care experienced)’ is likely to be judged outstanding if the response to children in care and care leavers is consistently good or better and results in sustained improvement to the lives of children in care and care leavers.

‘The impact of leaders on social work practice with children and families’ is likely to be outstanding if, in addition to meeting the requirements of a ‘good’ judgement, there is evidence that leaders (both professional and political) and managers are confident, ambitious and influential in changing the lives of local children, young people and families, including children in care and those who have left or who are leaving care. They inspire others to change the lives of these children and young people and their families. They innovate and generate creative ideas to sustain the highest-quality services, including early help services, for all children and young people. They know their strengths and weaknesses well and both respond to and are resilient to new challenges. Professional relationships between the local authority and partner organisations are mature and well developed. Accountabilities are embedded and result in confident, regular evaluation and improvement of the quality of help, care and protection that is provided.

Theme 1 – Partnership, Leadership Management and Governance

Objective 1.1:

- Partnership leadership, management and governance in Torbay are strong and sharply focused on continuing to improve and sustain outcomes for children and young people.

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
1.1.1 Page 43	<p>Effective leaders and managers will determine the priorities of their organisations to deliver services for children in support of the principles of “Child Friendly Torbay”.</p> <p>Leaders and Managers will ensure that the workforce has a common understanding of the priorities for children and their intended impacts. Understanding the</p>	<p>Leaders and managers will demonstrate authority, vision and management skill to ensure that the service is fit for purpose and the workforce is sufficiently trained and motivated to deliver its objectives to time and within the legal framework.</p> <p>Robust Service Plans specifying individual and collective responsibilities to be in place articulating vision,</p>	CEO, DCS, Directors of partner organisations	Immediate and ongoing.	Children will benefit from consistently high quality and sustainable services, including multi-disciplinary services that are responsive to informed understanding of need	All work will be compliant with statute and local policies and procedures, when measured by audit, dip sampling, management oversight and child level performance data.	<p>Partnership boards and children’s social care services demonstrate a shared understanding of the priorities for children and young people and have the capacity to deliver services to a consistently good or better standard.</p> <p>Systematic scrutiny through the work of the Children’s Continuous Improvement Board, partnership boards and</p>

	<p>interdependencies and application of legal frameworks are established and are demonstrated through implementation.</p>	<p>priorities, and standards.</p> <p>Senior leaders are effective in ensuring that the workforce fully understands their priorities and how they combine in an interagency context. Leaders and managers are able to offer appropriate support and challenge when required.</p> <p>Implement our workforce strategy, to support retention and recruitment of frontline practitioners.</p>					<p>Council political oversight through Cabinet and Overview and Scrutiny will evaluate the effectiveness of the partnership in delivering high quality services to children.</p> <p>Following submission of an application to be considered as part of UNICEF's 'Child Friendly Communities', it is positive that Torbay have been accepted as part of the programme and are presently in conversation with UNICEF to agree the MOU with a starting date of November/December 2023.</p>
1.1.2	<p>Elected members will be conversant with the priorities and the challenges of the</p>	<p>Knowledgeable Elected Members will contribute relevant knowledge and experience from their</p>	<p>Council Leader, Lead Cabinet Member for Children's</p>	<p>Members and partnership boards to</p>	<p>The elected members will hold the services for</p>	<p>Children will benefit from members and partnership</p>	<p>During 2022, the CCSIP was reviewed at Children's Overview and Scrutiny and as part of</p>

	<p>improvement priorities and will be active in offering political challenge on behalf of their communities.</p>	<p>work on partnership boards such as Overview and Scrutiny, Corporate Parenting Board and Health and Wellbeing Board.</p> <p>The Lead Member and other relevantly involved Councillors will continue to have access to the monthly data and performance reports, including highlight and budget reports that will specify and identify progress and risks to progress and enable them to discharge their statutory duties effectively.</p> <p>Partnership leads and Members will make programmed visits to services to enable them to understand progress and best practice. Visits will include</p>	<p>Services supported by the CEO.</p>	<p>be briefed on the priorities of the children’s continuous improvement plan by July 2022 and relevant updates will be given when required.</p>	<p>which they are responsible to account for the provision it makes to children and their families.</p> <p>Partnership Boards will use their own arrangements for overseeing and scrutinising the work related to improvement priorities for which they are accountable.</p> <p>Members will be able to offer assurance to their communities about the progress that is being made</p>	<p>boards being able to properly scrutinise the volume and quality of services provided within their remit.</p>	<p>the Children’s Service Quartet. Since the change of administration following the local elections in 2023, there has been a change in political administration however the new administration has clearly articulated that they see Children’s as a priority and are committed to continuing the good work that the service has delivered to date.</p> <p>The new Lead Member for Children’s has ensured that there was a Children’s focus item on the recently established Cabinet and Directors Meeting. The service has also delivered to the wider Members as part of their induction information and training relating to corporate parenting, the delivery of</p>
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		opportunities to extend their existing relationships with key partners and to strengthen further their contributions to services for children made through current arrangements such as the corporate parenting board.					education services and safeguarding. We also maintain a number of Boards where there is representation from across the political landscape.
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Theme 2 – A robust model of social work practice

Objective 2.1

- Effective supervision and management oversight will continue to support best practice and encourage and direct improvement in circumstances where progress has failed to gain traction or has stalled.*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
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2.1.1	<p>Supervision to be timely and will be recorded in accordance with policy requirements specifying actions when necessary.</p> <p>Supervision to be restorative and demonstrate reflection and challenge to social work practice and ensure it supports 'good' or 'better' services to children.</p> <p>The requirement for periodic management oversight is explicit and achieved.</p>	<p>Supervision records will show for example case direction, reflection, advice, decisions, endorsements of agreed actions and progress.</p> <p>Supervision specifically identifies good practice and areas for improvement.</p> <p>Supervision is regular, planned and at intervals reflective of the experience and capability of the worker.</p> <p>Management oversight is recorded on each child's file at prescribed intervals, or more frequently when necessary, and demonstrates management 'grip' and understanding of the</p>	Heads of Service, Service Managers, Team Managers, and Assistant Team Managers.	Immediate and ongoing.	<p>Children will benefit from skilled workers who have been afforded opportunity to refresh and reflect upon their approach to their work, where necessary by developing new skills.</p> <p>Children will also benefit from managers being fully conversant with their needs and when necessary, interjecting to ensure that the case is 'on track'.</p>	<p>Ensure active and robust social work intervention. Reduce drift and delay.</p> <p>Better, more structured approach to work.</p> <p>Clear management support and direction to ensure that actions required to safeguard and support children are in place and actively monitored.</p>	<p>During the last six months, there has been a focus on management oversight and supervision as part of the quality assurance requested by the CCIB.</p> <p>This was undertaken as part of the Chief Executive Deep Dives that were historically established under the previous improvement; these have continued following the Ofsted grading of 'good'. This evidenced a positive reflection from the workforce in respect of how they felt supervision supported them however also identified a potential flaw in the recording on the system which was impacting negatively on the monthly performance reporting. This has now been rectified and the outcome of the Chief Executive Deep Dive is</p>
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		<p>child's needs and how the plan will meet them.</p> <p>Supervision offers development and challenge opportunities and gives dedicated time for reflection.</p> <p>Supervision is recorded according to policy and where action on cases is required, a note is always made on the child's record and managers monitor for effectiveness.</p> <p>QA mechanisms and performance reports will ensure the robustness of supervision.</p>					<p>monitored through the Children's Focus Meeting.</p> <p>We also have been accredited as a Children's Restorative Organisation and we are also waiting for confirmation as to whether we have been accredited for our Restorative Training.</p>
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Objective 2.2:

- *Improve the quality of assessments and plans for children to ensure that purposeful work achieves objectives and prevents takes place to prevent drift. Children in Need, child protection reviews and core group meetings should specifically evaluate and record children progress, in addition to sharing and updating information.*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
2.2.1	<p>All assessments demonstrate that historical factors and all relevant information, including ethnic and cultural issues, are considered and analysed. They will take into account the knowledge held by all relevant partners, and contributions from all relevant family members will always be included.</p> <p>The child's voice is evident, and the child's lived experience is understood.</p>	<p>Secure and sustain the quality of all assessments for children and young people which will incorporate their 'voice'.</p> <p>Demonstrate the quality of direct work to reflect that it is purposeful, meaningful, and suitable for inclusion into assessments and plans.</p> <p>Adopt a restorative approach to assessment to enable a good understanding of the diverse nature of families. The finalised assessment should be suitable to</p>	HoS, Service Managers and Team Managers to oversee, social workers to deliver.	Immediate and ongoing.	<p>Children will benefit from an assessment and subsequent plan that is comprehensively based on an understanding of their cultural needs and how services will respond to the diverse natures of families.</p> <p>In keeping with the restorative model of practice, children will contribute through direct work with their workers. Records of this work will be</p>	<p>Children's journeys, their lived experience and childhood will be understood, captured and articulated as a result of the critical contributions from the child and the family, and the skill of the workers involved in bringing together the wealth of information that is gathered.</p> <p>Most assessments will be judged to be good by</p>	<p>The quality of assessment is considered in each full audit undertaken within the audit cycle, and regular dip sampling activity also considers this separately.</p> <p>The quality of assessment within the realm of children in need of help and protection has shown significant growth in terms of the numbers meeting good, with quarterly increases sustained from 2022-23 into the 2023 audit cycle.</p>

		<p>inform a robust care plan for the child.</p> <p>Assessment quality will be subject to periodic audit process.</p>			<p>identified on files and evidenced in assessments and plans.</p> <p>Children will experience and know that their voices have been heard.</p>	<p>QA and audit processes.</p> <p>The timescales for assessment completion will be set and achieved according to the child's needs.</p> <p>The quality of assessments will lead to improvement in care plans.</p>	<p>Audit activity tells us that the strengths identified within practice in respect of assessments over the last six months include:</p> <ul style="list-style-type: none"> •Needs being well explored alongside the impact of lived experience. •Child and family expressed view being well captured. •Research used to identify need. •Up to date chronologies. •Clear identification of risk. •Protective factors considered and analysed.
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							<ul style="list-style-type: none"> • Considers current and historical information. • Assessments being proportionate and balanced. <p>Areas for development include the need for robust triangulation of information, more considered analysis of historical information as an indicator of the present and the future, the use of tools in assessment and the need for robust and timely updates of assessments relating to cared for children.</p>
2.2.2	Management oversight of assessments is consistently good	Management oversight continues	HoS, Service Managers and Team Managers	Immediate and ongoing.	Children will experience work that is more	Children will benefit from social workers who have a	As detailed within 2.1.1, there have been a number of activities over recent months in

	<p>and ensures that guidance is given to ensure that children receive timely, skilled help and protection.</p>	<p>to be evident on all open files.</p> <p>Ensure management oversight comprises case direction, advice, decisions and endorsements of agreed actions.</p> <p>Introduce audit activity to quality assure the requirements associated with managerial oversight.</p>			<p>structured and focused.</p> <p>Slippages and variances from the plan will be identified early.</p> <p>New requirements to ensure the effectiveness of the plan are introduced in timely ways.</p>	<p>clear understanding of the purpose of their interventions and have opportunity to work in conjunction with the professionals in relation to the actions they are taking to achieve their outcome goals.</p> <p>Management oversight will ensure that work with the child is supported, appropriately challenged and when necessary, directed to</p>	<p>relation to management oversight and supervision, indicating a positive trajectory of improvement, evidencing that managers are systematically reviewing children's files and assessments which will support good outcomes and reduce drift and delay.</p> <p>This is regularly highlighted through audit overviews presented to the Children's Focus Meeting and through performance exception reports presented to the CCIB.</p>
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						ensure a good quality service that takes account of the child's voice and needs.	
2.2.3	<p>Child in need plans and child protection plans will be produced in a timely fashion, reflect assessed need, promote improvement in the child's lived experience and are consistently evaluated for progress and impact, including the contributions made by the child.</p> <p>Core group meetings include relevant professionals and are purposeful in</p>	<p>The requirements to achieve good or better assessments and plans continue to be effective and aligned to the established needs of the child. The child (subject to age and understanding) will have contributed to and understand their plans.</p> <p>Continue to ensure that all managers understand their accountabilities in relation to assessments and monitor for</p>	Team Managers, managers from partner agencies, Social Workers, (HoS and Service Managers when necessary).	Immediate and ongoing.	<p>Children will recognize that they are able to contribute directly and influence assessments and plans.</p> <p>Children will receive consistently good services as a result of having high quality assessments and plans to which they have contributed which set out the</p>	<p>Formal consultation with children about their experiences of child in need and child protection planning and implementation.</p> <p>Dip sampling and when necessary, audit to check for compliance with requirements (including management oversight) and quality.</p> <p>Performance management reports will</p>	We have a permanent team of IROs and CP Chairs; they now actively send a postcard, by way of introduction, which is sent out to all children of an appropriate age allocated to them at the start of the CP process. These postcards detail who the IRO/CP chair is along with their contact details and a photograph of themselves. The objective here is to ensure children have free and open access to their IRO/CP chairs in relation to planning,

	<p>ensuring that plans are implemented and effective.</p> <p>Management oversight of child protection and children in need is effective and assures timely practice which affords the necessary levels of protection.</p>	<p>compliance and quality.</p> <p>Ensure that management oversight uses restorative principles to give timely and clear direction having evaluated the child's needs and circumstances, risks and progress with the current plan.</p> <p>CP chairs and managers (including managers from partner agencies) will monitor attendance at core group meetings and take action when necessary to ensure that plans are effective.</p> <p>Ensure that the capacity of the children's social care</p>			<p>requirements and timescales.</p> <p>Managers will make sure that all plans are implemented and take action when required.</p>	<p>detail compliance with timescales and establish that children have contributed.</p>	<p>participation and feeding back on reviews.</p> <p>The IRO Service has been enhanced by appointing a Service Manager who has taken the lead on improving children's participation. This includes closer working with the social work teams and also the advocacy service. The team has also been further enhanced by the addition of a CIN/IRO role, following concerns raised by the CCIB in relation to the quality and reduction in Child in Need visit compliance and review compliance, as well as the increase of children subject to CIN plans over a year. This</p>
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		service is deployed effectively to enable effective casework and management oversight.					<p>is evidencing positive outcomes.</p> <p>Audits across all areas of work are regularly carried out now with specific themes during each audit cycle. The findings of the audits are fed into learning forums such as the Practice Improvement Forum. A recent deep dive into children's files where the report for RCPC was out of the practice standard timescale has been undertaken.</p> <p>IRO service performance management meetings are now held on a monthly basis. The meetings revolve</p>
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							around targeting certain areas of the MPR and are fully minuted with actions going forward to review at the next performance meeting. The minutes are circulated to all the IROs and also the Divisional Director for regular oversight and feedback.
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Objective 2.3:

- Continue to ensure the effectiveness of Independent Reviewing Officers and Child Protection Chairpersons. Their work is recorded appropriately, and actions are evaluated for impact, reviewed routinely and cases are escalated when necessary).

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
2.3.1	Child Protection Chairs will continue to have effective oversight of cases, challenge and	Child protection chairs will always be expected to be fully conversant with the details of the child's circumstances	Child Protection Chairs	Immediate and ongoing.	Children will benefit from the regular oversight and knowledge of	Children will be subject to child protection plans for as	Progress in this area of work has been hindered for many years due to the following issues: -

	<p>escalate where necessary. They monitor agreed actions to ensure implementation and evaluate impact on outcomes for children.</p>	<p>and their plan, always record concerns and the actions that are required. Actions are monitored according to required timescales.</p> <p>Child protection chairs will be expected to use the 'dispute resolution' process whenever they find poor practice or failure to implement the plan in full.</p> <p>Chairs and senior managers to actively review children who are subject to CP plans and ensure that the plan is effective and relevant to the circumstances of the child.</p> <p>Periodic dip samples are scheduled in the quality assurance timetable to ensure</p>		<p>Child Protection Chairs which will reduce the likelihood of them remaining in circumstances where they are likely to suffer significant harm.</p> <p>Where practice is of not good enough standard for children, improvements will be made using the dispute resolution process with the single goal of ensuring good or better outcomes for each child.</p>	<p>short a period as possible.</p> <p>Plans will demonstrably be fully implemented and achieve their outcomes in timescales suitable for the child.</p> <p>There will be a reduction in the numbers of children with second or further plans.</p>	<ol style="list-style-type: none"> 1. Excessive staff sickness. 2. An over-reliance on agency staff. <p>The above two factors combined have created a situation whereby consistency for children with having one Child Protection chair following their plan through to step-down has been negated and, in some cases, 'start again' processes arising with a new CP chair taking a different view on the CO planning progress. This inevitably results in children remaining on plans longer than necessary.</p>
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		<p>compliance with the actions set out above.</p> <p>Monthly reports to be reviewed by the Head of Service for QA & safeguarding.</p>					<p>Both the above-mentioned matters have now been fully addressed with the sickness issues being managed via the appropriate HR processes and individual workers either being managed out of the service or managed under absence review processes. The reliance on agency staff has been addressed with assertive recruitment to the historical vacant posts and, as previously stated, there is now a permanent team in place.</p> <p>It can be evidenced within the monthly performance which is submitted to the CCIB the positive trajectory of data evidencing clearly the impact for children of having timely ICPCs/RCPCs and</p>
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							relevant Core Group meetings.
2.3.2	Plans will continue to have sufficient focus to enable the progress of children to be measured and drift and delay to be avoided.	<p>Specific requirements for visiting frequency, the focus of the work to be undertaken and the need to incorporate the voice of the child in each assessment and plan will be made explicit.</p> <p>Recommendations of plans will be timed and measurable with accountability defined.</p>	Child Protection Chairs and Operational Managers.	Immediate and ongoing.	Children will benefit from prescribed and needs focused visits that will deliver their plan and ensure that their voices are heard and acted upon.	<p>Visiting frequencies will be within prescribed timescales.</p> <p>Records will demonstrably reflect the child's contributions and there will be clear evidence that their plans are implemented in full.</p>	<p>Practice standards (Ways of Working) have been revised, in line with the restorative model, and are clear about prescribed timescales as well as other expectations associated with every level of planning.</p> <p>Restorative planning workshops and Listening Circles form part of our feedback from the service are being implemented.</p> <p>A weekly meeting has been introduced between the HOS MASH, Front Door and Operational Services and HOS SARs, to monitor and oversee the</p>

							<p>progress of child protection plans, and to prevent drift and delay.</p> <p>The number of cared for children in the South West has increased in recent years, however Torbay has positively responded with an edge of care offer that has safely reduced the numbers of cared for children and continues on a downward trajectory, with significant year-on-year reductions since 2018-19.</p> <p>It has been acknowledged that the mandated changes to the NTS and the establishment of an asylum hotel in Torbay has impacted on our cared for numbers; this has been a focus in the CCIB and presentations in respect of this challenge has been an</p>
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							ongoing discussion as a partnership.
2.3.3	Independent Reviewing Officers (IROs) will continue to contribute to continually improving practice through their challenges and escalations.	<p>IROs to support and influence best practice. They are required to use the formal 'dispute resolution' process to challenge poor decision making or drift and delay in developing or implementing children's care plans.</p> <p>IRO's to consistently track actions and oversee progress between reviews to ensure care planning is timely, child and young people focused, and works towards achieving permanence for children.</p> <p>IRO's to alert the Divisional Director about any placements in 'inadequate' provision or where the provider is failing to</p>	IROs	Immediate and ongoing.	<p>Children will benefit from focused intervention and robust care planning decisions to which they have contributed to support their long-term needs.</p> <p>Children will experience better quality services as a result of IROs challenging poor practice and supporting good standards.</p> <p>Decisions for children in relation to</p>	There will be an increase in alerts and more timely responses to these alerts	<p>An alert system is now in place whereby social workers receive a prompt at the 10-day stage that a report is due for a Cared For review. At the five-day point, the Heads of Services for Regulated and the Safeguarding Services are included in the alerts so assertive senior management action can be taken.</p> <p>Individual IROs have been tasked with forming links with teams across all of social care in order to deliver learning from reviews and how this should be taken forward to improve care planning.</p> <p>Post Covid, more IRO visits are being undertaken to children's</p>

		meet the agreed needs of the child.			permanency planning will be timely.		placements and any concerns reported back to the Heads of Service and the Divisional Director. 'Becoming Cared for Meeting' meetings are held for all children within seven days of becoming cared for to ensure all children have the right plans in places at the right time to inform their initial care plan.
Objective 2.4 <ul style="list-style-type: none"> The management and practice in relation to private fostering arrangements continues to identify children and provide a good or better service within the framework of legislation. 							
Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
2.4.1	Partners, including language schools, should be cognisant of law and policy governing private	Provide training for all front-line staff on the legal framework about	HoS	July 2022.	Children who are privately fostered are safeguarded.	Privately fostered children will be identified and	Although a focus on private fostering and the duty to promote was positively responded to, this has not been as

	<p>fostering arrangements.</p> <p>Children receive timely visits, and the assessments are concluded which evidence the impact upon the child in living in a private fostering arrangement.</p>	<p>what constitutes a private fostered child.</p> <p>Review all privately fostered children who are known to children's social care and take immediate action to safeguard them when necessary.</p> <p>Review and revise the process of decision making in relation to privately fostered children and ensure that it is robust.</p>			<p>All privately fostered children will benefit from the implementation of the private fostering procedure.</p>	<p>appropriately safeguarded.</p> <p>Children will benefit from compliance with law and regulations.</p>	<p>widely publicised in the last six months and is an immediate action for the service.</p> <p>It is acknowledged that, during the summer months, the language schools undertook a number of activities promoting Torbay as an area for foreign student to travel to, however on examining the length of stays, these visits would not have fallen under the private fostering framework. The present data evidences a small number of privately fostered children and there is improvement in the statutory compliance relating to these children.</p>
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							It is important to note that, for one particular language school, there were potential safeguarding concerns, the LADO was actively involved in enduring children were not left in circumstances that were deemed to be unsafe. The Need-to-Know process was initiated, in order to notify relevant senior leaders.
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Objective 2.5:

- *Ensure that all looked after children need the care of the Local Authority and if so, they are helped to achieve security and permanence, as appropriate to their needs, through long term foster care, special guardianship or reunification within their timescales.*
- *Ensure that children looked after with a plan for permanence, understand their life story and the reasons why they cannot live with their birth families prior to preparation for a move.*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
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2.5.1	<p>For children who need to be cared for, decisions should be timely and only exercised once all other options, such as placement with wider family members have been exhausted.</p> <p>Whenever possible emergency placements are avoided.</p>	<p>Continue to identify children at the edge of care at the earliest opportunity following referral or through the children in need and child protection processes.</p> <p>Edge of care services (including the use of family group conferences) to be integrated and made available in planned and timely ways to all children vulnerable to breakdown in their living arrangements.</p> <p>Ensure that edge of care workers are clear in recognizing when children are insufficiently safe to remain at home.</p> <p>Ensure that children's plans are updated, and initial health</p>	Divisional Director & HoS	Immediate and ongoing.	<p>Children will feel safe, and their voice and that of their families will be heard in decision making forums.</p> <p>Children will experience concerted efforts to enable them to continue living safely with their families wherever possible.</p> <p>Children will be helped to understand that admission to care will only occur when necessary. Whenever possible it will be carried out in a planned way</p>	<p>Children will only be admitted to care when all other options have been considered.</p> <p>Placements will be available to children at the point of admission and unnecessary moves or prolonged stays in police stations will be avoided.</p> <p>Quarterly reporting from the edge of care panel on activity will evidence quality of decision making,</p>	<p>All audit activity considers the use of FGC and edge of care, at appropriate points in a child's plan. Recent benchmarking in respect of Court activity suggests that FGC is not embedded in the pre-proceedings process; this has led to a change in practice with FGC coordinators attending the initial PLO process and genograms being included in the initial PLO letter.</p> <p>Our audit activity evidences that for those children who need care, this is the right decision for them. Our adoption scorecard performance highlights the positive work being undertaken to achieve permanence for</p>
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		assessments are completed on time and management oversight prevents drift and delay.			for the shortest possible time. Children will benefit from increased placement stability as a consequence of good matching.		children at the earliest point. As part of an escalation of concern in relation to the use of police powers of protection, the Independent Scrutineer oversees audit activity relating to this and reports back his findings. It is unfortunate that due to the sufficiency challenges both locally and nationally, particularly when independent providers and agencies, that immediate is given which means that, for a small number of children, unregulated and unregistered is the only viable alternative. This is not a position we would
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							<p>want to be in, and we continue to provide Ofsted on a weekly basis the information relating to the children in unregistered settings as well as this being a standard item for the Quartet, in order to assure Members and the Chief Executive that these children are being adequately safeguarded to the best of our ability.</p> <p>Building Futures Together practice standards have been revised, with pathways of support including edge of care, reunification and placement stability; the team also plays a critical role in the youth homelessness response, in terms of re-visiting reunification at various</p>
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							<p>points during the child's journey.</p> <p>No decision for a child to become cared for is made without appropriate oversight from HOS and DD; this includes review of all alternative options, and additional support.</p> <p>Becoming Cared For meeting now introduced with agreed Terms of Reference; this ensures appropriate oversight at DD level of statutory requirements at the point of becoming cared for, as well as other aspects of the child's care plan.</p>
2.5.2	Children returning home from care receive sufficient support to enable	Continue to build on knowledge gained from 'what works' and 'what doesn't work'	Divisional Director and HoS	Immediate and ongoing.	Children will not return home unless it is demonstrably in	All children who return home will have a reunification	There are currently 24 children placed at home with their parents. This was an area of concern

	<p>them to live successfully in their communities with few returning to the care of the local authority.</p>	<p>evaluations so that evidence based best practice can be assured.</p> <p>Continue to use evidence-based practice learning to inform the sufficiency strategy and training and development opportunities for relevant members of the workforce. .</p> <p>Independent Reviewing Officers (IROs) to continue to ensure that the statutory requirement to review all children’s care plans prior to reunification is implemented in every case.</p> <p>Reinforce to all front-line practitioners and team managers the requirement that any children returning home</p>			<p>their best interests, and they will be protected and safeguarded.</p> <p>Children will be supported to remain at home avoiding further episodes of care.</p> <p>IRO to have a better oversight of those children who are returning home and raise challenge using the escalation process if the support plan is not appropriate or implemented.</p>	<p>plan that is implemented in full and supports them to live within their families.</p> <p>The percentage of children re-entering care will reduce.</p>	<p>raised by the DCS in the Children’s Focus Meeting in September 2023, and a request for a specific paper to be submitted to the Children’s Focus Meeting was made, and this is due to be considered in the November 2023 meeting. In the event this raises partnership issues, a discussion will occur with the independent chair of the CCIB to consider whether the Board require further oversight.</p> <p>All children subject to Schedule 3 regulations are tracked and monitored through Permanence Panel on a monthly basis. This Panel ensures that appropriate support is in place to ensure the plan of reunification is safe and effective, and that</p>
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from care must have a revised contemporary assessment and support plan.

timely decisions are made in terms of presentation to Legal Gateway Panel with a view to entering into proceedings and seeking to discharge the Care Order.

The Court QA Manager maintains a Tracker of all Schedule 3 assessments to ensure timeliness, management oversight at HOS level and compliance, and appropriate review of these assessments at appropriate stages within a child's planning. As good practice, Schedule 3 assessments are also undertaken in circumstances whereby a child is placed at home under s38(6).

2.5.3	When it is anticipated that children require long term care, matching with carers should occur at the first opportunity so that they benefit from the stability and emotional security that this will offer them.	Take action to ensure that where long term fostering is the child's final plan, arrangements to secure the plan will be prioritised and any avoidable delays will be tackled immediately.	Divisional Director and HoS	Immediate and ongoing.	Children and young people will benefit from early decisions to secure matched long-term plans, and they have been involved in the decision-making process.	More children will benefit from matched long-term placements with foster carers, and they will understand the reasons that led to the decision. Increased security and stability will reduce placement disruption.	Of the 300 cared for children as of 31st October 2023, 68 are matched long term to their foster carers and 18 to their Connected Carers. This equates to 28% of the cohort. 25 (8%) children are placed in short term Connected Carer arrangements, pending the outcome of proceedings. 102 children (34%) are placed in short-term fostering placements. Long term matching is considered and reviewed through the Permanence Panel, with all children who have been in the same placement for eleven months being
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							referred for long term match consideration. Once a match is ratified by the ADM, children receive a long-term match certificate and a personalised letter.
2.5.4 Page 72	Fostering families will benefit from annual reviews and will be supported in their task by training and development opportunities.	National Minimum Standards will be complied with in full and annual reviews will identify the learning needs of fostering families that will be built into a personalised development plan	HoS Specialist Services.	Immediate and ongoing.	Children and young people will be assured that foster carers' capabilities and capacities are understood and, where necessary, development needs are addressed.	Improved range of skilled and developed foster care provision as a result of carers' capabilities being fully understood.	This has been a particular focus of the service, which has resulted in consistently strong performance in relation not only to the compliance in terms of Annual Reviews but also in terms of DBS Checks, Medicals and TSD minimum training. As of October 2023, 93% of carers had benefitted from an up-to-date annual review.

							Our fostering families are supported politically by the attendance of the Children’s Lead Member at the Fostering Forum, who raises any concerns with the DCS that may arise from the Forum.
2.5.5	<p>Children continue to benefit from effective and timely life story and direct work that is undertaken by skilled workers.</p> <p>Life story work for children needs to start at the earliest opportunity so that children understand why they cannot live with their birth family.</p>	<p>Permanence planning will always include timely requirements for life story and direct work that offers children the opportunity to be fully involved and contribute to their understanding of their life journeys.</p>	<p>Team Managers and Social Workers – HoS and Service Managers when necessary.</p>	<p>Immediate and ongoing.</p>	<p>Children will have a comprehensive understanding (commensurate with age) about the reasons for them living away from their birth families and why they need to live in permanent arrangements. They will have experienced opportunities to contribute to relevant discussions throughout the process.</p>	<p>Better bonding with their permanent carers.</p> <p>Fewer placement disruptions.</p> <p>Children will develop better attachment capabilities and greater confidence.</p>	<p>Torbay continues to recognise the impact of high-quality life story work for children and young people. We have developed JIGSAW: Torbay’s Life Story Work Strategy, which outlines the overarching concept, that every Torbay child has the right to learn about their history and ask questions about their care experiences. The Strategy outlines the distinction between life story books and life story work, principles for practitioners to consider when undertaking this</p>

							<p>work and tools to use when doing so.</p> <p>Audit activity continues to evidence and highlight the quality of direct work with children and young people.</p> <p>As of October 2023, 65% of children adopted in the last twelve months had a completed life story book; the same percentage of children had a completed later life letter. This is tracked and overseen by the monthly performance report. This is an area for development; however, we have seen improvement in this performance from a legacy position during the pandemic, whereby</p>
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							the external commissioned service undertaking this work on Torbay's behalf ceased to function.
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Theme 3 – Effective Partnership Practice

Objective 3.1:

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- *Early Help services provide timely and appropriate help to children and their families which prevents escalation (or re-referral) to statutory services.*
- *Life chances for children will be supported by early intervention, with a particular focus upon their holistic health needs.*
- *Ensure that responses to children who go missing continue to be coordinated and effective in locating them and offering prioritised post episode support so that their needs can be fully understood. Interventions with children, disruption activity with persons of concern and at particular 'Hot-Spots' are properly targeted.*
- *To continue to build upon the increasingly effective arrangements in relation to MARAC and MAPPA.*
- *Ensure that all 16- and 17-year-olds who present as homeless are assessed by social workers and that they are aware of the options open to them, including the option to become looked after.*
- *Ensure all care experienced young people in temporary accommodation achieve accommodation security.*
- *All cared for and care experienced young people benefit from appropriate educational support, particularly literacy support to enable them to participate and benefit from learning.*

- *Ensure that all young people who will transition to adult services will benefit from appropriate personal support through the process.*
- *To develop and deliver a revised Youth Strategy which reflects the identified needs of young people.*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
3.1.1 Page 76	The Council and its partners as a whole have an agreed understanding, vision and joined up approach to Early Help which supports the improvement priorities and prevents avoidable escalation to statutory services. Wherever possible services will be accessible to families through the network of	To complete the implementation in full of the Early Help Strategy and ensure that the Family Hub Project Board and Family Hubs are properly focussed on developing a Child Friendly Torbay.	Family Hubs Project Board and partners	Immediate and ongoing.	Children and families will benefit from a rigorous multi-disciplinary approach to Early Help which will enable them to access appropriate and local services in a timely way and at a level which meets their needs.	To monitor and evaluate data relating to uptake of Early Help, successful completion of early help interventions, rates of escalations to statutory services and rates of step down to Early Help.	Implementation of the Family Hubs has enabled an enhanced link between early help and prevention, and the 0-19 services under public health, providing a seamless early intervention and prevention offer which ensures children and their families have the right support at the earliest opportunity.

	community-based Family Hubs.					The impact of Family and Community Hubs will assure significant knowledge of local services that can be drawn upon by families.	This model was validated by Ofsted during the Start for Life thematic review, who observed seamless service delivery. The implementation of the Family Hub has coincided with a reduction in the number of children being supported at Child in Need level, particularly over the last three months. This is due to the impact of services, which focus on connection, relationships and access, at the universal level.
3.1.2	In conjunction with health and public health partners, identify the resources available and gaps in provision and take steps to jointly commission those services required to meet the emotional	Use existing and new community resources to work with children and their families to promote and secure their emotional well-being.	Head of Service, Early Help, Early help Hubs, Health and Public Health professionals in conjunction with families and children	December 2022	Children and young people with emotional health challenges and low-level mental health concerns will benefit from early support	Early identification and effective support will impact upon escalation rates and will enable timely referral and access to	The emotional and mental health needs of cared for children and care experienced young people continues to be a significant focus for Torbay. The care planning meeting structure promotes a child and young person led

	<p>well-being needs of children throughout their childhood and, where relevant, up to 25 years of age.</p>				<p>from within their communities.</p>	<p>specialist services when necessary.</p>	<p>exploration of what additional services might be required for children and young people, to meet their therapeutic, emotional or mental wellbeing needs.</p> <p>An Emotional Wellbeing sub-group has been established as part of Torbay's Written Statement of Action response, led by the ICB.</p> <p>The s75 arrangement, including the service specification for the Therapeutic Wellbeing Service, is currently under review.</p> <p>A request has been made by the Children's Overview</p>
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							and Scrutiny Board for an exceptional and additional spotlight Board on children's emotional and mental health; this will be attended by both Children's and partners in December 2023.
3.1.3	Adopt a preventive and supportive approach to improve children and young people's speech, language and communication.	Effectively use resources to identify early children who will benefit from early intervention to offer the best start and improve life chances for children and young people.	Hannah Pugliese (tbc), Shaun Evans, SALT and Early Years services.	September 2022 to coincide with the new school year.	Children and young people and their families will benefit from the confidence that improvements in speech, language and communication bring.	Children will be better equipped and more confident to participate in social and learning environments.	Work is being undertaken as part of the TSCP neglect group and the Exeter TMRF to examine the links between poverty and neglect with speech and language being one of the key elements within this work – particular lines of enquiry are the links between high levels of child tooth decay in the area and early speech and language problems. A programme of preventative work is being devised with a view to delivering educational and best start to life programmes via the family hub network.

							Other work being explored is an enhanced early years educational offer to create 'home learning environments' HLEs. In essence HLEs will be best start for life programmes linking parents to nurseries at the child's conception stage and supporting parents/children with their education to firstly get them nursery ready and secondly get them school ready. Again, these early identification and early intervention programmes will form key elements delivered from the family hubs and provide an extension to the 'Torbay Promise' that is now fully launch.
3.1.4	Ensure improvements in mental health and care services for	Improve access and the quality of services provided by CAMHS, crisis services and	Hannah Pugliese	Immediate and ongoing	Children and young people will benefit from more	Children and young people's mental health will be	As outlined in 3.1.2, a significant schedule of work is ongoing to ensure that the emotional and mental health of children

	children and young people.	eating disorders/disordered eating services.			timely and improved specialist services when they experience significant mental ill health.	improved through having better and more timely access to the specialist services that they need.	and young people remains a priority, and that a range of appropriate services are in place to meet need.
3.1.5	Ensure an integrated response across health, education and care services to meet the neurodiverse needs of children and young people.	<p>Strengthen the quality of integrated services to identify and meet need at the point of presentation.</p> <p>Strengthen the focus of emotional and behavioural support to prevent escalation and crisis, and support transition to young adulthood.</p> <p>Work to maintain children within their families and communities when it is safe to do so and support and facilitate their recovery.</p>	Hannah Pugliese, Shaun Evans and Rachael Williams.	Integrated approaches to be developed and implemented by December 2022	Neurodiversity among children and young people will be identified early, and better supported in timely ways within their families and communities to prevent escalation.	Children and young people will benefit from early identification of their neurodiverse needs and will experience more effective, integrated services provided by skilled and knowledgeable health, education and social care professionals.	<p>Through the graduated response Written Statement of Action sub-groups the current pathways and provision are being mapped for children who present with need relating to their neurodiversity. This will help to create an articulated pathway of care, specific information for SENCOs and children and families and an analysis of gaps in the system.</p> <p>Alongside this we are increasing the number of key workers who will support children and</p>

						Episodes of crisis will reduce in number.	young people at an earlier stage of need and will not require a diagnostic process to have completed in order to access this provision. We are also working to integrate the pathways for referral and diagnosis across community paediatrics, CAMHS and therapies.
1.6 Page 82	<p>Ensure that responses to children who go missing are effective with well-coordinated multi-disciplinary plans and actions to reduce risk.</p> <p>Return home interviews to be completed within statutory timescales in order that children's voice can be heard at the earliest opportunity and</p>	<p>Ensure that policies and procedures are implemented in full and within timescales.</p> <p>Maintain the system to track and monitor those children who are vulnerable to repeated missing episodes and ensure a comprehensive process involving partners is in place to oversee actions that are taken</p>	Divisional Director & HoS	Immediate and ongoing.	<p>Children will receive a return home interview within 72 hours of being found.</p> <p>For those children vulnerable to prolific missing episodes, multi-disciplinary disruption plans to be</p>	<p>A reduction in the numbers of repeat missing episodes.</p> <p>The reasons for the missing episode will be understood, multi-disciplinary actions will be planned and implemented</p>	<p>Torbay has an exploitation toolkit which is embedded and used by professionals across the Torbay Children's Safeguarding partnership when there are concerns for any type of exploitation.</p> <p>Torbay has three distinct operational/practice forums for multi-agency discussion about any child where there are contextual safeguarding concerns. These are embedded and</p>

	<p>effective responses can be made.</p>	<p>to afford the necessary safeguards.</p> <p>Maintain and when necessary, revise the contemporary multi-disciplinary tracking systems to protect vulnerable children by building intelligence about them, their potential perpetrators and geographical locations of interest, 'hot-spots'.</p>			<p>developed and implemented.</p> <p>Children will experience agencies working together effectively and consistently to understand the patterns and trends associated with their missing episodes. They will support prevention and disruptions activity that will reduce their vulnerabilities.</p>	<p>to support the child.</p>	<p>were well regarded by our Ofsted inspection.</p> <p>We have internal and commissioned services to responding to children where contextual harm is a concern and are in the process of considering how these services can be working together to deliver evidence based, focused interventions for children and their families regarding contextual safeguarding.</p> <p>There is identified development work to be completed with our Child Protection Conference Chairs/IROs, and we are in the process of identifying Practice Leads for training and supporting others to embrace the theories and principles of Contextual Safeguarding.</p> <p>The TSCP have identified that there needs to be a</p>
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							<p>task and finish group considering a model of contextual safeguarding; this will commence from the end of 2023 and throughout 2024, with feedback through to the TSCP Executive Group and Children’s Overview and scrutiny and the CCIB if required.</p> <p>The TSCP undertook a Multi-Agency Case Audit (MACA) in relation to child criminal exploitation in October 2023.</p>
1.7	Partners should ensure that children vulnerable to sexual exploitation are identified and in accordance with policy referred for appropriate support, assessment with consideration being given to the possibility	<p>Continue to support the role and function of the CSE coordinator in alignment with statutory functions.</p> <p>Continue to ensure that members of MACSE are sufficiently experienced and knowledgeable to</p>	Divisional Director & HoS	Immediate and ongoing.	Children who are vulnerable to being targeted or who are already involved in CSE will have a multi-disciplinary care plan that identifies how these	The effective use of intelligence and professional knowledge and skill will continue to identify vulnerable children and persons who pose a risk,	As above.

	<p>of association with gang related activity.</p> <p>MACSE meetings to be effective in reducing risk to the most vulnerable children by planning effective interventions.</p>	<p>contribute fully to plans for children.</p> <p>Periodic quality assurance activity to evaluate the effectiveness of work with children vulnerable to go missing and exploitation.</p>			<p>vulnerabilities will be addressed and reduced.</p> <p>Children will benefit from better protection as social workers and partners will understand the vulnerabilities relating to CSE and the associated risks to children.</p>	<p>and 'hot-spots'.</p>	
3.1.8	<p>To re-establish the importance of MARAC arrangements in the management of children living in households in which</p>	<p>All staff attending MARAC meetings will be fully cognisant of the contemporary and historical circumstances of the child so that the</p>	<p>Operational Managers and Social Workers</p>	<p>Immediate and ongoing.</p>	<p>Children will benefit from a process that will properly explore the impact of</p>	<p>Children will be better protected from the impact of domestic abuse and</p>	<p>A Chief Executive Deep Dive activity took place in November 2021; the recommendations from this deep dive are tracked through the Deep Dive</p>

	<p>domestic abuse is present.</p>	<p>meeting can properly understand the risks to which he/she is exposed.</p>			<p>domestic abuse on their family and assess how it is affecting their daily lives and prospects for their futures.</p>	<p>victims will be helped and supported to make the necessary changes in their lives.</p>	<p>Tracker, with oversight from the Children's Quartet.</p> <p>MARAC meetings are attended by the appropriate officer on all occasion, to ensure that risk can be fully understood and appropriately responded to within each meeting.</p> <p>A MARAC PowerBI Dashboard is now included in the suite of Children's dashboards. This provides an overview in relation to number of referrals, referral type, referral outcome and threshold, and also breaks data down in terms of referring agency. This is impactful in terms of the wider understanding of the impact of domestic abuse on Torbay's children and their families.</p>
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3.1.9	To advocate on behalf of care experienced children and young people for the Council's Housing Strategy and delivery plan to be revised to make explicit reference to actions being taken to respond to young people's needs for accommodation security.	To provide data and information to inform revision to the Housing Strategy and delivery plan and enable specific reference to be made to the housing needs of care experienced young people. Ensure that young people moving towards independence have timely access to a housing advisor for advice, guidance and support.	DCS, Chair of the Corporate Parenting Board and Housing.	October 2022	Torbay's Housing Strategy and delivery plan will reflect its statutory role, responsibility and function in relation to Corporate Parenting. Young People will benefit from the advice, guidance and support of a professional with specialist knowledge.	Increased prospects for care experienced young people to achieve secure tenancies matched to their needs and a consequential reduction in homelessness and reliance upon temporary and unsuitable accommodation.	Torbay's Housing Strategy has now been revised, and this reflects the corporate parenting responsibility to care experienced young people. Accommodation for care experienced young people is a regular item on the Corporate Parenting Board, and has its own Strand Lead and meeting structure, to oversee activity and action relating to this priority. The block contract for support accommodation remains in place, providing 48 units with no current vacancies within the core Lot 2 options. The most significant challenge remains access for care experienced
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							<p>young people to move on accommodation, generic housing stock as opposed to specialist accommodation. All care experienced young people who are experiencing or at risk of experiencing homelessness, from the ages of 18-25, are also tracked through the Youth Homelessness Prevention Panel; currently, 20 care experienced young people are being tracked this way, a reduction from an average of above 40 throughout 2021-22.</p> <p>Joint work between Children's and Housing has continued on the SHAP bid in partnership with the YMCA to provide an additional 34 units for young people. The final bid is due to be submitted</p>
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							on the 11 th of November 2023.
3.1.10	All young people who become homeless are assessed and are made fully aware of their right to be cared for by the Local Authority	All 16/17-year-olds who are at risk of homelessness or are homeless will be fully assessed and supported in accordance with the youth homelessness policy and this will involve cross partnership colleagues. Young people will be advised about their rights (including those relating to admissions to care) and their progress will be monitored and evaluated. Council wide, strategic alternatives to homelessness need to be considered for young people aged 16-25.	HoS, Team Managers, Social Workers and partnership colleagues including youth homelessness workers.	Immediate and ongoing.	All homeless 16/17-year-olds will be aware of their statutory right to be accommodated. Young people at risk of becoming homeless will reduce. Homeless young people will have a personalised plan which will be monitored to ensure that they are properly safeguarded.	Young people will be aware of their rights and will continue to be offered suitable living arrangements, and safeguarding services should they become homeless, or care.	An advocacy service is now in place and the joint CSC/Housing protocol has been updated to reflect a position that bed and breakfast accommodation for 16/17-year-olds is not an option along with clear processes and procedures to assess as well as support young people to make the right decision about the legal status of their accommodation provision, i.e., under children's legislation and housing legislation. Torbay has recommissioned housing related support with block contracts for young people aged 16-24 and care experienced young people with 48 bed spaces. For those organisations that are supporting 16–17-year-olds, Torbay are

							supporting the Ofsted registration process where applicable.
3.1.11	Ensure that all care experienced young people who are living in temporary housing arrangements are supported to achieve accommodation security at the earliest opportunity.	<p>In conjunction with the housing service, young people should benefit from frequent visits and advice about the options available to them to achieve accommodation security.</p> <p>To develop a business plan to secure dedicated housing for care experienced young people consistent with statutory responsibility and case law.</p>	<p>Head of Service, Regulated Services, Personal Advisors and Housing Advisors</p> <p>Directors of Children's Services, Place and Adults</p>	Immediate and ongoing	Young people will benefit afforded by the security of living arrangements which they can call home.	<p>Young people's psychological health and their ability to live successfully as a young adult will improve as a consequence of securing accommodation.</p>	<p>Temporary Accommodation and Youth Homelessness is on the corporate risk register for scrutiny, commitment and oversight.</p> <p>The Corporate Parenting Board has strand leads to champion areas of priority, with a dedicated lead for Housing.</p> <p>A revised Housing Strategy has been completed and has been through its governance process.</p> <p>The DFE are funding 1.5fte specialist PAs to work intensively with care experience young people at risk of homelessness.</p> <p>A virtual team has been set up to meet quarterly to discuss the most complex</p>

							<p>care experienced young people whose needs often impact on their ability to maintain housing which in turn results in multiple homelessness episodes throughout their early 20s.</p> <p>Work continues with BetterGov to develop and improve data join up and reporting across Housing and Children's Services.</p>
<p>3.1.12</p> <p>Page 91</p>	<p>Ensure that all cared for children and care experienced young people are supported in education and where necessary particular focus is directed toward literacy skills, particularly reading which should be explicit in all PEPs and Pathway Plans.</p>	<p>In preparation for completing PEPs and Pathway Plans all cared for and care experienced children and young people should have an up-to-date evaluation of their literacy with specialist additional help offered when necessary.</p>	<p>Head of Virtual School and education and skills representatives, social workers and Personal Advisors</p>	<p>Immediate and on-going</p>	<p>All cared for children and care experienced young people will benefit from the provision of the support necessary to secure their reading skills so that they may learn confidently and successfully.</p>	<p>Children and young people will be better equipped to learn and benefit from their education and, later, be ready to take their place in the workforce.</p>	<p>A Chief Executive Deep Dive activity in relation to the PEP process was undertaken in August 2023. The review found a high level of compliance with PEPs, with 82% of cared for children at that time having a PEP.</p> <p>Areas of improvement included a review of the PEP template, alignment of Capita and LCS to ensure appropriate two-way communication with the Virtual School in</p>

							support of statutory responsibility and ensure the appropriate range of representatives are invited to and engaged in the PEP process.
3.1.13	To ensure that all young people who will transition to adult services benefit from early plans which are co-produced in conjunction with their social care workers and with the involvement of a link worker to adult services.	Review and if necessary, revise the Transition Policy to ensure that co-produced plans are required to be completed early (by the young person's 16 th birthday) and informed by the specialist input of an adult's services professional who will remain the link person throughout the young person's transitions period.	Head of Service, regulated services, Sarah Pengelly, Adults Services	December 2022	Young people will be helped to prepare for the transition from children's services and benefit from the seamless transfer of service responsibility.	Young people will benefit psychologically from a seamless transfer between services and through the support and knowledge of an adult services professional, will be aware of the resources that are available currently and in the future.	All children and young people from the ages of fourteen to seventeen who are cared for, open to the Children with Disabilities, subject to child protection planning, subject to an NRM referral, subject to a red exploitation assessment or who are at risk of youth homelessness can be referred to the Transitions (with all cared for and young people supported within the Children with Disabilities Team automatically heard within this Panel); a referral form has been created which enables social workers to refer young people for Panel oversight. The Transition Panel oversees transition

							<p>planning in respect of the following key areas:</p> <ul style="list-style-type: none">- Current placements and support packages.- Transition planning and joint work with adult services.- Issues in relation to liberty protection safeguards and restrictive measures if identified.- Joint work between the allocated social worker and Personal Advisor where appropriate.- Preparation for independence work. <p>The Panel also serves as a means of consistent managerial oversight in respect of the allocation of Personal Advisors at fifteen years and nine months. This is to allow for a Personal Advisor to be</p>
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							<p>co-allocated, and for relationship-building and information gathering to take place at a much earlier point than it has historically, to aid the transition of the young person from cared for to care experienced.</p> <p>The Panel also allows for tracking of parent/carer need during transition.</p> <p>The Joint Protocol between Children's and adults has been updated, to allow for consultation with young people as part of this revision. A young people's guide to transition has also been created, to support young people's understanding of this process and their rights within it.</p>
3.1.14	In the context of a 'Child Friendly Torbay', review and refresh understanding of youth need taking into account	<p>Action:</p> <p>1. Identify a task and finish group of strategic and operational managers and</p>	Divisional Director, Partnership and Family Hubs	March 2024	1. Children and young people will have timely access to a range of targeted	Children and young people will be safer and better informed to make life	The youth provision which was previously commissioned to an external agency has now been brought back in-house and a dedicated

	<p>anticipated new statutory responsibilities using gap analysis when required, and scope what services are required to be commissioned to meet that need.</p>	<p>commissioners to co-ordinate the review and to undertake the gap analysis.</p> <p>2.To develop a strategy reflecting local understanding and intelligence but factoring in national and international learning.</p> <p>3.Propose a delivery plan setting out options and priority recommendations including costings wherever possible.</p>			<p>services, relevant to their needs.</p> <p>2.Children will benefit from universal and specialist services to be delivered in suitable geographical locations as close to their communities as possible.</p>	<p>choices as a result of having needs-relevant services available to them.</p>	<p>manager has started to consider the delivery model required in Torbay for our young people. This sits within the Partnership and Family Hubs directorate, and is aligned to the Vulnerable Pupils, in order that we can target engagement in respect of those young people at risk of suspension, exclusion, exploitation or who are school anxious/avoidant.</p> <p>We will be in a position by March 2024 to have a strategic delivery plan which will set out our model in Torbay.</p>
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Theme 4 – A Sufficient and Skilled Workforce

Objective 4.1:

- *Ensure that the workforce strategy is effective in securing a skilled and permanent workforce and focusses upon workforce training and development, recruitment and retention.*

- Senior managers and leaders must take action to create an environment in which their staff have the capacity and support to carry out effective work with children in need of help and protection.

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
4.1.1	<p>An effective workforce strategy ensures a qualified and skilled permanent workforce that reduces reliance on agency staff.</p> <p>Training and development opportunities and succession planning combine to support retention and promote Torbay as an employment destination of choice.</p>	<p>To maintain a focus on aligning training and development with the needs of children.</p> <p>Continue to use agency staff only when essential for the smooth running of the service.</p> <p>As part of the workforce strategy, a systematic approach to recruitment should be adopted and all leaders and managers should be focussed upon positive retention activity.</p>	DCS in conjunction with Head of Service Learning Academy and operational managers.	Immediate and ongoing.	<p>Children will have fewer changes of social worker.</p> <p>Children will experience social workers who are knowledgeable and skilled.</p> <p>Children will benefit from a proactive approach to recruitment and retention that will reduce staff turnover.</p>	<p>Greater staff stability.</p> <p>Improvements to the quality of service provided to children.</p> <p>Stable long-term relationships with social workers.</p> <p>Torbay becomes a destination of choice for skilled</p>	<p>Succession planning for Senior Leadership is complete. The Divisional Director group and all bar one Head of Service are now permanent. The Service Managers roles are all permanently filled.</p> <p>The Divisional Directors, front line Heads of Service and Service Managers receive bespoke coaching and development programme.</p> <p>The Team Manager development programme commenced September 2022.</p> <p>Leadership and Development workshops</p>

		The succession plan introduced to support career progression and retention should be at least maintained and when possible extended.			Children will benefit from professionals furthering their careers progression in Torbay.	managers and practitioners.	<p>have been delivered to all Advanced Social Workers and Team Managers from winter 2022.</p> <p>Impact on recruitment data 01/10/2023:</p> <p>Vacancy Rate Social Care 12%</p> <p>Agency Rate 6.0%</p> <p>Turnover Rate:</p> <p>Sept 20 26%</p> <p>Sept 21 16%</p> <p>Sept 22 15.8%</p> <p>October 23 14.6%</p> <p>Current forecast cost reduction on agency spends in 2022/23 £2.2 million from previous years at £4.4 million.</p>
4.1.2	The training and development strategy continues to reflect the needs of the service and	The workforce training and development plan remains focussed upon a mixture of core and	Head of Service Learning Academy.	Immediate and ongoing.	Children will continue to experience good or better	Children will benefit from work that is	Learning from quality assurance tracker continues. Ofsted March 2022 commented that we

	<p>workforce and is based on an analysis of developmental needs and the requirements of the children.</p> <p>Opportunities should be taken to develop joint training initiatives with other agencies and professional groups to enable effective multi-disciplinary practice in shared initiatives.</p>	<p>bespoke opportunities to maximise the skills of the workforce and equip them to meet the changing needs of children. These opportunities should include joint training with partners.</p> <p>The social care workforce will be offered training and development opportunities commensurate with service priorities developed to meet the needs of children.</p> <p>Opportunities should be offered to learn from national research and understanding of national recognised best practice.</p>			<p>services delivered by a stable, skilled and motivated workforce which will be multi-disciplinary when necessary.</p> <p>The impact of training and development is understood.</p>	<p>better planned and delivered.</p> <p>Their social workers will develop a greater range of skills and techniques that can be used according to need and in combination with partners when required</p>	<p>had a robust process in place to ensure training is relevant to the needs of the service and children.</p> <p>Process:</p> <ol style="list-style-type: none"> 1. Learning needs identified from quality assurance. 2. Training delivered. 3. Re-audit undertaken to monitor impact on services to children. 4. Actions identified from re-audit undertaken. 5. Process starts again. <p>Training delivered jointly with partner agencies – Learning Academy has strong links with Torbay</p>
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							Safeguarding Children's Partnership and SEND local offer. Examples: Graded Care Profile 2, Restorative Practice, Best Practice Forums, Autism Awareness. Evaluations will be undertaken of the above training to measure direct impact on children.
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Theme 5 – Quality Assurance and Audit

Objective 5.1:

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- Ensure that performance and quality assurance activity supports best practice and learning is used to further develop the workforce and to improve practice and management across the service and where possible across the partnership.

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress
5.1.1	The outcome focused quality assurance framework will continue to provide a programme of robust, child centred case file audits (including multi-disciplinary audits)	An annual programme of outcome focused audit activity, including deep dive and thematic audits and dip sampling will be targeted systematically to	HoS Learning Academy.	Annual audit programme updated by 1 st April each year.	Children will benefit from having a systematic effectiveness, impact and compliance	Improved compliance with requirements, a greater focus on outcomes and improved	Audit Universe broad scope of topics and themes. Three monthly rolling audit cycle: Month 1 Mash and SATs, Month 2 Operational and Child

	<p>that will evaluate the impact of work to support performance management. It will also capture learning from complaints and compliments.</p> <p>Follow up systems will be in place to ensure that actions required following audit and complaint and compliment analysis are completed.</p> <p>The Chief Executive and Chair of the Continuous Improvement Board will continue to assure the effectiveness of the Children's Continuous Improvement Plan through a programme of 'Deep Dive' evaluations of service impact.</p>	<p>measure the effectiveness and impact of the improvement programme and the benefits to, and outcomes for children and young people.</p> <p>To maintain a programme of deep dive audit activity undertaken by CEO and the Chair of the Children's Continuous Improvement Board to ensure the impact of improvement priorities in practice.</p> <p>Marinating a pool of trained auditors and moderators to include senior managers who are effective in evaluating the quality of work undertaken and its impacts.</p>			<p>check on services that are provided to them.</p> <p>Children will benefit from the additional quality assurance provided by the CEO and Chair of the Children's Continuous Improvement Board that will establish the impact of improvement priorities.</p> <p>Children will benefit from the knowledge that audit and dip sample recommendations will be followed up to ensure that the</p>	<p>quality assessment, planning and intervention which reflects the needs and views of children.</p> <p>Improved performance data across the range of measures.</p>	<p>Exploitation 2 Care for and Care Experienced.</p> <p>Head of Service QA meets with relevant Heads of Service to identify areas of focus for each month. This is triangulated with the performance data.</p> <p>Actions from audits tracked on LCS via the Team Manager which is dip sampled for compliance. Dip Sample actions are tracked by Lead Auditor. Complaints and complaints fed in by governance which are included in the quarterly audit reports.</p>
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		<p>Maintain the process of tracking audit outcomes and recommendations to ensure that individual experiences of services are improved for children and young people and learning from audits is captured and supports policy and practice development.</p>			<p>required action has been taken.</p>	<p>The three-monthly cycle enables impact on children’s lived experience to be monitored by service area.</p> <p>From October 2022, children and young people and Parents/carers feedback will be gathered by auditors from October 2022 which will evidence direct impact on the child and family.</p> <p>Multi-agency audits: Lead auditor supports MASH dip sampling. HOS QA links in with Torbay Safeguarding Partnership QA sub-group. Auditing will commence October</p>
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							<p>2022 across the SEND Area and Early Help.</p> <p>Deep Dives – Deep Dive actions are tracked and updated monthly via Children’s Social Care Senior Leadership Team and monitored via Quartet. Deep Dive visits completed for this year. Will plan dip samples to measure impact on outcomes for children.</p>
5.1.2	Continue to ensure a consistent approach to the use of performance data which captures qualitative and quantitative material so that it supports evaluation of outcomes for children.	Opportunities to be taken to assure the quality and range of performance management and data reporting that is available through LiquidLogic.	DCS	Immediate and ongoing.	Children will benefit from the ability of managers and staff to be able to monitor their work. This will enable individual, team	Child level data enables a focus on individual children to drive performance improvement,	<p>A consistent and robust process remains in place in relation to performance.</p> <p>The monthly performance report is</p>

	<p>Performance surgeries are used to monitor progress with improvement objectives.</p>	<p>Performance surgeries to continue on a monthly basis. The data will be at child level.</p>			<p>and service performance to be identified and action taken to respond to pressures and concerns.</p>	<p>Team and service performance will maintain continuous improvement.</p>	<p>completed within ten working days of the 1st of the month; this is then quality assured by both the HOS Business Intelligence and then the Divisional Director of Safeguarding, who extracts initial headline themes in terms of data analysis. Once endorsed by the DCS, this is shared with all Children's leaders to use within the performance surgery structure.</p> <p>Performance surgeries take place on a monthly basis by service; minutes from these meetings are then shared with the HOS Business Intelligence and the HOS QA for collation and analysis</p>
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							<p>of emerging trends and patterns.</p> <p>A data exception report is compiled by the Divisional Director of Safeguarding and the DD Schools and SEND; this is a core agenda item on the Children's Continuous Improvement Board, the Children's Focus Meeting and the Quartet. The exception report highlights partnership issues, to ensure line of sight for the Independent Scrutineer.</p> <p>The service now has access to a wide range of PowerBI data dashboards, which allows for live and up to</p>
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							date data analysis within each service.
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Children and Young People's Overview and Scrutiny Sub-Board Action Tracker

Date of meeting	Minute No.	Action	Comments
23/10/23	11	That the revised Membership of the Children and Young People's Overview and Scrutiny Sub-Board as set out in the submitted document be approved.	Terms of Reference update in the Council's Constitution - complete
23/10/23	12	<p>That the Cabinet be recommended:</p> <ol style="list-style-type: none"> 1. that priority be given to setting up a mentoring group or safe space for young men in Torbay; 2. that priority be given in the Kings Ash Ward to work with the community and voluntary sector and other agencies to help families and young people to reduce anti-social behaviour; and 3. that Ward Councillors be kept informed of the activities taking place within their Wards to support young people and to reduce anti-social behaviour so that they can help communicate this. 	Complete – Cabinet is expected to approve the attached report at their meeting on 5 December 2023
23/10/23	13	That the Children and Young People's Overview and Scrutiny Sub-Board formally welcome Cornwall and Isles of Scilly to Adopt South West Regional Adoption Agency (RAA) and that an update on the impact of Cornwall and Isles of	Complete – added to Work Programme for 2024/2025

Date of meeting	Minute No.	Action	Comments
		Scilly joining the RAA be provided when the next annual report is presented in 2024.	
23/10/23	14	<ol style="list-style-type: none"> <li data-bbox="517 392 1207 608">1. that an update be provided to a future meeting of the Sub-Board from the new SEND Governance Executive on progress of SEND moving forward, including the progress made towards a shared approach across the county; and <li data-bbox="517 647 1207 935">2. to seek reassurance from NHS Devon (Integrated Care Board), via a written report to be submitted to the meeting of the Sub-Board on 18 December 2023, on the progress made in respect of the level of contributions from health towards Education and Health Care Plans (EHCPs) and issues with waiting lists. 	<p data-bbox="1236 392 1765 416">Complete added to Work Programme</p> <p data-bbox="1236 647 2069 743">Due to ongoing negotiations an update will not be available for the meeting on 18 December 2023, an update will be circulated ASAP.</p>
23/10/23	15	<ol style="list-style-type: none"> <li data-bbox="517 983 1207 1158">1. that the Director of Children's Services be requested review the Work Programme and check that the responsible officer is correct and the Clerk has invited them to the relevant meeting; and <li data-bbox="517 1198 1207 1324">2. that a written update on housing for care experienced young people be provided to the Sub-Board once the work identified in Minute 15/10/23 has been completed. 	<p data-bbox="1236 983 1375 1007">Complete</p> <p data-bbox="1236 1198 1765 1222">Complete added to Work Programme</p>

Cabinet Response to the recommendations of the Children and Young People’s Overview and Scrutiny Sub-Board – Youth Provision

No.	Recommendation:	Cabinet Response:
1.	That priority be given to setting up a mentoring group or safe space for young men in Torbay.	<p>Via our Family Hubs we can confirm that the following actions are in progress:</p> <ul style="list-style-type: none"> • Voluntary, community and faith sector providers are able to use family hubs buildings for delivering parenting support and targeted outreach activities such as dads/male carers and toddler groups, family film nights or drop-in play and stay sessions. • 2 health visitors being trained in institute Health Visiting PNMH and supporting dads – this training has also been cascaded to multi professional workforce. • Maternity Support Workers in community teams do 1:1s with vulnerable families and Dads <p>We also run a weekly young mens football group as part of the youth service and run male only activities/camping trips over the holiday periods as part of the youth service offer.</p> <p>We will take this forward via our youth participation workers and</p>

No.	Recommendation:	Cabinet Response:
		request that they support us in identifying what services will be most beneficial for young males in this area.
2.	That priority be given in the Kings Ash Ward to work with the community and voluntary sector and other agencies to help families and young people to reduce anti-social behaviour.	<p>We are aware of the increased incidents of anti-social behaviour in the TQ3 area and have been working with the local community, police and voluntary sector partners to increase provision available in the area. This includes an Assertive Outreach programme of street-based youth work and looking to commission a youth club in the area. The Youth Justice Service is also working with more children from the TQ3 area many of whom have been referred because of anti-social or offending behaviour and is providing Prevention or Diversionary activities and interventions.</p> <p>Our Family Hub project also targets underserved communities, for example in baby week we are hosting 3 baby showers in the most deprived areas including Kings Ash to encourage those communities to access Family Hubs. We are also exploring spikes in data so we can deliver services to any underserved areas.</p>
3.	That Ward Councillors be kept informed of the activities taking place within their Wards to support young people and to reduce anti-social behaviour so that they can help communicate this.	The internal communications team provides regular briefings to councillor's and have offered to be the central point of contact moving forwards to ensure that these updates are provided. A briefing on the baby shower info will be included in the next update.