

**Democratic Support**

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AMBITIOUS PLYMOUTH

Monday 1 September 2014

10 am

Council House, Plymouth (Next to the Civic Centre)

Members:

Councillor Bowie, Chair

Councillor Mrs Beer, Vice Chair

Councillors Sam Davey, Jarvis, Jordan, Sam Leaves, Mrs Nicholson, Parker, Riley, Singh and Tuohy.

Members are invited to attend the above meeting to consider the items of business overleaf.

Co-opted Representatives:

Edith Bayley (Statutory)

Clare Hamon (Non-statutory)

Tracey Lee

Chief Executive

AMBITIOUS PLYMOUTH

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

To receive apologies for non-attendance by Ambitious Plymouth members.

2. DECLARATIONS OF INTEREST

Members will be asked to make any declarations of interest in respect of this agenda.

3. MINUTES (Pages 1 - 12)

To confirm the minutes of the meeting held on 14 April 2014 and the notes of the meeting held on 9 June 2014.

4. CHAIR'S URGENT BUSINESS

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

5. INTEGRATED YOUTH SERVICES (Pages 13 - 16)

The panel will receive an update on the Reducing Exploitation and Absence from Care and Home (REACH) programme.

6. 'BE -WISE TO CHILD SEXUAL EXPLOITATION' REVIEW

The panel will discuss undertaking a Cooperative Review looking at 'Be-wise to Child Sexual Exploitation'.

7. CHILDREN'S SOCIAL CARE (Pages 17 - 22)

The panel will receive an update on the Children's Social Care Service.

8. PLYMOUTH ADULT AND COMMUNITY LEARNING SERVICE (PACLS) (Pages 23 - 24)

The panel will receive an update on the Public Sector Mutual (PSM) proposal for Plymouth Adult and Community Learning (PACLS).

9. WORK PROGRAMME (Pages 25 - 26)

To review the Ambitious Plymouth work programme 2014 – 2015.

10. EXEMPT BUSINESS

To consider passing a resolution under Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

that under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

NIL.

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Ambitious Plymouth

Monday 14 April 2014

PRESENT:

Councillor Bowie, in the Chair.

Councillor Mrs Beer, Vice Chair.

Councillors Casey (substitute for Councillor Sam Davey), Gordon, Jarvis, Jordan, Michael Leaves (substitute for Councillor Martin Leaves), Mrs Nicholson, John Smith (substitute for Councillor Parker) and Stevens.

Co-opted Representatives: Clare Hamon (Non-Statutory Co-opted Representative).

Apologies for absence: Councillors Sam Davey, Martin Leaves, Parker, and Wright, Edith Bayley (Statutory Co-opted Representative), Jayne Gorton, Anthony Payne.

Also in attendance: Paul Barnard (Assistant Director for Strategic Planning & Infrastructure), Simon Dale (Interim Assistant Director – Street Services), David Draffan (Assistant Director for Economic Development), Nigel Gooding (Growth, Assets and Municipal Enterprise Programme Manager, Transformational Change), Phil Morgan (Senior Policy, Performance and Partnership Adviser) and Lynn Young (Democratic Support Officer).

The meeting started at 4 pm and finished at 5.10 pm.

Note: At a future meeting, the committee will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

61. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by Councillors in accordance with the code of conduct.

62. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

63. **TRANSFORMATION PROGRAMME - GROWTH, ASSET AND MUNICIPAL ENTERPRISE (GAME) (OUTLINE BUSINESS CASE)**

Phil Morgan, Senior Policy, Performance and Partnership Adviser, gave a brief overview of the Growth, Assets and Municipal Enterprise (GAME) Outline Business Case (OBC). The panel were informed that –

- (a) his remit was to work with the four Scrutiny panels and the Co-operative Scrutiny Board to co-ordinate scrutiny of the Transformation Programme;

- (b) the GAME Transformation Programme did not fit in with the remit of Ambitious Plymouth;
- (c) the Co-operative Scrutiny Board would review the plan for the scrutiny of the Transformation Programme at the meeting on 23 April 2014;
- (d) all Scrutiny panels would receive their Transformation Programme presentation by 23 April 2014;

Paul Barnard, Assistant Director for Strategic Planning & Infrastructure, Simon Dale, Interim Assistant Director – Street Services, David Draffan, Assistant Director for Economic Development, Nigel Gooding, Growth, Assets and Municipal Enterprise Programme Manager, Transformational Change and Phil Morgan, Senior Policy, Performance and Partnership Adviser provided a presentation on the GAME OBC.

The panel were informed that

- (e) the problems that the programme needed to address were –
 - the need to accelerate and co-ordinate economic growth and housing delivery within the city whilst incentives remained;
 - financial imperatives, reducing financial envelope in which to deliver services, whilst improving quality;
 - a range of services that were designed around service provision rather than customer need with varying degrees of service quality to the citizen;
 - lack of customer data, capability and skills to introduce commercialism across the council thus not maximising revenue;
- (f) the overall aims of the programme were –
 - an increase in income and a reduction in expenditure;
 - an increase in sustainable income streams from new homes and businesses;
 - an increase in investment in Plymouth;
 - an increase in sustainable income streams from charged and commercialised services;
 - more efficient use of and increased revenue from, corporate and commercial estate;
 - an improvement in the quality delivery of front line services at reduced cost;
 - an increase in employment opportunities, reduced dependency on benefits and increased local economic activity;
 - an enhanced reputation for growth and opportunity;
- (g) specific projects included in the programme were –
 - Growth and Assets – *the encompassing of existing and future economic and housing development within the programme to ensure delivery;*

- *Municipal Enterprise – an umbrella term for a range of projects. This includes the review, development and delivery of the new street service, the development of new delivery models and the new/enhanced commercial focus to existing and future service provision;*
 - waste collection reorganisation;
 - commercialism – to include the expansion of commercial waste;
 - category management – fleet services;
 - street services review;
- (h) specific issues excluded from the programme included –
 - facilities management;
 - commercial activity from Children's and Adults services;
- (i) substantial financial benefits were anticipated during the course of the programme;
- (j) there were a number of key desired non-financial benefits/outcomes which included –
 - the growth of partnerships within the city and beyond the city boundaries;
 - support for the building of 2000 new houses to support the population;
 - the growth of a stronger economy creating a range of jobs and new business opportunities within the city;
 - the growth of Plymouth's economy making it an attractive place to live, work and do business;
 - the development of more opportunities, thus reducing benefit dependency, resulting in improved health outcomes;
 - the development of efficient, well run, joined-up targeted services delivered to residents and businesses making Plymouth a brilliant place to live and work;
 - citizens and businesses who choose to live and work in Plymouth as a default;
 - an improvement in service delivery and a pioneering approach to improving service delivery and making Plymouth best in class;
- (k) the investment costs in the programme were anticipated to reduce over the course of the programme;
- (l) the main equality and diversity issues for the programme included –
 - the overall programme should not result in equality and diversity issues;
 - each project would be aligned with the outcomes and recommendations of the Fairness Commission;
 - each project would include an equality and diversity impact assessment which would be completed by the end of May;

- (m) key partners were engaged in the development of the programme by ensuring that –
- a full stakeholder analysis had been undertaken for the projects;
 - the communications plan for the programme had been developed and each project would have its own engagement and communications plan;
 - elected members had been consulted at early stages of the projects;
 - external partners (which included AMEY, Plymouth Community Homes, Derriford NHS Trust and Plymouth University) had been part of the development of the projects and work streams;
 - voluntary groups and third sector organisations had worked on the street services review;
 - Trade Unions and staff had been part of Blueprint (programme and project development);
- (n) a number of risks were associated with the programme and included –
- the revaluation of business rates which would now take place in 2017, with the resulting outcome that there was a residual risk to the financial benefits after the programme life cycle;
 - no clear indication that Central Government would continue with the New Homes Bonus after 2015, with the resulting outcome that there was a residual risk that this revenue stream would cease, resulting in a significant loss of income;
 - people who saw the programme as a cost-cutting exercise and ignored the growth element;
 - staff who did not understand or engage in the programme as messages about transformation were unclear and inconsistent;
- (o) there were a number of key events/actions for the Ambitious Plymouth panel and included –
- the development of detailed project business over the next three months for –
 - Growth and Assets project;
 - waste collection re-organisation project;
 - category management – fleet;
 - Street Services review;
 - communications and equality impact assessments for each project;
- (p) scrutiny would add value to the programme over the next six to twelve months by –
- provision of feedback on plans and progress;
 - examination of decisions and progress towards savings targets and other benefits;
 - ensuring the project promotes the vision of the programme for the

benefit of the people of Plymouth.

Following members' questions it was reported that –

- (q) the main objective of the programme was to generate income – by the building of houses and the creation of jobs;
- (r) the Council need to investigate the possibility of sharing resources with other partners;
- (s) there were risks involved with each of the five programmes;
- (t) three of the programmes were currently in operation;
- (u) the greatest risk for this programme involved municipal enterprise;
- (v) the commercialisation of services needed to improve and was vital to generate additional income;
- (w) Transformation was a three year programme and more projects would be added during its duration;
- (x) it was vital that the Council align themselves with the rest of the peninsula, especially in relation to highway maintenance.

The Chair thanked Paul Barnard, Simon Dale, David Draffan, Nigel Gooding and Phil Morgan for their presentation.

64. **EXEMPT BUSINESS**

There were no items of exempt business.

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Ambitious Plymouth

Monday 9 June 2014

PRESENT:

Councillor Bowie, in the Chair.

Councillor Mrs Beer, Vice Chair.

Councillors Sam Davey, Jarvis, Jordan, Sam Leaves, McDonald, Mrs Nicholson, Riley and Tuohy.

Co-opted Representatives: Clare Hamon, Non-Statutory Co-opted Representative.

Apologies for absence: Councillors Parker and Singh.
Edith Bayley, Statutory Co-opted Representative.

Also in attendance: Les Allen (Transformation Programmes Manager), Carole Burgoyne (Strategic Director for People), Jayne Gorton (Lead Officer), Judith Harwood (Assistant Director for Education, Learning and Families), Councillor McDonald (Cabinet Member for Children, Young People and Public Health), Brad Pearce (Education Catering Manager), Craig Williams (Interim Programme Manager – Integrated Health and Wellbeing) and Lynn Young (Democratic Support Officer).

The meeting started at 10.00 am and finished at 12.00 pm.

Note: At a future meeting, the committee will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

1. **TO NOTE THE CHAIR AND VICE CHAIR**

The panel noted the appointment of Councillor Bowie as Chair and Councillor Mrs Beer as Vice Chair for the municipal year 2014 – 2015.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by Councillors in accordance with the code of conduct.

3. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

4. **TERMS OF REFERENCE**

The panel noted its terms of reference.

5. **APPOINTMENT OF CO-OPTED REPRESENTATIVES**

The panel noted the membership of the two existing co-opted representatives (one statutory, one non-statutory).

6. **SCHEDULE OF MEETINGS FOR THE FORTHCOMING YEAR**

The panel noted the schedule of meetings for the forthcoming year.

7. **OVERVIEW OF PRIORITIES FOR AMBITIOUS PLYMOUTH**

Carole Burgoyne (Strategic Director for People), Judith Harwood (Assistant Director for Education, Learning and Families) and Councillor McDonald (Cabinet member for Children, Young People and Public Health) provided the panel with an overview of priorities for the forthcoming year.

The panel were informed that –

- (a) there was a great deal of pressure on Childrens' Services, with an increase in both the number of referrals to the service, and the number of Children in Care;
- (b) it was necessary to raise the profile of Childrens' Services;
- (c) an OFSTED inspection was imminent, and Childrens' Services were well prepared for this;
- (d) it was vital to prevent children entering care, and the key focus for the forthcoming year was on early intervention and prevention;
- (e) all children had the ability to reach their potential through education.

Following members' questions it was reported that –

- (f) there had been an increase in the number of EAL (English as an Additional Language) pupils, and with the assistance of Jonathan Marshall (Director for the Plymouth Centre of Faiths and Cultural Diversity), schools received training, advice and support to overcome any potential problems;
- (g) Childrens' Services worked with the Plymouth Teaching School Alliance (PTSA) to deal with any issues that arose relating to EAL pupils. The PTSA was able to put schools in contact with each other to assist where necessary;
- (h) any extra costs that were incurred in relation to EAL pupils was borne by the pupil's school;
- (i) EAL students excelled at GCSE level;
- (j) there were fewer incidences of racial bullying in schools than incidences of homophobic bullying;

- (k) 100 per cent of primary schools participated in a School Sports Partnership, although not all schools prioritised PE;
- (l) Childrens' Services had strong links with the housing sector.

The Chair thanked Carole Burgoyne, Judith Harwood and Councillor McDonald for their report.

8. **TRANSFORMATION PROGRAMME - PEOPLE AND ORGANISATIONAL DEVELOPMENT (POD) OUTLINE BUSINESS CASE**

Les Allen (Transformation Programmes Manager) provided members with an overview of the Transformation Programme – People and Organisational Development (POD) Outline Business Case.

Members were advised that –

- (a) the People and Organisational Development (POD) Outline Business Case focused upon workforce delivery and accommodation and infrastructure; the intention was to have the right people in the right place at the right time with the right skills;
- (b) problems that the POD programme was expected to address included workforce planning to achieve the Council's vision, a move towards a systems led culture of collaboration and the size and state of the Council's current office space;
- (c) the aims of the programme included –
 - options to address the capability gap currently identified to ensure that staff had the required skill sets, training, knowledge and behaviour to provide increased capability;
 - to review current policies and procedures to assist the Council to work more efficiently;
 - addressing shared priorities for system improvement with partners through collaboration;
 - to release significant excess office space to reduce costs and enable flexible modern working spaces;
 - to encourage highly flexible working practices;
- (d) specific projects included –
 - the decant of the Civic Centre (due to commence in July and finish in September) to the newly refurbished Ballard House;

- the renovation of a former commercial property in New George Street to accommodate frontline staff;
 - a focus upon workforce capability requirements;
- (e) issues excluded from the scope of the programme included the development of a high level organisational structure and detailed design as well as the commercial estate;
- (f) specific financial benefits had not yet been identified as the programme was an enabling programme which supported the other four transformation programmes;
- (g) benefits of the programme included a reduction in accommodation space across the city, a reduction in associated lease and operational costs of property occupation and maintenance;
- (h) it was expected that, by moving staff to alternative accommodation, there would be a reduction in sickness absence and an improvement in employee satisfaction;
- (i) costs associated with the POD programme were linked to staff training and the use of resources to ensure the correct people were employed, however Council staff would be used on projects where appropriate;
- (j) the main equalities and diversity issues for the POD programme included the provision of facilities which were DDA compliant and ensuring staff were equipped with skills to provide excellent services and the ability to deal with them, ie dementia, disabilities etc;
- (k) key partners had been engaged in the development of the programme through a variety of communication channels including a full stakeholder analysis, consultation with elected members and the development of a plan of key events;
- (l) the main risks to the programme included the availability of both capital and revenue funding to support the delivery of the assets required for the programmes, ICT requirements and the scale and number of changes across the Council; it was considered that these would be addressed through prior planning and co-ordination;
- (m) key events for the POD transformation programme included –
- completion of Phase I of the refurbishment of Ballard House, approximately 250 staff would move in during July; with the building populated by the end of September;
 - renovation of the New George Street property in readiness for First Stop;

- continuation of shredding and removal of waste from the Civic Centre;
 - complete work with Business Architecture on a flexible working strategy;
- (n) it was hoped that scrutiny would help the programme by challenging where necessary.

Following members' questions it was reported that –

- (o) an analysis of staff skill sets was being undertaken to determine what training was required for staff;
- (p) the Transformation Teams were being trained, and would achieve industry standard qualifications – Project Managers were studying for the PRINCE2 qualification;
- (q) negotiations needed to be held to determine the possibility of sharing buildings with other public sector organisations;
- (r) storage space in Ballard House would be very limited, and staff were now taking steps to reduce the amount of paperwork held on file, which had resulted in a large amount of documents being scanned and shredded;
- (s) the possibility of a permanent storage facility needed to be investigated;
- (t) highly flexible working practices would be a two-way process, with staff (in theory) being able to work in any other location owned by the Council;
- (u) a different style of leadership needed to be adopted; staff needed to work in a different way and more collaboratively.

The Chair thanked Les Allen for his report.

9. **PLYMOUTH EDUCATION CATERING SERVICES - LOCAL AUTHORITY TRADING CO-OPERATIVE COMPANY**

Judith Harwood (Assistant Director for Education, Learning and Families), Councillor McDonald (Cabinet for Children, Young People and Public Health), Brad Pearce (Education Catering Manager) and Craig Williams (Interim Programme Manager – Integrated Health and Wellbeing) provided members with an overview of Plymouth Education Catering Services and the proposed creation of a Local Authority Trading Co-operative Company.

Members were advised that –

- (a) the creation of a Local Authority Trading Co-operative Company would enable the production of healthy meals using locally produced ingredients in the light of school funding reforms;

- (b) the educational establishments within the proposed structure included maintained infant, junior, primary and special schools and academies;
- (c) the co-operative trading company through its partners as shareholders would work together to deliver efficient, economic, viable and sustainable services committing budgets to provide fair access to services for all and for the benefit of all;
- (d) it was proposed that the trading company would be 51 per cent Council owned and 49 per cent owned by schools and would be a company limited by share.

In response to members' questions it was reported that –

- (e) advice was sought from the parents and doctor of children with any special dietary requirements ;
- (f) it was acknowledged that the city's demographic and the population was more diverse. Advice on best practise has been sought from other Local Authorities and at present where there had been any requests for particular cultural reasons then families often opted for the vegetarian option.

The Chair thanked Judith Harwood, Councillor McDonald, Brad Pearce and Craig Williams for their report.

10. **WORK PROGRAMME**

The Chair advised the panel that the work programme would be produced before the next meeting and circulated to members for their approval.

11. **EXEMPT BUSINESS**

There were no items of exempt business.

AMBITIOUS SCRUTINY REPORT
INTEGRATED YOUTH SERVICES
REACH Performance Data
April 2014 to June 2014



Introduction:

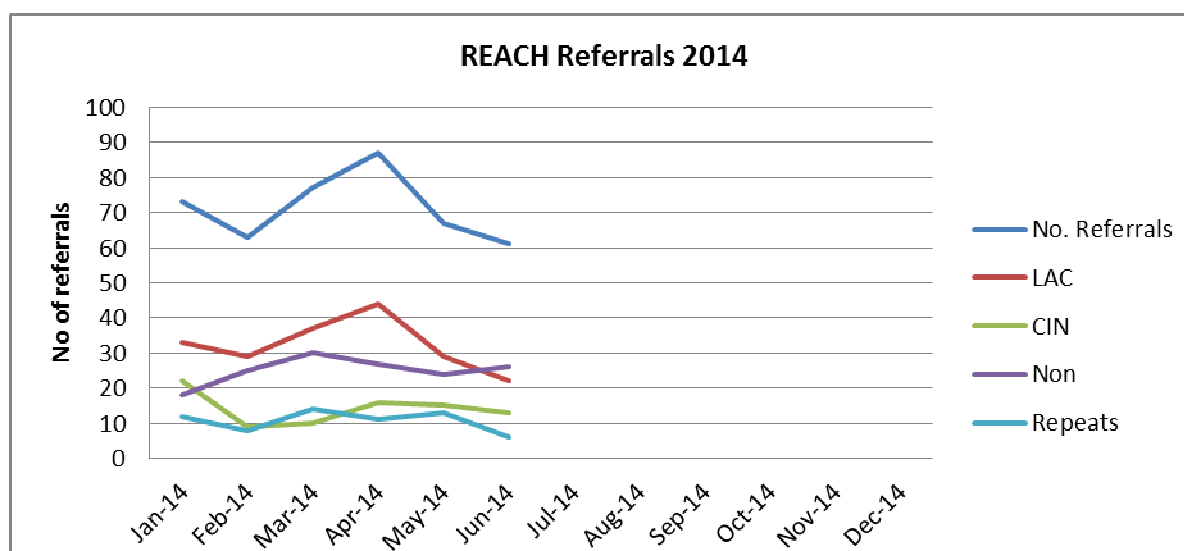
Following on from the last Ambitious Scrutiny Panel, there have been a number of developments both locally and nationally regarding young people who are reported as missing. In January 2014 the Government issued revised Statutory Guidance on children who run away or go missing from home or care. It details that every child that goes missing from home or care will have an independent return interview, organised by their local authority.

Reducing Exploitation and Absence from Care and Home (REACH) was created in April 2013 to provide an individual response to young people who go missing. With the introduction of REACH, we were already well on the way to complying with this guidance.. The Team aims to make contact with the child/young person and/or parents within statutory guidance of 72hrs and undertake a return interview and risk assessment, with some brief focussed support following.

Data Analysis:

REACH has received **215** referrals direct from Devon and Cornwall Police in Q2 (April- June) 2014. On interrogating the data **44% (94)** were defined as Looked After Children (LAC); **14% (31)** defined as Child in Need (CIN) and known to Children's Social Care and **42% (90)** who were defined as not known to CSC. There were 57% referrals from young women/girls and 43% from young men/boys. Around 50% of the referrals were for those young people aged 14-16years with a further 20% being under 14 years of age.

	2013	2014
No of Total Referrals Q1 (Jan- Mar)	-	213
No of LAC Q1 (Jan-Mar)	-	99
No of total referrals Q2 (Apr-Jun)	124	215
No of LAC Q2 (Apr-Jun)	46	94
No of total referrals Q3 (Jul-Sep)	139	
No of LAC Q3 (Jul-Sep)	38	
No of total referrals (Oct-Dec)	229	
No of LAC Q4 (Oct-Dec)	100	



RETURN INTERVIEW ANALYSIS QUARTER 2 (Q2)

NUMBER REPORTED MISSING EPISODES	EPISODES OF LOOKED AFTER CHILDREN (KNOWN TO CSC)	NUMBER OF CHILDREN IN NEED (KNOWN TO CSC)	CHILDREN NOT PREVIOUSLY KNOWN TO CSC	RETURN INTERVIEWS WITH 72 HRS*	REFUSED SERVICE	CSE ** IDENTIFIED
215 Episodes	94 Episodes	31 Episodes	90 Episodes	161	52	18 Episodes
126 Young people	34 Young People	21 Young People	71 Young People			11 Young People
(30) repeat	(21) repeat	(5) repeat	(4) repeat			

LAC RETURN INTERVIEWS WITHIN 72HRS:

REACH prioritise return interviews for looked after children. During Q2 for 2014 (April- June), there were 31 individual children who were looked after by Plymouth City Council who were reported missing and 3 from other local authorities. These young people accounted for the 94 episodes of young people reported missing and 21 were reported missing on more than one occasion, from this cohort.

RETURN INTERVIEWS WITHIN 72 HRS

2014 is the first year where REACH has been provided with a requirement to monitor the number of return interviews completed within a 72 hour framework. This is in line with Government Guidance issued in January 2014. In April 2014 the team evidenced contact at 82% but this dipped to 69% in June, due to a reduction in staffing capacity with two of the five members of the team being ill. However, for the overall quarter the performance indicator was met in 75%

of instances. This also reflects the small number of individuals that were reported missing again, before contact could have been made.

CHILD SEXUAL EXPLOITATION (CSE) IDENTIFIED:

The team following the completion of the return interviews also identify and further assess those young people that are potentially at risk of child sexual exploitation (CSE). During Q2, there were 18 identified concerns with 11 young people have the NWG CSE assessment tool completed to identify the level of risk. The outcome of those assessments has indicated that 6 young people are already LAC and 4 viewed as a child in need, and known to CSC service. The additional young person is being supported by a specialist service, in addition to having been referred to Children Social Care.

ADDITIONAL DEVELOPMENTS:

Plymouth University has gained ethical approval for a longitudinal study on those young people who have not been previously known to Children's Social Care and who have been reported missing on more than one occasion. The cohort is currently being identified, from the data we have to date.

B'WISE PROGRAMME DEVELOPMENTS:

Since the initial pilots of the B'Wise programme to a couple of schools within the city, there have been a number of requests to deliver the programme at the beginning of September. Eggbuckland Community College has raised concerns regarding the use of social media, that maybe having an adverse effect on a cohort of students. Therefore, it is planned that in the new academic year, the programme will be delivered by REACH to a identified year group.

FURTHER CONSIDERATIONS:

The Service Manager of REACH is a member of the multi-agency group focusing on Missing & Child Sexual Exploitation in the City (a sub-group of Plymouth Safeguarding Children's Board. The service was created following identified needs and concerns by the Safeguarding Children's Board. REACH is now part of continuum of support that includes CSC, NSPCC and Barnardos that deals with CSE and young people going missing.

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Briefing for Ambitious Scrutiny Children's Social Care - September 2014



1. Introduction

- 1.1 Children's Social Care (CSC) provides social work and social care support services for vulnerable children and young people in Plymouth. This includes all assessment work, children in need, children subject to Child Protection Plans and children in care.
- 1.2 The service is currently organised so that children and young people's needs are assessed in the first instance in the Advice and Assessment (A&A) teams. A police sergeant from the Public Protection team based is usually based with the screening team, and a member of the Common Assessment Framework team based within the service. This means that we have effective arrangements for information sharing and liaison with early help services.
- 1.3 Children in need including those that become subject to a Child Protection Plan will transfer to the Children in the Community (CintC) teams, and those that come into care will transfer to the Children in Care (CIC) teams. The CIC teams deal with the cases that are in care proceedings and the adoption and fostering teams. There is a specific Child and Adolescent Mental Health Service team that works with children in care and this team is based with the CIC teams which enables effective joint working.
- 1.4 In addition we work closely with colleagues in the integrated commissioning service, and they are involved in commissioning specific services such as those purchased on an individual basis for specific children such as residential placements. They work closely with commissioning colleagues in the locality from the peninsula – i.e. Devon, Cornwall and Torbay to ensure effective market management, and cost and volume arrangements.
- 1.5 This report will set out the current performance, areas of strength and priority actions that ensure on going improved outcomes and service delivery.
- 1.6 We have strong performance in relation to the timeliness and quality of our assessment work, which then leads onto timely work with children subject to care proceedings. We remain one of the top performing authorities in the country in relation to completing care proceedings within agreed timescales. This contributes significantly to achieving better outcomes for children as we also perform well in relation to the numbers and timeliness of children placed for adoption.
- 1.7 We are aware of key areas where we have actions and plans in place to ensure that we are driving forward improvements. Current priorities include:
- Building on work to ensure that the voice of the child is central to all aspects of our work and planning.
 - Improving the quality of child care planning including child protection plans.
 - Improving placement stability for children in care.

2. Referral rates and thresholds

- 2.1 Referral rates continued to rise last year with an annual increase of 18.9% in 2013 – 14. This has meant the service has continued to face on going capacity issues, and workload pressures. We have placed a high degree of emphasis on ensuring that needs are met effectively, and that

staff are well supported in undertaking their duties to ensure effective care planning for all children in need, children subject to plans, and children in care.

2.2 At the same time we have played a leading role as part of the Plymouth Safeguarding Board in developing and agreeing a new Assessment Framework. This includes agreed thresholds for referrals to CSC. The framework was agreed in December 2013, and a series of multi-agency workshops were run by CSC officers between January and March 2014. These were run on a multi-agency basis and over were attended by over 400 staff.

3. Core Assessments

3.1 Timeliness in relation to undertaking Core Assessments improved at the end of last year, and the current rate (end of quarter 1 2014/15) is 90.8% against a target of 87.5%. This is a major achievement in the context of the continuing increased demand. The management team has undertaken an internal audit that provides evidence of good quality assessments based on strong analysis and evaluation. The audit also outlined the need for continued improvement in evidencing the voice of the child and this will be the focus of continued improvement work in the service, as well as the focus for the quality assurance report for quarter 2.

3.2 The single assessment replaces the core assessment and new processes and arrangements are now agreed. The final stages in embedding this in the case management system are now being implemented. This means that we will be using the new framework by October this year.

4. Children subject to Child Protection Plans

4.1 The number of children subject to child protection plans rose throughout 2013-14 from 213 – 280. This rising trend has continued in the first quarter of 2014-15. The profile of the children and young people coming onto plans has not changed during this period, with the highest numbers of children subject to plans due to neglect and domestic abuse. We are aware that a number of partner agencies are experiencing a similar rise in acute referrals. Independent chairs continue to scrutinise thresholds for initial child protection case conferences. A&A managers actively audit the quality of core assessments, as these inform the decision to make a child subject to a CP plan.

5. The quality of Child Protection Plans

5.1 In October 2013 the Children's Social Care management team undertook an audit into 35 cases of children who had been subject to child protection plans on more than one occasion. Some good practice was identified, particularly around improved recognition of the impact of chronic neglect and of domestic abuse. However, there were also some issues identified with recording processes, including supervision recording, some staff not always recognising disguised compliance, and some child protection plan recommendations not being Specific Measurable Achievable Relevant and Time specific (SMART). An action plan is in place to embed emotionally intelligent supervision arrangements and secure enhanced management oversight. The plan also includes the delivery of training to front line staff to improve recognition of disguised compliance, and in writing SMART plans.

5.2 In addition we continue to place increasing emphasis on ensuring that the voice of the child is central to all the work we undertake. As part of the work we are doing to implement the 10 wishes presented to the PSCB last October we have an action plan. This includes planning an inspection by the Young Inspectors of our work with children and young people subject to child protection plans.

6. Quality Assurance and audit activity

6.1 A number of new auditing initiatives have been embedded during 2013-14, under a comprehensive auditing framework, which sets out a programme of regular casework audits undertaken by managers from the assistant director down. The themes from these are aggregated and used to inform improving practice and outcomes. In addition the management team undertake a range of themed audits in response to practice issues. In 2013-4 this included CP plans, quality of supervision, and cases moving from Child Protection to Children in Need. A system of multi-agency audits involving key partners has also been established, and proved successful in identifying learning. A programme of management observations is also in place, including the Strategic Director for People, the Assistant Director and service and team managers observing and giving feedback on practice.

7. Children in care

7.1 Children in Care population had remained relatively steady in the four years prior to 2013/14 unlike our neighbouring authorities all of whom apart from Cornwall saw a steady increase. In Plymouth there was a peak in 2010 when number rose to 435, but all other years numbers remained at approximately 380. The 2012/13 figures showed the rate per 10,000 to be 73, compared with Statistical neighbours at 78.8. In recent months there has been a slow but steady increase in number of Children in Care and as of the 31st July 2014 there were 411 Children in care. These figures indicate that we are seeing a similar rise in numbers of children coming into our care, but the numbers of children leaving care have previously meant that this has not necessarily translated into an on- going increase in previous years.

7.2 The numbers of children coming into care, compared with those leaving care to return home; be permanently placed for adoption or Special Guardianship Order; or reaching the age of 18 years; is subject to detailed analysis and evaluation on an on- going basis

8. Placement stability

8.1 In 2010/11 in Plymouth 17.2% of looked after children had three or more placements within the preceding 12 months. By October 2012 this had significantly improved and reduced to 14.5% however it was still above national averages and rose again to 15.9 % by the end of March 2013. This year, 2014/15 the government has revised the reporting format so that missing episodes do not count as a placement change. The reported figures for 31st July 2014 are 14.20%.

8.2 The detailed breakdown of the data shows that that the highest proportion of children experiencing more than 3 placements in the last year are aged between 16 and 18 years, with those children that are placed for adoption also being a significant proportion of those with 3 or more placements.

8.3 We are maintaining a relentless focus on improving placement stability for all children and we have two action plans as part of the Looked after Children Strategy to address this. There are particular issues in relation to provision for those entering care at 16 or over, often for the first time and also for those who may have been in the care system for several years. These young people can demonstrate significantly challenging and often risk taking behaviours.

8.4 One of the factors that impacts on placement stability is sufficiency at the point of matching and we are continually seeking to improve the supply of placements that will enable children and young people in care to reach their goals. Placement choice within the city is a key issue and there is a planned large scale campaign to recruitment of foster carers in-house in 2014 alongside the

developments with commissioning to increase the local in city provision. We know from research that maintaining family connections, friendships and education provision were at all possible is important on longer term outcomes and the provision of placements in the city also allows for a more immediate and coordinated response from local statutory services and partners.

9. Children placed out of area

- 9.1 Plymouth has at present 107 young people placed out of area but many of them are within easy access of the city boundary and the children remain placed in their original school provision until a permanently matched placement is identified and care proceedings have completed before consideration is given to any move of education.
- 9.2 A number of foster carers within our own Plymouth foster care and in independent fostering agencies are in the surrounding areas for example of Saltash/Torpoint and Ivybridge.
- 9.3 Plymouth City Council currently has 30 children in care placed in residential care homes. This represents an increase in numbers of Plymouth children placed in residential care and is due to the number of children with very complex needs and significant risk taking behaviour coming into care. We continue to consider new and creative ways of engaging and supporting our provider market to expand and improve quality. Currently we are exploring options of applying for grant funding to support new ways of working which will aim to reduce the number of children and young people requiring residential care, and to step down those already in residential placements.

10. Timeliness of proceedings

- 10.1 Plymouth has continued to perform well in relation to the expectations of the Family Justice Review and the introduction of the requirements of the Public Law Outline.
- 10.2 We are within the 26 week timescale and the only cases that are outside and being treated as exceptional are those where there is a Finding of Fact or an issue with regards to nationality and a potential placement with a relative abroad resulting in assessments having to take place.
- 10.3 In the month of July 2014 the average timescale for completion of care proceedings for children and young people in care was 23.1 weeks and this is higher than the national average.

11. Adoption

- 11.1 In the last two years the adoption service has been actively involved in the embedding of the Adoption Reform agenda and working across the Peninsula to ensure that there is an increase in adoptive placements. In 2013/14 there were 40 adoption orders granted for children in placement. There are 27 children placed with prospective adopters where the expectation is that an adoption order will be applied for in the coming year. In 2013/14 38 adopters were approved an increase from 35 the previous year.

12. Adoption – regional developments

- 12.1 In the past twelve months Torbay, Devon, Families for Children and Plymouth continue to work closely together and all of the adoption agencies publish a list of each other's information sessions and training dates to enable adopters to receive more timely information and provide increased training programs. Further work has continued throughout 2013 into 2014 in relation to adopter recruitment and joining resources for a joint TV campaign and adoption conference as well as improving matching within our agencies. This work is currently being progressed with this work coming to fruition late 2014 early 2015.

- 12.2 As part of the Adoption reform, Adoption Activity days have been introduced. An Adoption Activity Day took place in November 2013, 48 children in total attended with 19 children being from Plymouth and the remainder of the children split from Devon and Torbay. 31 adoptive families attended some travelling from London and Somerset. Two voluntary agencies Barnardos and Families for Children attended with their adopters. Four of Plymouth's children, two single and two sets of sibling groups of two were successful in finding adoptive families through the Adoption Activity Day.
- 12.3 Plymouth took the initiative in being the first to host this type of the event in the region. Working in partnership with our local adoption agencies it was agreed Devon would host the next activity Day in April 2014 and Torbay in October 2014 with a reciprocal arrangement for bringing our children to the event making it more cost effective for our agencies and to help achieve adoptive placements not for our own children waiting but children in the region.

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COMMUNITY JOINT VENTURE (CJV) UPDATE

Plymouth Adult and Community Learning



The Public Sector Mutual (PSM) proposal for Plymouth Adult and Community Learning has been reviewed in light of a number of issues, not least funding cuts by the Skills Funding Agency. This has resulted in a change to the proposal which has now been developed in conjunction with Plymouth YMCA and Shekinah, 2 large 3rd sector organisations operating in the City.

Whilst the legal vehicle of a Community Interest Company Limited by Guarantee will remain, the membership of the Board will change to 50% existing adult learning staff, 25% Plymouth YMCA and 25% Shekinah. This provides a far more robust partnership approach to the decision making and leadership of the new organisation.

A full business plan has been developed for the new entity – On Course South West CIC Ltd – which has received in principal approval to proceed to full Business Case from all parties. The plan is positive, seems viable on the information available and offers the City the best chance of sustaining and growing adult learning in light of the financial constraints on public services. The innovative solution of this partnership approach is being observed by other local authorities and the Skills Funding Agency as a possible way forward for other services. Formal approval will be sort from the Council in November with an intended launch date of 1st April 2015.

Discussions are underway to resolve a number of issues crucial to the success of the plan. These include:

- transfer of assets;
- transfer of contingency funds;
- transfer of employees (including pension etc)
- state aid implications
- novation of SFA contract

Cabinet Office is continuing to provide legal advice to support the new entity set-up and the transfer of staff and services. Other support will ensure marketing and branding is in place.

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AMBITIOUS PLYMOUTH

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Work Programme 2014 - 2015



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Lynn Young, Democratic Support Officer, on 01752 304163.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
9.6.2014	Overview of Priorities for Ambitious Plymouth	To help inform the work programme and cooperative review discussion		Carole Burgoyne – Strategic Director for People
	Presentation on People and Organisation Development (POD) Transformation Business Case	To help inform Members of the People and Organisation Development (POD) business case	Overview presentation to update Members	Les Allen – People and Organisation Development (POD) Programme Manager
	Plymouth Education Catering Services – Local Authority Trading Company	To enable Members to scrutinise the business case before it is submitted to Cabinet on 17 June 2014	Transformation Key Decision	Craig Williams
1.9.2014	Missing, Intervention and Support Team (MIST)	To review the service and delivery of the 'Be-Wise to Sexual Exploitation' training programme, in preparation for a review	Service Review	John Miller, Head of Youth Services and Stuart Palmer, Assistant Director for Homes and Communities
	Safeguarding POSTPONED	To provide Members with an overview of the work carried out by the Safeguarding Team	Performance and provision	Simon White, Safeguarding Children's Board Manager
	Children's Social Care	To receive an update of the Children's Social Care Service	Performance and Provision	Alison Botham, Assistant Director for Children's Social Care
	PACLS	To provide Members with an update on the transformation of PACLS	Overview report to update Members prior to Cabinet	Tracy Hewett – Principal Senior Education Officer
13.10.2014	Youth Services	To receive an update following the completion of the restructure of Youth Services	Service review	John Miller, Head of Youth Services and Stuart Palmer, Assistant Director for Homes and Communities
	City of Culture Bid	To review the provision and use of the city's libraries and museums, Mount Edgumbe House and Country Park, and other leisure facilities, with a focus on future City of Culture bids	Service review	David Draffan, Assistant Director for Economic Development and Nicola Moyle, Head of Arts and Heritage
	Presentation on People and Organisation Development (POD) Transformation Business Case	To provide Members with an update of the People and Organisation Development (POD) business case, in particular details of workforce development	Overview presentation to update Members	Les Allen – People and Organisation Development (POD) Programme Manager

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
8.12.14	Plymouth Education Catering Services - Local Authority Trading Co-operative Company	To receive an update on Plymouth Education Catering Services and the creation of a Local Authority Trading Co-operative Company, following the panel's presentation on 9.6.14	Service review	Brad Pearce, Education Catering Manager
19.1.2015				
30.3.2015				
NEW – items not yet allocated a date				
Children's Centre Contract				
School organisation/Published Admission Numbers (PAN)				
Items already agreed by the Cooperative Scrutiny Board 2013/14				
Scrutiny Review Proposals		Description		
'Be-wise to Child Sexual Exploitation'				