



**Oversight and Governance**

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## Education and Children's Social Care Overview and Scrutiny Committee

Wednesday 28 November 2018  
2.00 pm  
Warspite Room, Council House

**Members:**

Councillor Mrs Beer, Chair  
Councillor Murphy, Vice Chair  
Councillors Buchan, Goslin, Mrs Johnson, Samantha Leaves, R Smith, Tuohy and Winter.

**Parent Governor Representative:**

Mrs Nicky Williams

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

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**Tracey Lee**  
Chief Executive

# **Education and Children's Social Care Overview and Scrutiny Committee**

## **1. Apologies**

To receive apologies for non-attendance submitted by Members.

## **2. Declarations of Interest**

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

## **3. Minutes (Pages 1 - 6)**

To confirm the minutes of the previous meeting held on 19 September 2018.

## **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. Ofsted Update - verbal**

## **6. Children's Services Business Plans and Budgets (Pages 7 - 36)**

## **7. Children, Young People and Families Social Worker Recruitment and Social Workers' case loads (Pages 37 - 42)**

## **8. Plymouth Education Board (Pages 43 - 52)**

## **9. Work Programme (Pages 53 - 56)**

## **10. Tracking Resolutions (Pages 57 - 58)**

## Education and Children's Social Care Overview and Scrutiny Committee

**Wednesday 19 September 2018**

### **PRESENT:**

Councillor Mrs Beer, in the Chair.

Councillor Murphy, Vice Chair.

Councillors Buchan, Mrs Johnson, Samantha Leaves, Morris (substitute for Councillor Winter), Rebecca Smith and Tuohy.

Apologies for absence: Councillor Winter.

Also in attendance: Councillor Jon Taylor (Cabinet Member for Education, Skills and Transformation), Councillor McDonald (Cabinet Member for Children & Young People), Judith Harwood (Service Director for Education, Participation & Skills), Jo Siney (Head of Special Education Needs and Disability), David Bowles (Head of Education, Participation and Skills), Alison Botham (Director of Children's Services) and Helen Rickman (Democratic Advisor).

The meeting started at 2pm and finished at 4.25pm.

*Note: At a future meeting, the Panel 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.*

### 16. **Declarations of Interest**

In accordance with the code of conduct the following declarations of interest were made –

<b>Member</b>	<b>Subject</b>	<b>Reason</b>	<b>Interest</b>
Councillor Sam Leaves	Minute 19	She is the parent of a child with special educational needs.	Personal
Councillor Mrs Johnson	Minute 19	She is a Governor at Compton School.	Personal
Councillor Rebecca Smith	Minute 19	She is a Governor at All Saints Academy.	Personal
Nicky Williams	Minute 19	She is a parent Governor at High View Primary School and on the Board of the Plymouth Teaching School Alliance.	Personal

Councillor Sam Leaves	Minute 19	She is an employee of the NHS.	Personal
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17. **Minutes**

Agreed the minutes of the meeting held on 18 July 2018 as an accurate record subject to the following change:

Minute 11 'School Readiness': should refer to the committee being supplied with the thresholds document for children's social care.

The Chair highlighted that this had been included on the work programme for discussion at a future meeting.

18. **Chair's Urgent Business**

There were no items of Chair's Urgent Business.

19. **Report regarding Support for Young People with Autism Spectrum Condition and SEND in Transition to Adulthood**

Councillor Jon Taylor (Cabinet Member for Education, Skills and Transformation), Councillor McDonald (Cabinet Member for Children & Young People), Judith Harwood (Service Director for Education, Participation & Skills), Jo Siney (Head of Special Education Needs and Disability) and David Bowles (Head of Education, Participation and Skills) presented the report.

Members were informed that support for young people with Autism Spectrum Condition and SEND was complex and focused upon multi-agency involvement and a personalised approach for each young person. Change in organisations and their 'offer' for young people was continually revised and revisited to ensure that adequate services and support were in place to maximise outcomes regarding independence, housing and education.

In response to questions raised it was reported that:

- (a) minutes from the Plymouth Autism Partnership Board would be provided to Members;
- (b) information included in the report was generated from the school census data for Plymouth schools; there were currently 23 young people, aged 15-18, placed out of the city that were receiving an education, and 21 young people, aged 15-18, who had an identified special educational need that were home educated. Of the 23 young people placed out of the city, this was for a variety of reasons including parental choice, because of a complex learning requirement that was met within a specialist provision or because of a specialist health need including visually impaired or hearing impaired young people who were better supported at a specialist provision; children placed out of the city

for educational need was not simply because of lack of capacity in Plymouth schools;

- (c) of the 1196 young people in Plymouth identified with SEND, 434 young people also had an Education Health and Care Plan (EHCP). Members were informed that all young people would be provided with help regarding transitioning into adulthood regardless of a EHCP however schools were obliged to support young people with SEND; the Council had a contract with Careers South West to work with young people who were most at risk of falling out of the system;
- (d) Members would be provided with a breakdown of data detailing how many of the city's looked after children had special educational needs and were impacted by the transition to adulthood, as well as those with an EHCP;
- (e) care plans for young adults with severe complex needs who were transitioning to adult services were discussed with multi agencies, the individual and their family at the earliest opportunity; support was also provided to parents with respect to the mental capacity act, power of attorney and guardianship however this was not provided whilst the individual was supported in Children's Services;
- (f) further information regarding the transition to adulthood regarding mental health services would be provided to Members;
- (g) currently the local authority worked with Parent Carer Forum and the Young Send Group in order to ascertain the satisfaction of the young people identified with SEND; officers were assessing this to see if an integrated approach affected the speed or success of outcomes;
- (h) Members would be provided with thresholds for children and adolescents with mental health needs as well as young adults;
- (i) Members would be provided with the numbers of emergency placements requested for young people making the transition to adulthood;
- (j) Members would be provided with the numbers of young people identified with SEND that use the service.

The following recommendations were agreed:

1. for the Committee to be provided with the minutes from the Plymouth Autism Partnership;
2. for further information to be provided regarding the numbers of how many looked after children had Special Educational Needs and Disability (SEND) and were impacted by the transition to adulthood;
3. for additional information to be provided regarding the transition protocols for Health Services, specifically regarding mental health;

4. for further information to be provided regarding how many young people identified as having SEND go on to access the services;
5. with thresholds for children and adolescents with mental health needs as well as young adults;
6. Members would be provided with the numbers of emergency placements requested for young people making the transition to adulthood.

20. **Headline Performance Data**

Councillor Jon Taylor (Cabinet Member for Education, Skills and Transformation), Councillor McDonald (Cabinet Member for Children & Young People), Judith Harwood (Service Director for Education, Participation & Skills) and David Bowles (Head of Education, Participation and Skills) presented the report.

Members were informed that the data provided in the report represented information from 2017; figures for 2018 would be available in February 2019 along with Plymouth's performance against the national picture and regional/ statistical neighbours. Key themes arising from the report included the trend of disadvantaged pupils underperforming and being disadvantaged by the system, the difference between the performance of boys and girls and the emerging trend that Plymouth's performance remained below the national picture. The lack of funding from Government for Plymouth's schools, the complexities surrounding Multi Academy Trusts and the powers of local authorities were also highlighted.

In response to questions raised it was reported that –

- (a) the performance of children in schools was affected by the workforce and the skills and resources available to teachers; it was considered that Plymouth's funding for children was approximately £300 less per child than in other parts of the country;
- (b) Members would be provided with a briefing upon the role of the Regional School's Council and an offer would be extended to the Regional School's Commissioner to attend a future meeting of the Education and Children's Social Care Overview & Scrutiny Committee;
- (c) local authorities had a statutory duty as a champion for all children regardless of if they were taught in a maintained school or multi academy trust. The Council had the responsibility of challenging academies on standards that were required in special needs and disability, inclusion, safeguarding and access of children to a balanced curriculum; this was done via an integrated approach with the Plymouth Teaching School's Alliance;
- (d) the escalation of concern into action relating to failing schools under a multi academy trust was complicated by the overall responsibility of the Government, other than the local authority;
- (e) literacy standards was one of the key areas in Plymouth where children were below the national average with regards to the early years and foundation

stage;

- (f) Members would be provided with benchmarking with like authorities in future reports;
- (g) recruitment challenges were deemed to be greater than the challenge posed by the retention of teachers/ head teachers in Plymouth;
- (h) Members would be provided with benchmarking data with similar authorities in relation to the different types of school, including Grammar and Studio;
- (i) Plymouth City Council was looking to create an early years centre of excellence in order to provide a strong base for support and advice for parents and teachers; it was acknowledged that the use of digital devices by parents at home may be having a detrimental effect upon a child's performance at school however it was considered that some parents may not be aware of this. It was highlighted by a Member that it was not the use of the technology by parents, but the lack of quality time with children that may be to blame;
- (j) Members would be provided with a briefing report upon the Progress 8 measure;
- (k) future reports would include information upon children in receipt of the pupil premium, specifically with regards to key stage 4 and 5

The following recommendations were agreed:

1. for the committee to be provided with benchmarking information with like authorities, specifically with regards to a similar make-up of schools, including Grammar and studio schools, including readiness for school information;
2. for the committee to be provided with a briefing paper regarding the role of the Regional School's Commissioner and for an invite to be extended to her to attend a future meeting;
3. for future reports to include information regarding the pupil premium, specifically in regards to key stage 4 and 5;
4. for a briefing to be circulated to Members on the Progress 8 measure;
5. for information to be provided to Members regarding military children's performance;
6. for the feasibility of holding a select committee review into the governance issues surrounding the Plymouth Studio School to be investigated.

21. **Torbay Children's Services Update**

Alison Botham (Director of Children's Services) and Councillor McDonald (Cabinet Member for Children and Young People) provided Members with an update on Torbay Children's Services.

Members were advised that the briefing was in relation to the recent inspection in Torbay however the scrutiny function of the contents of the report was the responsibility of Torbay. It was highlighted that the judgement of children's services remained almost completely unchanged as being inadequate however the adoption performance had changed to 'good'.

In response to questions raised it was reported that –

- (a) the Children's Improvement Board, a multi-agency forum, was in place to address issues and monitor performance; going forward this would be chaired by Alison Botham;
- (b) with regards to the recruitment of social workers and their being retained, Plymouth was rated better than the national average; this was not affected by the link with Torbay Council;
- (c) there was continued confidence that there was no detrimental impact upon Plymouth in linking with Torbay to support their children's services.

Members noted the update.

22. **Work Programme**

Members noted the work programme and agreed to include the Raising School Standards Action Plan.

23. **Tracking Resolutions**

Members noted the tracking resolutions document.

**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Children's Services Business Plans and Budgets
<b>Committee:</b>	Education and Children's Social Care Overview and Scrutiny Committee
<b>Date:</b>	28 November 2018
<b>Cabinet Member:</b>	Councillor McDonald (Cabinet Member of Children and Young People) Councillor Jon Taylor (Cabinet for Education, Skills and Transformation)
<b>CMT Member:</b>	Alison Botham (Director of Children's Services)
<b>Author:</b>	Judith Harwood, Service Director (Education Participation and Skills) Neelam Bhardwaja, Service Director (Children Young People and Families)
<b>Contact details</b>	Tel: 01752 307465 / 308803 email: <a href="mailto:judith.harwood@plymouth.gov.uk">judith.harwood@plymouth.gov.uk</a> / <a href="mailto:neelam.bhardwaja@plymouth.gov.uk">neelam.bhardwaja@plymouth.gov.uk</a>
<b>Ref:</b>	
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

To inform the committee about the budgetary situation and business places for Education and Children's Social Care department

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**Corporate Plan**

This report relates to the provision of services for children and young people, with emphasis on children in need and safeguarding and giving children and young people the best start in life.

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**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land**

None

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**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:**

Risks associated with budget overspend are dealt with within the report.

**Equality and Diversity**

Has an Equality Impact Assessment been undertaken? No

**Recommendations and Reasons for recommended action:**

For the Education and Children’s Social Care Overview and Scrutiny Committee to receive the report for consideration.

**Alternative options considered and rejected:**

This is a briefing report only.

**Published work / information:**

N/A

**Background papers:**

N/A

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

**Sign off:**

Fin		Leg		Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: Judith Harwood / Neelam Bhardwaja													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

# **EDUCATION, PARTICIPATION AND SKILLS BUSINESS PLAN 2018/19**

## **1) Vision**

We will work in partnership and integrate where possible to provide vibrant and effective educational settings that enable children and young people to develop as active citizens and enjoy a good quality of life in a productive and resilient economy.

## **2) Purpose**

The Council has set out a clear and persuasive case for the importance of education within the Plymouth Plan. Within the Corporate Plan the focus is highlighted under:

### **Growing**

- Provides sufficient education facilities for the growing number of young people in Plymouth to improve their education and employment opportunities.
- Provides the appropriate support for young people with SEND as an integral part of the city's top performing education system.

### **Caring**

- Provides improved facilities that ensure children and young people are safe and confident in their communities, narrowing the gap in equality of access, helping them take control of their lives and communities.
- We listen to our children, young people, families and communities to help shape the educational provision within Plymouth

The Plan for Education, Plan for Employment and Skills, SEND Strategic Plan and Plan for Sport (see Appendix 1, 2, 3 and 4) guide the strategic ambition and direction for the City Council in respect of education, participation and skills. The Plan for Education represents a significant move towards creating a coherent and high performing education system and is supportive of agendas concerned with people and place: improving educational outcomes is a critical element of the city's growth agenda and the health and well-being of residents. The plan includes a section on the physical infrastructure required. Alongside the Commissioning Strategy (c.f. Strategic Commissioning) and SEND Strategy we outline how our ambition is to meet need in a timely and effective way with productive partnership working ensuring that value and efficiency are strong.

The functions undertaken by the Education, Participation and Skills Department have changed markedly over recent years. The remaining functions of the Department are a core of co-ordinating statutory functions in respect of Academies (approximately 75% of Plymouth schools currently) with some additional improvement and oversight functions in respect of maintained schools. This dual system has operated well in the city for a number of years with the local authority supporting the education system irrespective of the governance arrangements of schools.

The core remaining statutory functions for the City Council are:

- Promote high standards of education and ensure fair access to education
- General duty to secure sufficient schools (Placement Planning)
- School improvement in maintained schools and challenge to academies
- Promoting and coordinating cooperation

- Championing the best outcomes for children and young people including safeguarding
- Commissioning for those with additional need or vulnerability & alternative provision
- Admissions and transport
- Special Educational Needs and Disabilities

(Appendix 6 – Balanced Score Card, Appendix 8 - Risk & Opportunities Register)

We deliver our statutory and non-statutory functions through our teams:

**Access and planning** – addresses inclusion, attendance and welfare including CME (Children Missing Education) and EHE (Elective Home Education). Also within the service is Home to school Transport, place planning, school organisation, school capital projects and school admissions. The clerking and support for a number of partnerships come from this service area; for example Schools Forum and Services to Schools traded offer.

**SEND (Special Educational Needs and Disability)** – provides a range of services and support to children and families where there is additional or special need and/or disability. This includes educational psychology, assessment, Education Health Care Planning, the children’s disability team, short breaks, speech and language, Occupational Therapy, the commissioning of placements and the work with special schools, alternative provision and support units.

**Skills and employability** – oversees the work with FE, HE, post 16 providers, business and employers to address the skills gaps in the city, careers advice, the needs of young people Not in Education, Employment or Training and the quality and sufficiency of the ‘offer’ across the local area.

**Schools and Settings** – works with all schools to ensure we are addressing the priorities for school improvement. This team also oversees health, well-being, and citizenship in schools and has a particular focus on disadvantage and child poverty. The team specifically works with maintained schools to monitor progress, challenge, support where necessary and intervene. This area also provides the support to the Plymouth Challenge and Plymouth Education Board.

**The Virtual School** – support the education and progress of all children in the city who are looked after. Whilst these children are on roll at a school or in a setting, the team ensure they do not fall behind by working with and challenging schools to provide the right, high quality support to the children.

**The Sport Development Unit** – provide a range of community based health and well-being and physical activity based programmes. The team also support the community based networks and clubs and offer advice and guidance on safeguarding, good practice and equalities issues.

### 3) Service Priorities for 2018/19

<b>Service Priority</b> <i>What it is and why you're focussing on it</i>	<b>'Must do' actions</b> <i>What do you have to do to make the successful deliver against your priorities</i>	<b>Dependencies</b> <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>	<b>Progress and updates</b>
<b>The Department lead on the Children and Young People's Plan (2017-2020) (Appendix 7) priority – Raising</b>	Our work will encompass three key roles for the system and within that the Local Authority: that of <b>'Champion'</b> ,	Teaching School Alliances and Multi Academy Trusts. The DFE and RSC through	Provisional data for 2018 EYFS results: Meeting expected

<p><b>Aspirations'</b></p> <p>The Plan for Education is important as is the role of the Plymouth Education Board as the attainment for children and young people across the City is below national averages in many areas (Appendix 1 data book):</p> <ul style="list-style-type: none"> <li>▪ Attainment is below average for reception year of primary school despite a rising trend over the last four years.</li> <li>▪ At key stage 1, phonics results are improving, but are just below the national average.</li> <li>▪ At the end of key stage 1, attainment across subjects is below the national average.</li> <li>▪ At the end of Key Stage 2, results are below the national average for reading, writing and maths combined. Individually they are also below the national averages.'</li> <li>▪ By the end of Key Stage 4, attainment in English and maths combined, is below the national average</li> <li>▪ At Post-16 the percentage of pupils achieving three or more 'A' Levels grades A*-E is below the national average.</li> <li>▪ Disadvantaged pupils attain less well than</li> </ul>	<p><b>'Commissioner' and 'Convenor'</b>. Together we will champion the interests of parents and pupils by monitoring and challenging the work of all providers and schools. Parents and pupils will have their voices clearly heard and their interests effectively met.</p> <p><b>Commissioner:</b> We will commission (jointly where possible) a range of services and educational provision from a range of providers, including early years settings, schools and health, as a means of securing improved outcomes for all learners.</p> <p><b>Convenor:</b> We will promote and organise ways in which schools and the LA can integrate and collaborate with providers to secure improvement through networks and partnerships.</p> <p>Specifically we will focus on school performance to:</p> <ul style="list-style-type: none"> <li>• Increase the number of children reaching a good level of development</li> <li>• Increase the proportion of pupils gaining a good GCSE in English and Maths</li> <li>• Reduce the gaps in attainment between disadvantaged and non-disadvantaged pupils</li> <li>• Raise the attainment of boys</li> <li>• Increase the achievement of pupils</li> </ul>	<p>commitment to the Plymouth Challenge</p> <p>The Plymouth Education Board Schools</p>	<p>standard (GLD) 68% (66% 2017)</p> <p>KS1 results: Reaching the expected standard:</p> <ul style="list-style-type: none"> <li>• Reading 72% (73% in 2017).</li> <li>• Writing 67% (65% in 2017).</li> <li>• Maths 73% (72% in 2017).</li> </ul> <p>KS2 results: Reaching the expected standard:</p> <ul style="list-style-type: none"> <li>• Reading, writing and maths combined: 61% (60% in 2017). NA for 2018 = 64%.</li> <li>• Reading = 72% (69% 2017)</li> <li>• Writing = 74% (74%, 2017).</li> <li>• Maths = 72% (72.2% 2017)</li> <li>• GPS = 74% (75% 2017).</li> </ul> <p>Results for individual subjects are below national averages except for GPS.</p>
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<p>non-disadvantaged pupils and this is true for Early Years through to KS4.</p> <ul style="list-style-type: none"> <li>▪ Attendance is falling and exclusions are rising</li> </ul> <p><b>PLEDGE NUMBER 40</b></p>	<p>with Special Educational Needs</p> <ul style="list-style-type: none"> <li>• Improve attendance and inclusion</li> </ul>		
<p><b>To complete the work recognised by Ofsted (November 2016) transforming the SEND offer</b></p> <p><b>To lead on the priority within the Children and Young People’s Plan, ‘Deliver an integrated education, health and care offer’.</b></p> <p><b>(Appendix 11)</b></p> <p><b>PLEDGE NUMBER 41</b></p>	<p>Improve the transition to adulthood and post 16</p> <p>Develop the Short Breaks Statement</p> <p>Complete Safeguarding Disabled Children work plans</p> <p>Complete the Community Health, Wellbeing and SEND Integration Project Plan</p> <p>Develop the SEND Pathway for Support</p> <p>Continue the timely implementation of high quality EHCPs and integrated reviews</p> <p>Create a strong voice for children, young people and their families</p> <p>Review educational provision including alternative provision</p>	<p>Strategic commissioning team</p> <p>Children’s Partnership</p> <p>Livewell SW</p> <p>PHNT</p> <p>Schools</p> <p>Parents</p> <p>SEND strategy group</p>	<p>Project Executive established and Pathway Plan launched (April 2018). Action plan agreed and in the process of implementation</p> <p>Short Breaks Statement reviewed January 2018 with all stakeholders and uploaded on to the Local Offer</p> <p>Youth Ascend and Plymouth Parent Carer Voice participate in the SEND Steering group and contribute to strategic planning and decision making</p> <p>SEN Review is underway with draft review to be ready for September 2018.</p> <p>Ongoing project work to review all alternative provision in the city and how it is commissioned. This includes children with medical conditions.</p>

<p><b>STEM (Science, Technology, Engineering and Maths)</b></p> <p><b>Deliver the aims and objectives of the STEM Plan.</b></p> <ul style="list-style-type: none"> <li>• To match STEM skills with demand to enable our STEM economy to grow... and attract STEM talent</li> <li>• Grow and keep STEM talent in Plymouth to drive productivity across our city and our region</li> <li>• Promote and attract STEM excellence, increasing Plymouth's national and international standing.</li> </ul> <p><b>PLEDGE NUMBER 43</b></p>	<p>Progress and impact will be demonstrated through improved economic, educational and community outcomes.</p> <p>We will grow talent by:</p> <ul style="list-style-type: none"> <li>• Completing 6 cutting edge infrastructure projects</li> <li>• Increasing STEM opportunities through a career related learning plan and careers advice</li> <li>• Bringing a strategic focus to school leaders to support them linking to STEM employers, providers and activities</li> <li>• Coordinating volunteers</li> <li>• Developing subject learning hubs</li> <li>• Supporting trainee teachers</li> <li>• Creating a digital employability platform</li> <li>• Increasing take up of learners and a trained workforce</li> </ul> <p>We will keep STEM people by:</p> <ul style="list-style-type: none"> <li>• Providing high quality training</li> <li>• Involving employers in schools</li> <li>• Keeping teachers, careers advisors and learners up to date with cutting edge industry</li> </ul>	<p>Schools, FE and HE</p> <p>The STEM Forum</p> <p>Industry</p> <p>The Royal Navy</p> <p>National for a such as the Digital Policy Alliance</p>	<p>STEM delivery plan is being developed</p>
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	<ul style="list-style-type: none"> <li>• Promoting Britain’s Ocean City and the Mayflower 400 project with live STEM education schemes</li> <li>• Prioritising the regional recruitment of STEM talent</li> </ul> <p>We will attract STEM talent by:</p> <ul style="list-style-type: none"> <li>• Developing coaching and career flexibility incentives</li> <li>• Building on the STEM Ambassador model</li> <li>• Promoting our worth as a place to grow and develop your career.</li> <li>• Linking in and leading on national STEM initiatives</li> <li>• Develop a recruitment campaign to go to key Universities promoting Plymouth as a great place for great careers</li> </ul>		
<p><b>Plan for Sport –</b></p> <p><b>Implement the Plan with the ambition to have the most active population in the south west by 2034 with a mix of quality sports clubs, top class facilities, active schools and accessible community opportunities for sport and physical activity</b></p> <p><b>PLEDGE NUMBER 87</b></p>	<p>Help people to get active for life by:</p> <ul style="list-style-type: none"> <li>• Supporting and promoting a wide range of sport and physical activity programmes</li> <li>• Work collaboratively to focus resources on need</li> <li>• Use campaigns and initiatives to promote sport and participation</li> <li>• Providing a range of training and</li> </ul>	<p>Sports Board members</p> <p>Sports clubs and networks</p> <p>Sport England</p> <p>Active Devon</p> <p>The Growth Board</p> <p>The Culture Board</p> <p>School Sports Partnership</p> <p>Natural Infrastructure team</p> <p>Via the Leisure Contract</p>	

	<p>development opportunities</p> <ul style="list-style-type: none"> <li>• Recognising the work and achievement of local sports clubs</li> </ul> <p>We will promote and improve spaces where people can play sport (c.f. Sport and Leisure Facilities Plan and Plan for Playing Pitches)</p> <p>We will strengthen the reputation for elite sport, events, tourism and economic development by:</p> <ul style="list-style-type: none"> <li>• Creating community activity and legacy programmes to add value to major events</li> <li>• Developing a major sports events calendar</li> <li>• Using the city’s waterfront location and top class sports facilities</li> <li>• Developing a programme of sport as part of Mayflower 400</li> </ul>	<p>Economic Development team</p>	
<p><b>Delivery of the Skills Plan –</b></p> <p><b>We will coordinate information and advice guidance to ensure young people are well informed to pursue careers of choice, backed by a strong education system</b></p> <p><b>PLEDGES NUMBER 44 &amp; 48</b></p>	<p>Specifically we will:</p> <ul style="list-style-type: none"> <li>• Work with the National Careers Strategy and develop our local offer to support and enhance this.</li> <li>• Help young people to link to and access local jobs and careers</li> <li>• Increase the number of young people entering apprenticeships</li> <li>• Have in place a system of education and training that provide a</li> </ul>	<p>The Plymouth Education Board</p> <p>The Learning, Skills and Employability group</p> <p>The Employment and Skills Board</p> <p>Economic Development team</p> <p>Schools</p> <p>Further Education Growth Board</p>	<p>Links need to be developed to join the Skills Plan with the wider Plymouth Challenge</p>

	<p>coherent and clear path of progression from early years to FE, HE and employment post 16</p> <ul style="list-style-type: none"> <li>• Closer links need to be developed with the HTSW LEP Careers Hub for Plymouth</li> <li>• Link CEC Enterprise Advisers to each secondary school</li> <li>• Ensure Education has a representative at the Growth Board and the Employment and Skills Board</li> <li>• Build partnerships between employers, schools, colleges and settings to support young people with their progression to sustainable employment</li> </ul>		
<p><b>We will plan for the provision of high quality learning environments and access to school for all learners irrespective of need</b></p> <p><b>PLEDGE NUMBER 45</b></p>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Provide sufficient school places as an integral part of the city's education system ensuring that children achieve better qualifications</li> <li>• Help to address the growing need for additional facilities for all children, using resources efficiently</li> <li>• Provide improved facilities that ensure children and young people are safe and confident in their communities, narrow the gap in equality of access and help them take control of their lives</li> <li>• Support the proposed major developments in the Plymouth Plan which plans</li> </ul>	<p>Planning team CCIB and Members Schools DFE</p>	<p>Plans have been developed to expand provision within Plymouth</p> <p>Additional secondary spaces will be available for 2019</p>

	<p>to provide new housing, new investment and infrastructure</p> <ul style="list-style-type: none"> <li>• Plymouth City Council will support the condition/maintenance of Local Authority school buildings taking into account Health and Safety/safeguarding and breakdowns.</li> </ul>		
<p><b>Safeguarding in schools and settings</b></p> <p><b>Through participation in the Plymouth Children Safeguarding Board and through learning from cases, inspections and research we will bring timely and effective support and challenge to schools and settings</b></p> <p><b>PLEDGE NUMBER 49</b></p>	<ul style="list-style-type: none"> <li>• Key messages from PCSB will be disseminated and training provided to education leaders and designated staff</li> <li>• We will conduct safeguarding reviews and audits with and on behalf of schools</li> <li>• We will maintain policy advice and guidance and publish up to date information</li> <li>• We will develop e safety to include cybersecurity and Prevent</li> <li>• We will support children and their families who are vulnerable and at risk</li> <li>• We will challenge schools and MATs where practice is not compliant</li> <li>• We will engage with and implement Operation Encompass</li> </ul>	<p>PCSB CYPF Schools Settings Digital Policy Alliance Health and Police partners</p>	<p>The department now has a representative that sits on the PCSB</p> <p>Lessons learnt are disseminated via regular newsletters to all settings</p>
<p><b>Improve internal and external communication</b></p> <p>To help staff and partners understand what is</p>	<p>Develop an internal communications and engagement plan</p> <p>Develop an external communications and engagement plan</p>	<p>Needs to link to People Strategy and Corporate Communications</p> <p>Schools</p> <p>RSC and DFE</p>	<p>Regular newsletters and briefing sessions are now in place</p> <p>PCC School Room</p>

<p>happening in PCC, in the city and region</p>	<p>Ensure we have a range of vehicles to disseminate messages and encourage participation</p> <p>Develop a consistent and coherent narrative and a positive 'story'</p> <p>Encourage attendance at 'Headline' meetings and also 'shout outs' for staff</p> <p>Facilitate a cultural shift within the workforce to enhance partnership working</p>		<p>is being refreshed to enhance information exchange</p> <p>A series of team and service development events are planned for the next academic year</p> <p>Customer feedback mechanisms are being reviewed to ensure children, young people and their families can comment on the services that they receive</p>
<p><b>Continue work on staff development and workforce / succession planning</b></p> <p>Staff survey reinforced sense by staff that there are few career or development opportunities (Appendix 9 - Staff Survey)</p>	<p>Continue innovative role profile development to aid greater movement between areas of the Department</p> <p>Continue to align staff teams to blend skillsets and encourage the development of new ones</p> <p>Formalise the 'development opportunity' programme</p> <p>Consider more secondments within partner agencies</p> <p>Look to use the Apprenticeship Levy as part of workforce development and planning</p>	<p>HR/OD Schools</p> <p>HR/OD</p>	<p>A series of team and service development events are planned for the next academic year</p>
<p><b>Develop a new model of working to reflect that everything we do is about facilitating partnerships so that all children, young people and their families in Plymouth have the best access and opportunities</b> (Appendix 10 - Service Standards,</p>	<p>Work with a range of strategic and operational partnerships to improve outcomes</p> <p>Discharge our statutory responsibilities in a way that supports local schools to deliver the best outcomes for children and young people</p> <p>Encourage and facilitate collaboration between all involved in education – between schools, local</p>	<p>Schools Settings HR Transformation Colleagues in Torbay</p>	

Appendix 5 - Budget)	<p>partners and regional bodies</p> <p>Look to influence the ‘best deal’ through facilitating partnerships that deliver economies of scale and collective buying power.</p> <p>Develop the education work stream of the Torbay Programme</p>		
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**Appendices to the Business Plan**

1. Plan for Education
2. Plan for Employment and Skills
3. SEND Strategic Plan
4. Plan for Sport
5. Budget 2018/19
6. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
7. Children and Young People’s Plan
8. Risk and Opportunity Register
9. Staff Survey
10. Service Standards – the standards of service you are providing to citizens/internal customers (new)
11. Self-Assessment and Peer Review

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# CHILDREN, YOUNG PEOPLE AND FAMILIES SERVICE (CYPFS) BUSINESS PLAN 2018/19

March 2018



## 1) Vision

Children, young people and families in need of help and protection get the right help, at the right time and in the right place. We will work to improve outcomes for children and young people in our care and all other vulnerable children and young people in Plymouth.

## 2) Purpose

The Plymouth Plan, the Corporate Plan, and the Corporate Safeguarding Adults and young People's Plan set out the priorities in relation to our **caring** and safeguarding responsibilities for children and young people in Plymouth. The integrated commissioning intentions will support the delivery of agreed priorities across the partnership.

The delivery of the service is fundamentally based upon ensuring that we work effectively with our partners. The Children and Young People's (CYP) Partnership agrees the Children and Young People's Plan, and the service supports the work of the Plymouth Safeguarding Children's Board contributing to the delivery of the board's business plan.

- The CYPFS exists to fulfil our statutory responsibilities to all children and young people in need, including those in need of protection, children in care, care leavers, and young people at risk of offending.
- As set out in the Corporate Plan we continue to prioritise early intervention and prevention. Critical to meeting the needs of children and young people with complex needs and in need of protection is our contribution to ensuring effective Early Help and preventing the need for a statutory response.
- The service works with partners to ensure that:
  - children, young people in need of help get the right level of support at the right time delivered by the targeted family and youth support, to prevent issues escalating, and to support and sustain positive change in their lives
  - preventing and reducing the numbers of young people becoming involved in the criminal justice system and offending behaviour
  - children and young people in need of help and protection have access to the social care service at the right time, delivering appropriate and proportionate assessment, responsive and child focussed permanence and care planning
  - supporting children, young people and their families so that they are looked after within their own families wherever possible
  - provide suitable placements for children in care and that we recruit and support the best foster carers

A contractual arrangement with Torbay is now in place and a key priority this year will be agreeing the opportunities for exploring potential joint delivery arrangements.

Key outcomes include:

- Increased resilience for children young people and families – see the Early Help and Family Support outcomes framework agreed by the Children and Young People's Partnership (Troubled Families Payment by Results claims)
- Safeguards and protection for children and young people in need of help and protection

- Reductions in first time offenders, and repeat offences for young people
- Timely permanence plans children in care
- Increase the number of children in care in permanent foster care placements, reducing the number of children in high cost residential placements
- Increased resilience for care leavers

### 3) Service Priorities for 2018/19

Service Priority	‘Must do’ actions	Dependencies
<b>Plymouth Referral and Assessment Service (PRAS), Targeted Support, Parent and Child Assessment Team (PACAT), Risk of Exploitation, Absence and Child Homelessness (REACH) and Youth Offending Team (YOT)</b> <b>Head of Service - Siobhan Wallace</b>		
To manage the front door to Children, Young People and Families Service (CYPFS), including out of office hour. To receive and record contacts from professionals and the public about children in need of help and/or protection.	Review gateway and Hub functions, linked to reviewing Out of Hours (OOH) Service contribution, plan and implement appropriate changes. Linked to Early Help delivery plans.	Project management support and Head of Service (HOS) lead the plan for change, HR support as appropriate.
To determine thresholds for statutory intervention, completing enquiries under Section 47 (S47) 1989/2004 Children Act for children and young people at risk of significant harm and taking appropriate safeguarding action when required. <ul style="list-style-type: none"> <li>▪ <b>Reduce re-referrals</b></li> <li>▪ <b>Reduce rates of s47s and Single Assessments</b></li> </ul>	Work with partners, and ensure the decision making re thresholds and responses to reduce the rate of S47 investigations, and Single Assessments to bring us in line with statistical neighbours.	HOS and Service Manager link with Plymouth Safeguarding Children’s Board (PSCB), Learning and Professional Practice Sub group(LAPP), Clinical Commissioning Group (CCG), Education, Participation and Skills (EP&S) and key settings including schools – designated leads forum to agree issues, and plan.
To offer a clear and transparent assessment service to children in need that involves participation, collaboration and joint working. <ul style="list-style-type: none"> <li>▪ <b>Increase the % of assessments completed with 10 working days</b></li> <li>▪ <b>Increase the % of assessments completed at 30 days</b></li> <li>▪ <b>Increase the % of assessments completed on time</b></li> <li>▪ <b>Improve the quality of assessments</b></li> </ul>	Continued work in service to sustain and maintain manageable workloads. Increase the evidence of management oversight and reflective supervision. Enabling continued improvement in the quality of single assessments, built on good use of the Risk and Vulnerability Matrix (RVM), informing good quality care plans, and step down plans as appropriate, for all children assessed.	
To receive notifications of all children and young people going	Review REACH team arrangements and link to the learning from the focus on	HOS and Service manager planning linked to CSE in

missing, offering return home interviews and appropriate support. <b>▪ Improved % of return home interviews within 72 hours</b> <b>▪ Improved contribution to assessment of risk</b>	Child Sexual Exploitation (CSE) review.	focus review undertaken in February and March 2018.
To provide specialist assessments of parents' ability to care for children within Public Law Outline (PLO) or legal proceedings, and ensure appropriate supervised contact.	Progress review of PACAT and contact arrangements in the wider review of multi-agency, post Family Drug and Alcohol Court (FDAC) review.  PAUSE SIB	Commissioning, and third sector partners, Hamoaze, and Harbour.
To establish and maintain a youth offending team in line with the Crime and Disorder Act 1998, with a principle aim of preventing offending by children and young people. <b>▪ Maintain low rates of first time offenders</b> <b>▪ Reduce repeat offending</b>	Complete review of workloads and links to targeted youth and family support to strengthen the prevention offer.	Continue work in working with the regional YOT board.
To provide targeted youth, and family support, including improving outcomes within the Families With a Future (FWAF)/Troubled Families programme. <b>▪ Increase attached families cohort</b> <b>▪ Increase Payment by Results (PBR) claims</b>	Contribute to leading the development of plans to integrate the early help offer. Confirming realising delivery plans.  Ensure FWAF and troubled families plan is robust and focussed to meet targets for the next two years.	System Optimisation Group (SOG) work to continue at pace supported by commissioning and transformation colleagues. Commissioning and Project management capacity needs to be maintained and detail agreed.
Lead the Partnership with the NSPCC Together for Childhood	Director of Children's Service, Assistant Directors Strategic Leads, HOS Operational Steering Group Lead	Development support from NSPCC development officer, Commissioning, PSCB.
<b>Child Social Work Service and Permanence Service</b>		
<b>Head of Service - Caroline Kirsopp</b>		
Children and young people to be seen in a purposeful, timely way and to ensure that this is recorded to reflect the child's lived experiences. <b>Good performance in relation to visits to children in need and subject to Child Protection (CP) plans.</b>	Continued work in service to sustain and maintain manageable workloads. Increase the evidence of management oversight and reflective supervision.  Improved timeliness of purposeful visits to children using regular daily meetings in each team.	Continued focus on recruitment and retention, with effective and timely short term responses where needed.
Child focussed assessment and care planning improving the quality of CP plans and with an increased focus on Child in Need assessments, interventions and review's. <b>Maintain appropriate numbers</b>	Focus on improved CP plans, Core Group minutes and Children in Need (CIN) plans and review arrangements.	Quality assurance and professional development support to ensure improved quality of practice.

<p><b>of children in need and subject to plans</b></p> <p><b>Reduce % of children subject to repeat CP plans.</b></p>		
<p>Maintain good in timelines for children in proceedings, and improve the timeliness of permanence decision making.</p> <p><b>Maintain proceedings timescales, and reduced use of Residential, Independent Fostering Agency (IFA) and parent and Child</b></p>	<p>Review key decision making re PLO, and decisions to come into care.</p>	<p>HOS, Service Manager</p>
<p>Improve short and long term placement stability.</p>	<p>Ensure that plans for children support them to remain, or step down to suitable foster placements in a timely way to meet their needs. Continue to improve placement sufficiency, and manage costs of provision.</p> <p>Agree the new approach to supporting complex adolescents on the edge of care, and in care, based on a principle of a consistent group of practitioners, including social workers, CAMHS workers and youth workers to provide a consistent, timely and flexible response to prevent young people coming into care, and support those in care to remain in the most appropriate placement.</p>	<p>Commissioning, virtual school, CAMHS</p> <p>Project management and commissioning support to develop the options appraisal and detailed plans.</p>
<p>Review of Permanence/Care Leavers Service as a response to implications for service delivery following Children Social Work Act 2017 to enable the service to meet not only its statutory duties and responsibilities but to improve the life chances of children in care and care leavers.</p> <p><b>Improve the amount of Care Leavers in Education, Employment and/or Training (EETs) and care leavers in suitable accommodation</b></p>	<p>Agree new arrangements for delivery, implement and review impact.</p> <p>Link with potential partners developments.</p>	<p>Implementation plan and HR support as appropriate.</p> <p>Virtual school.</p> <p>Professional development needs identified and planned for.</p>
<p>To increase sufficiency of Foster Carers so that we are able to meet the needs of our children in care in-house.</p> <p><b>Increase numbers of in house foster carers able to support children and young people with the most complex needs</b></p>	<p>Continued focus on increasing recruitment of suitable in house fostering.</p> <p>Consider potential for a joint approach with Torbay.</p>	<p>Commissioning and links with IFA market.</p> <p>AD Torbay</p>

Contribute to establishing the Regional Adoption Agency (RAA) by Oct 18.		RAA Project management, Governance Board, and steering group, with local Plymouth focus group with Finance, commissioning, HR and legal support for the implementation and transfer phase.
<b>Safeguarding and Quality Assurance</b> <b>Head of Service – Sandy Magee</b>		
Maintain the strategic focus on Recruitment, retention and professional development. <ul style="list-style-type: none"> <li>▪ % vacancies</li> <li>▪ % retention</li> </ul>	Implement the retention and recruitment strategy including developing plans to establish a social work teaching arrangement.	To be led by the Professional Development Service Manager and Team, and explore the potential for a joint approach with Torbay – include AD Torbay.
Consistent Quality Assurance (QA) practice and Leadership	Finalise, agree and implement the new QA framework. Further embed the Quality Performance and Review Monitoring (QPRM) aspect of performance management within this.	HOS and Service Manager Safeguarding and Quality Assurance, and operational HOS and Service Managers.
Realignment of the Independent Chair dual function.	This will be achieved by the realignment of the current Independent chair duties and functions. With phase 1 taking place in May 18. Phase 2 will see the Independent Reviewing Officer (IRO) function follow the specialism of the CP chairs and enable a greater focus on outcome based care planning for children in care and leaving care.	HOS with HR support and advice, professional development and training plan to be agreed.
Improving the impact of CP plans, and the experience of Plymouth families whose children are in need of protection through the implement of a strength based model of child protection case conference.  Evidencing impact of the IRO function by providing challenge and escalation through the Problem Resolution process.	The development of the Independent Chairs skills and knowledge so as to really utilise all of their knowledge and skills with a greater focus on a Child Protection Coordinator role, a role that will strengthen the decision making around CP planning.  See IRO annual report, recommendations and plan – due to be refreshed June for 2018-19.	HOS with HR support and advice, professional development and training plan to be agreed.
Working with operational social work manager colleagues to reduce the number of children who experience repeat child protection plans and ensure thresholds/stepdown arrangements are robust.	<ul style="list-style-type: none"> <li>▪ Undertaking Auditing work – at all levels</li> <li>▪ IRO visiting Action plan - 2018/19 target</li> <li>▪ Supporting placement stability</li> <li>▪ Fulfils IRO function</li> </ul>	

Ensuring social work practice is compliant with Plymouth Best Practice Standards – Assessment, Planning and understanding the child’s lived experience.	Promoting Relationship based work with Plymouth children in care , ensuring their voice remains heard and their views acted upon	
Ensure regular engagement with staff	<p>The annual employer’s health check survey of social workers is a mandatory requirement.</p> <p>Service holds annual information days with expectation that all staff will attend one of the three sessions on offer.</p> <p>The Service Director meets all new social workers joining the service.</p>	
Supporting work to establish the Regional Adoption Agency	Review the role of the panel adviser.	

### Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service
3. Risk Register
4. Service Standards – the standards of service you are providing to citizens/internal customers

# Children, Young People and Families Overview and Scrutiny Committee – 28<sup>th</sup> November 2018



## Finance Update

There has been a significant increase in young people's placement cost accounting for £4.1m. We are experiencing a big rise in the number of vulnerable children needing care, the cost of the care is particularly high due to the level of support needed to keep young people safe, such as specialist residential care placements with high levels of staffing. A number of very costly care packages are the result of Court of Protection orders that place a duty on the Council to provide specialist care.

This increasing financial demand on Children's Services is not just a local issue, but is seen nationally and is a culmination of rising demand, complexity of care, rising costs and the availability of suitable placements. Robust plans are in place to deliver £4.655m savings this year, delivering over £3m to date, although the Service has identified a savings plan £1.647m that will not be achieved this year.

When we compare Plymouth with its statistical neighbours, the number of LAC (Looked After Children) per 10,000 child population does not show our numbers as being higher, rather that our number is lower although rising in line with the South West region and national trends. Children coming into care in the past few months requiring wrap-around packages of care are adding a predicted cost commitment of over £0.800m to the forecast.

The budget pressure can be attributed to the significant increase in cost, due to the complexity of care, as well as the volume of young people's placements since the budget was set during autumn 2017. There are now a number of complex individual packages of care at considerably higher cost; during August and September for example, a number of young people were discharged from hospital to avoid bed blocking, all of whom have severe complex needs.

The department budget for 2018/19 is £35.1m with a forecast spend this year of £40.8m

Budget Area	Budget £m	Forecast £m	Variance £m
Placements	20.973	25.026	4.053
Employee Related	18.528	18.515	(0.013)
Delivery Plans (Savings)	(4.665)	(3.018)	1.647
Other	0.267	0.280	0.013
<b>Total</b>	<b>35.103</b>	<b>40.803</b>	<b>5.700</b>

With the delivery plan pressure of £1.647m, spend on three placement categories accounts for almost all of the remaining over spend of £4.053m.

<b>Budget Area</b>	<b>Budget £m</b>	<b>Forecast £m</b>	<b>Variance £m</b>
Residential Placements	7.068	8.196	1.128
Independent Foster Placements	5.279	6.015	0.736
Supported Living Placements	0.980	3.079	2.099
Other Placements	7.646	7.736	0.090
<b>Total</b>	<b>20.973</b>	<b>25.026</b>	<b>4.053</b>

For Residential Placements we set the budget based on 36 placements at an average weekly cost of £3,765; this is an annual cost of £195,780. We now have 38 placements but we have seen our current average weekly cost increase to £4,109; an annual cost of £213,668, an increase of 9% giving a total pressure of £1.128m.

For Supported Living Placements we set the budget based on an average of 15 placements for the full year; we now have 23 with an average weekly cost of £2,606 against the budget average of £1,253, giving a total pressure of £2.099m.

# Education and Children's Social Care Overview and Scrutiny Committee 28<sup>th</sup> November 2018



## Budget Update 2018/19

# Context



- Increasing financial demands on Children's Services nationally – rising demand, complexity, cost and availability of placements
- Annual budget of £35million for Children's Social Care, of which £21million is spent on placements
- For 2018/19 Children's Social Care is required to deliver £4.6million of savings
- Robust plans in place to achieve savings, but challenges remain significant

# Current position

- Current overspend £5.7m: break down of increase in month 6
- Delivery plans of £4.6mn, £3.008 on track, £1.647m
- A number of additional recent high cost packages will be included for month 6 forecasting. Wrap around care – 5 young people – total projected commitment until end of October is £1.3mn
- Number of children in care is rising in year (in line with SW region and national trends). Cost and volume was based on 400 and now 423, in month cost increases £2.6mn
- Total £4.5 mn

# Statistical Neighbours (LAC per 10,000 child population)



Statistical Neighbours	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 Q1	2018/19 Q2
Plymouth	73.0	77.0	76.0	78.0	75.0	80.0	82.5	80.9
Statistical Neighbours	77.5	78.2	79.2	79.3	82.4	-	-	-
South West	53.0	51.0	52.0	53.0	53.0	55.1	55.9	-
England	60.0	60.0	60.0	60.0	62.0	-	-	-

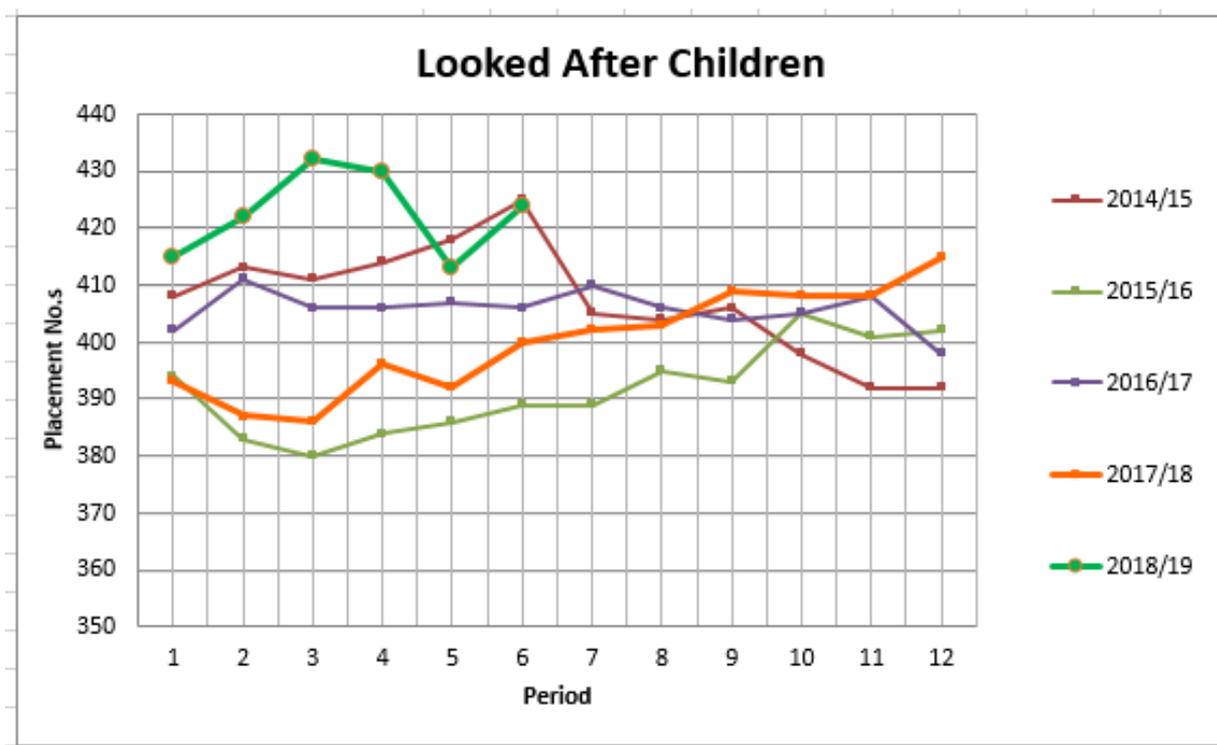
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Local authority interactive tool (LAIT)	SW BENCHMARKING REPORT	Provisional
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# Looked after Children



Year/Month	1	2	3	4	5	6	7	8	9	10	11	12	Average
2014/15	408	413	411	414	418	425	405	404	406	398	392	392	407
2015/16	394	383	380	384	386	389	389	395	393	405	401	402	392
2016/17	402	411	406	406	407	406	410	406	404	405	408	398	406
2017/18	393	387	386	396	392	400	402	403	409	408	408	415	400
2018/19	415	422	432	430	413	424							423



## The message partners have heard & agreed through the Plan for Education



‘Everything we do we will do in partnership’

The LA will act as:

- **Champion** - Together with partners we will **champion the interests of parents and pupils** by monitoring and challenging the work of all providers of services for schools and schools themselves.
- **Commission** – We will **commission** (jointly with partners where possible) a range of services and educational provision from a **range of providers**, including Early Years settings, schools and health services as a means of securing improved outcomes for all learners.
- **Convene** – We will promote and organise **ways in which schools and the LA can integrate and collaborate** with providers to secure improvement through networks and partnerships.

# Budget update



- EPS had a budget of £10.3m in 2018/19 and is expected to balance at the end of year.
- The Department had £1.5m to save in 2018/19
- Savings have been achieved through vacancy management, containment and smart ways of delivering support to families, grant maximisation, partnerships with schools.
- Complexity and demand for services continue to rise although SEND and transport numbers remain broadly static.

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**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Children, Young People and Families Social Worker recruitment and Social Workers' case loads
<b>Committee:</b>	Education and Children's Social Care Overview and Scrutiny Committee
<b>Date:</b>	28 November 2018
<b>Cabinet Member:</b>	Councillor McDonald (Cabinet Member of Children and Young People)
<b>CMT Member:</b>	Alison Botham (Director of Children's Services)
<b>Author:</b>	Neelam Bhardwaja, Service Director (Children Young People and Families)
<b>Contact details</b>	Tel: 01752 308803 email: neelam.bhardwaja@plymouth.gov.uk
<b>Ref:</b>	
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

To provide information about the Social work recruitment and Social workers' caseloads

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**Corporate Plan**

This report links to the priority keeping children and young people protected.

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**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land**

None

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**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:**

None

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**Equality and Diversity**

Has an Equality Impact Assessment been undertaken? No

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**Recommendations and Reasons for recommended action:**

For the Education and Children’s Social Care Overview and Scrutiny Committee to receive the report for consideration.

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**Alternative options considered and rejected:**

This is a briefing report only.

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**Published work / information:**

N/A

**Background papers:**

N/A

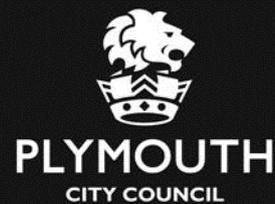
Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

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**Sign off:**

Fin		Leg		Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: Neelam Bhardwaja													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

# Children, Young People and Families Overview and Scrutiny Committee – 28<sup>th</sup> November 2018



## Caseload Information (Social Workers & Family Support Workers)

Area	Experience Level	Optimum Capacity Caseload	Average Caseload	Variance Range
Referral and Assessment	Experienced (on duty desk)	22 0 notification at 30	22	7 - 33  Assessed Year in Supported Employment 12 - 15
	Newly Qualified Social Worker / Return to Social Work	14 - 18 Notification at 19		
	Family Support Worker / Newly Qualified Social Worker / Trainee Social Worker	8		
	Student	8		
Area	Experience Level	Optimum Capacity Caseload	Average Caseload	Variance Range
Children's Social Work Service	Experienced	18 Notification at 30	22  Assessed Year in Supported Employment 11	19 - 27  Assessed Year in Supported Employment 8 - 17
	Family Support Worker / Assessed Year in Supported Employment	8 Relief pending registration		
	Special Guardianship Order - Weighted	20		
	Newly Qualified Social Worker	14 Notification at 20		
Area	Experience Level	Optimum Capacity Caseload	Average Caseload	Variance Range
Permanency Team	Experienced 1 x 29.6	18	23  Assessed Year in Supported Employment 13	17 - 26  Assessed Year in Supported Employment 11 - 14
	Newly Qualified Social Worker	14		
	Trainee Social Worker	8		
	Family Support Worker / Assessed Year in Supported Employment	42		
Permanency (Fostering)		20	20	11 - 26
Area	Experience Level	Optimum Capacity Caseload	Average Caseload	Variance Range
Children with Disability Team	Experienced	18 Notification at 30	20	12-20
	Newly Qualified Social Worker	14		
Area	Experience Level	Optimum Capacity Caseload	Average Caseload	Variance Range
Youth Offending Team	Social Worker	18 Notification at 30	9	8 - 11



**Children, Young People and Families  
Overview and Scrutiny Committee –  
28<sup>th</sup> November 2018**



**Children's Services Social Worker recruitment Data at 20.11.19**

Plymouth CYPFS has been very successful in recruiting to social work posts and stands out both regionally and nationally for its success.

There are four vacant social worker positions, representing 3% of the front line qualified social worker workforce. These posts are currently filled by agency social workers

Social Worker vacancies are distributed as follows:

Service Area	Establishment QSW	Vacancies
Permanency including Fostering	29	2
Children's Social Work Services	56	2
PRAS operational only	24	0
OOH & PACAT	9	0
Targeted YOT/Gateway	4	0
Children with Disabilities	8	0

Four agency workers are expected to be replaced in March 19 with our four step up students.

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<b>Subject:</b>	Plymouth Education Board
<b>Committee:</b>	Education and Children's Social Care Overview and Scrutiny Committee
<b>Date:</b>	28 November 2018
<b>Cabinet Member:</b>	Councillor Sue McDonald (Cabinet Member for Children and Young People) Councillor Jon Taylor (Cabinet Member for Education, Skills and Transformation)
<b>CMT Member:</b>	Alison Botham (Director of Children's Services)
<b>Author:</b>	David Bowles (Head of Education)
<b>Contact details</b>	Tel: 01752 307149 Email: david.bowles@plymouth.gov.uk
<b>Ref:</b>	DB/AB/JAH/060718
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

To provide Members with an overview of the key purpose of the Plymouth Education Board together with a clear picture of its membership and structure. To provide details of its key work streams and its contribution to raising educational standards across the city.

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**Corporate Plan**

This supports 'A growing city'. It helps to make sure children and young people enjoy the highest standards of education; develop the necessary skills to be productive citizens who can make a sustained contribution to both the society and economy of the city. It will also help to reduce inequalities within the city.

The work reflects our values of co-operation between partners and the recognition that as a society we are responsible for each other.

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**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land**

All resources are met from the present Revenue/Dedicated School Budgets.

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**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:**

- It will support the reduction of child poverty by giving children a better opportunity to achieve at school.

**Equality and Diversity**

Has an Equality Impact Assessment been undertaken? No.

**Recommendations and Reasons for recommended action:**

For the Education and Children’s Social Care Overview and Scrutiny Committee to receive the report for consideration.

**Alternative options considered and rejected:**

This is a briefing report only.

**Published work / information:**

N/A

**Background papers:**

N/A

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

**Sign off:**

Fin	djn.1 8.19. 128	Leg	It/31 519/ 021 1	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: Judith Harwood, Service Director (Education, Participation and Skills)													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

## Background

### Educational provision in the city:

The educational landscape has undergone considerable change in the last eight years. The city hosts a range of different types of settings and schools catering for the needs of children aged 0 – 25. These include child minders, private nurseries, nursery schools, maintained schools, special schools, academies, multi – academy trusts, 14 – 19 schools, a Further Education College and Higher Educational Institutions. Indeed, the rise of academies and the development of multi academy trusts in particular (15 in the authority), alongside maintained or local authority controlled schools, means a ‘dual system’ for accountability exists.

Given such a diverse and rapidly changing estate, the need to maintain coherence in provision together with clear lines of accountability that all partners understand and subscribe to becomes paramount if we are to improve standards and increase the life chances of our children and young people.

The Plymouth Board of Education is a partnership designed to ensure that such clear lines of accountability exist for all educational providers as well as being a catalyst for educational improvement that is strategic in nature, coherent, and carefully planned to meet the needs of all learners.

### Educational achievement – the challenges we face:

It is clear from pupils’ performance data and conversations with Head Teachers and other partners that we face a number of challenges in raising levels of achievement both in terms of the standards our pupils reach, and the progress that they make. Challenges can be seen in every phase of education ranging from early years to post 16 education and training and involve all groups of young people especially boys and the disadvantaged. More specifically;

- Whilst results in early years and the infants show an improvement over time, they remain below national averages.
- Results at the end of Primary school show improvement but remain below national averages.
- Secondary school performance remains below national averages and shows little sign of improvement.
- Generally boys perform less well than girls and disadvantaged pupils attain less well than non-disadvantaged pupils.
- The proportion of our schools judged to be good or better by Ofsted place the LA in the bottom 10 local authorities in England.

### The Plymouth Education Board:

The purpose of the Plymouth Education Board is to improve educational outcomes in all settings and schools by bringing key parts of the school improvement system together to address issues. More specifically the Board:

- determines the overall strategy for school improvement and promotes this to schools;
- reviews the performance data and other outcomes based evidence relating to the progress of schools individually and collectively;
- sets school improvement priorities for Plymouth as a whole;
- commissions, brokers and signposts school improvement support;
- encourages and sustains robust professional challenge and support between schools/MATs;
- communicates Plymouth’s school improvement offer;
- uses intelligence to advise and guide on the future system planning
- ensures that no schools are left out; and
- evaluates the impact of support;
- provides up to date information to the Sub-Regional School Improvement Board.

### **Membership and structure:**

Membership of the Board consists of a number of local authority officers, educational specialists and members of the Council. There are 18 Board members.

The Board is chaired by the Chief Executive of Plymouth City Council (PCC) and PCC administers the work of the Board. Educational specialists are drawn from all stages of education including Further and Higher Education. Board members include representatives of Head Teacher Associations; CEOs from Multi Academy Trusts; a colleague from The Regional School Commissioners office (DFE) and the Service Director for Education Participation and Skills (PCC). The Member for Education and Shadow Portfolio Holder also have seats on the Board.

The Board meet four times a year and decisions are made by consensus and by majority voting if required. Minutes and 'Key Messages' are distributed to all Board members and all Head Teachers in the city.

### **Accountability across the educational landscape:**

The need to develop a new system of accountability as the result of a rise in different types of schools and settings (who answer to a number of organisations) is paramount. To this end, the Board has produced and agreed a new model of accountability for all schools in the city (See appendix 2). Such a model allows all educational providers to have a clear idea of their relationship with the Board.

### **Key work streams:**

The Board has identified three key work streams for all partners to work on:

1. Raising attainment and progress in secondary schools through the 'Plymouth Challenge'
2. Reduce gaps in attainment between disadvantaged and non- disadvantaged pupils.
3. Improve the speech and language skills of all pupils through the Oracy Project.

Progress to date concerning these work streams:

1. The Plymouth Challenge has identified clear areas to work on and are presently developing a detailed action plan The LA is closely involved in supporting the Challenge by developing and implementing the careers strategy associated with the plan and overseeing the communications plan for the Challenge .The Board is overseeing further developments.
2. Leadership improvement programmes for school leaders are underway. Secondary schools have come together in clusters to work together to develop leadership skills at all levels. This is being supported with funding and the expertise of the Plymouth Schools Teaching Alliance.
3. Report on the Oracy Project show that real gains are being made to pupils' oracy skills The DFE has commented on how well the programme is developing.

### **Progress of the board to date and future developments:**

The Board has undergone significant development since its inception over a year ago. It has a clear remit for school improvement and accountability through its Terms of Reference. Membership is inclusive involving a number of partners directly involved in raising standards across the city The Board has a clear plan of action in place designed to maximise its effectiveness and it is developing its role in both supporting and challenging schools,

Board members are keen to raise the profile of education throughout the city and is developing ways of communicating its work not only to educationalists but also to all members of the community including parents and business.

D. Bowles – Head of Education

**Appendices:**

- 1. Terms of Reference**
- 2. Accountability System diagram**

## PLYMOUTH EDUCATION BOARD TERMS OF REFERENCE

<p><b>Purpose:</b></p>	<p>The purpose of the <b>Plymouth Education Board</b> is to improve educational outcomes in all schools by bringing key parts of the school improvement system together to address issues.</p> <p>Specifically, the Board will:</p> <ol style="list-style-type: none"> <li>1. determine the overall strategy for school improvement and promote this to schools;</li> <li>2. review the performance data and other outcomes based evidence relating to the progress of schools individually and collectively;</li> <li>3. set school improvement priorities for Plymouth as a whole;</li> <li>4. commission, broker and signpost school improvement support;</li> <li>5. encourage and sustain robust professional challenge and support between schools/MATs;</li> <li>6. communicate Plymouth's school improvement offer;</li> <li>7. use intelligence to advise and guide on the future system planning</li> <li>8. ensure that no schools are left out; and</li> <li>9. evaluate the impact of support;</li> <li>10. provide up to date information to the Sub-Regional School Improvement Board.</li> </ol>
<p><b>Accountability:</b></p>	<ul style="list-style-type: none"> <li>• the Corporate Management Team, Plymouth City Council</li> <li>• RSC Sub Regional Improvement Board</li> <li>• schools, through their representative forums</li> <li>• children, young people and families.</li> </ul>
<p><b>Success criteria:</b></p>	<p>Progress against priorities and measures identified in Plymouth's Plan for Education.</p>
<p><b>Responsibility of members:</b></p>	<p>Members will be nominated by their group and will contribute on behalf of their group as system leaders.</p> <p>Members are expected to attend each meeting or to send a substitute. Notification of a substitute member must be made in writing or by e-mail to the Administrator. Substitute members will have full voting rights when taking the place of the ordinary member for whom they are designated substitute.</p> <p>If a member fails to attend two consecutive meetings, the Chairperson will write to the relevant group to bring it to their attention. If the situation continues, the Chairperson will make every effort to resolve the situation.</p> <p>All members of the <b>Plymouth Education Board</b> are responsible for ensuring effective two-way communication between the Board and the group that they represent.</p>
<p><b>Working arrangements:</b></p>	<p>The Board will meet four times a year. By mutual agreement, additional meetings may be held in order to discuss specific issues. A schedule of meetings will be agreed in advance on a twelve-month cycle.</p>

	<p>Venues for meetings will be arranged by the City Council. The Board will agree the location of meetings.</p> <p>Meetings will usually last no more than two hours. The involvement of schools, parents, children and young people will be developed as part of the Board’s working arrangements.</p> <p>The Board can set up sub-groups and working groups as required.</p> <p>The Board, through the Chairperson is responsible for preparing an annual report for the Corporate Management Team of PCC and the RSC.</p> <p>The draft agenda for a meeting will be circulated electronically to all members of the Board two weeks in advance of the meeting and any major Items for the agenda should be forwarded to the Chairperson at least three weeks in advance of the meeting. The Chairperson is responsible for ensuring that all participants have the opportunity to contribute to the meeting if they wish.</p> <p>Unconfirmed minutes of the meeting will be circulated within two weeks of the meeting taking place. Appropriate actions to be taken, by whom and agreed timescales will be circulated.</p>
<p><b>Chairing arrangements:</b></p>	<p>In the first instance, the Chairperson will be appointed by PCC</p> <p>The Board will elect a vice-chair from amongst itself to conduct meetings in the Chair’s absence</p> <p>The Independent Chairperson will:</p> <ul style="list-style-type: none"> <li>• act as the spokesperson for the Board</li> <li>• preside over Board meetings</li> <li>• manage Board meetings effectively, adhering to agenda and time</li> <li>• develop partnership work through consensus management</li> <li>• secure agreement and clarity over actions</li> <li>• maintain regular contact with the Regional Schools Commissioner and the Sub-Regional Improvement Board</li> </ul>
<p><b>Decision making:</b></p>	<p>Decisions will be reached by a consensus; however, voting may take place, in which case each representative will hold one vote. Any matter requiring a vote will be determined by a simple majority of those present and voting.</p> <p>Quoracy rules should not be needed as members are expected to attend, but in the event of decisions needing to be taken, a meeting will be considered quorate if there are 60% of the members present.</p>
<p><b>Membership list:</b></p>	<ol style="list-style-type: none"> <li>i. The Chief Executive Officer, PCC.</li> <li>ii. The Service Director for Education, Participation and Skills, PCC.</li> <li>iii. A representative each from PAPH, PLT and SHAP.</li> <li>iv. A regional representative for teaching schools alliances.</li> <li>v. Five representatives from the City’s Multi Academy Trusts.</li> </ol>

	<ul style="list-style-type: none"><li>vi. A representative from an FE College.</li><li>vii. A representative from each of the city's HE providers.</li><li>viii. A representative from the RSC.</li><li>ix. Portfolio Holder for Children's Services</li><li>x. Shadow Portfolio Holder for Children's Services</li></ul>
<b>Support:</b>	Support will be provided by the City Council's Education, Participation and Skills Department.



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# EDUCATION AND CHILDREN'S SOCIAL CARE OVERVIEW SCRUTINY COMMITTEE

Work Programme 2018 - 19



Please note that the work programme is a 'live' document and subject to change at short notice.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Amelia Boulter, Democratic Support Officer, on 01752 304570.

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
<b>20 June 2018</b>	Education and Children's Social Care Landscape		To give the committee a better understanding of the two service areas.	Alison Botham/ Judith Harwood/ Neelam Bhardwaja
<b>18 July 2018</b>	Ofsted Report 'Front Door Services'		To provide the committee with an update on the recent inspection.	Neelam Bhardwaja
	School Transport		The Committee to be assured that all school transport is safe for children and young people following the recent article in the Plymouth Herald of an untaxed vehicle.	Judith Harwood
	School Readiness		The Committee to receive a report around assessments undertaken in early years and reception to ascertain speech and language levels and the support provided to the child and family.	Judith Harwood

<b>Date of meeting</b>	<b>Agenda item</b>	<b>Prioritisation Score</b>	<b>Reason for consideration</b>	<b>Responsible Cabinet Member / Officer</b>
<b>19 Sept 2018</b>	Headline Performance data		To enable the Committee to scrutinise more effectively, headline performance data going back 2 - 3 years to be provided with the caveat that data received was not comparable year on year	Judith Harwood
	SEND Transition		To receive a report on the support received by families with children and young people with high functioning autism and SEND, in particular, exploring housing support and transition into adulthood	Judith Harwood
	Torbay Children's Services – monitoring		To be kept informed	Alison Botham
<b>28 Nov 2018</b>	Children Services Business Plans including action plans			Alison Botham/ Neelam Bhardwaja/ Judith Harwood
	Plymouth Education Board		A report on the Plymouth Education Board to include overview of the board, membership and terms of reference	Judith Harwood
	Social workers/ thresholds/ recruitment			Alison Botham/ Neelam Bhardwaja
	Ofsted Update			Alison Botham/ Neelam Bhardwaja
<b>20 Jan 2019</b>	Plymouth Challenge/attainment levels		To monitor the progress of the Plymouth Challenge.	Judith Harwood

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
	High Cost Placements		To receive a report on high cost of placements and how the scrutiny committee can effectively monitor these placements	Alison Botham/ Neelam Bhardwaja
	School Attendance			Judith Harwood
<b>13 March 2019</b>	Regional School Commissioner (invite the Regional School's Commissioner)		Understanding of the role of the Regional Schools Commissioner	Judith Harwood
	Monitoring of the NSPCC Together for Childhood		To receive a report outlining the NSPCC's Together for Childhood project and how progress of the project is monitored over the next 10 years	Alison Botham/ Neelam Bhardwaja

<b>Items to be scheduled</b>				
	Agenda item	Date to go to Committee	Reason for consideration	Responsible Cabinet Member / Officer
	Plymouth Children Safeguarding Board	TBC	Update form the Plymouth Children Safeguarding Board	Andy Bickley
	School Readiness Review			
	How schools deal with behaviour and low level disruption			
	Raising School Standards			
	Care Leavers		what benefits/ packages do they receive/until what age	

<b>Select Committee Reviews</b>				
	Plymouth Studio School		Review into the governance issues surrounding the Plymouth Studio School	
<b>Cross Scrutiny Items</b>				
	Mental Health/ CAMHS			
<b>Scrutiny Visits</b>				
	Gateway and Hub		The Committee to meet the team and gain a better understanding of the 'front door'	Alison Botham/ Neelam Bhardwaja

## Education and Children's Social Care Overview and Scrutiny Committee

Minute No.	Resolution	Target Date, Officer Responsible and Progress
20 June 2018  Overview of the Children's Directorate  Minute 5	It was <u>agreed</u> –  5. Visit to the Gateway for the Committee to meet the team and gain a better understanding of the 'front door'.	<b>Date:</b> July 2018 <b>Officer:</b> Amelia Boulter/Sarah Allum <b>Progress:</b> This was delayed due to the recent Ofsted Inspection. Visit has been arranged for Wednesday 12 December 2018.
19 September 2018  Report regarding Support for Young People with Autism Spectrum Condition and SEND in Transition in Adulthood  Minute 19	The following recommendations were agreed:  1. for the Committee to be provided with the minutes from the Plymouth Autism Partnership; 2. for further information to be provided regarding the numbers of how many looked after children had Special Educational Needs and Disability (SEND) and were impacted by the transition to adulthood; 3. for additional information to be provided regarding the transition protocols for Health Services, specifically regarding mental health; 4. for further information to be provided regarding how many young people identified as having SEND go on to access the services; 5. with thresholds for children and adolescents with mental needs as well as young adults; 6. Members would be provided with the numbers of emergency placements requested for young people making the transition to adulthood.	<b>Date:</b> Sept 2018 <b>Officer:</b> Judith Harwood <b>Progress:</b> 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete Email circulated 20.11.18
19 September 2018  Headline Performance Data	The following were agreed:  1. for the communities to be provided with benchmarking information with like authorities, specifically with regards to a similar make-up of schools, including Grammar and studio schools, including readiness for school information; 2. for the committee to be provided with a briefing paper regarding the role of the	<b>Date:</b> Sept 2018 <b>Officer:</b> Judith Harwood <b>Progress:</b> 1. Complete 2. Complete and invite Regional School

## Education and Children’s Social Care Overview and Scrutiny Committee

Minute No.	Resolution	Target Date, Officer Responsible and Progress
Minute 20	<p>Regional School’s Commissioner and for an invite to be extended to her to attend a future meeting;</p> <ol style="list-style-type: none"> <li>3. for future reports to include information regarding the pupil premium, specifically in regards to key stage 4 and 5;</li> <li>4. for a briefing to be circulated to Members on the Progress 8 measure;</li> <li>5. for information to be provided to Members regarding military children’s performance;</li> <li>6. for the feasibility of holding a select committee review into the governance issues surrounding the Plymouth Studio School to be investigated.</li> </ol>	<p>Commissioner to attend 13 March 2019 meeting</p> <ol style="list-style-type: none"> <li>3. For future reports</li> <li>4. Complete</li> <li>5. Complete</li> <li>6. Scoping meeting to be arranged.</li> </ol> <p>Email circulated 20.11.18</p>
<p>19 September 2018 Work Programme Minute 22</p>	<p>Members noted the work programme and agreed to include the Raising School Standards Action Plan.</p>	<p><b>Date:</b> Sept 2018 <b>Officer:</b> Amelia Boulter <b>Progress:</b> Added to the Work Programme</p>