

Post Inspection Action Plan

2004



1. Introduction

This plan sets out the LEA's Action Plan to address the specific recommendations of the LEA Inspection Report of September 2004.

The plan complements other instruments of performance management and improvement, in particular the services business plans and strategies.

2. Monitoring & Evaluation

This action plan is complimentary to a number of performance management mechanisms already in place. These include:

- The Education Development Plan
- The Council's Strategy Plan – Transforming Torbay Council
- The Community Plan
- Service Business Plans

Monitoring is undertaken through the following mechanisms:

- Senior Management Team
- Directorate Performance Management Board
- Corporate Overview and Scrutiny Board

The frequency of monitoring and evaluation will be:

- Monthly Team and Sections Management
- Two monthly Directorate Senior Management Team
- Termly Directorate Performance Management Board
- Six months Overview and Scrutiny Board

In addition the termly review submitted to the Directorate Performance Management Board will be shared with:

- The termly strategic meeting with Chairs of Governing Bodies
- The termly meeting with Headteachers/Principals and Secondary Phase Schools
- The Secondary Strategy Forum
- The termly meeting with Principals/Heads of Primary Phase Schools
- The Primary Strategy Forum
- The Annual General Meeting of Torbay Governor's Association

INSPECTION FOCUS		Corporate strategy and LEA leadership				
REF: 1 RECOMMENDATION: Strengthen the coherence of corporate plans		Required Outcome: 1. Corporate Plans reflect operational plans 2. Themes demonstrably linking through 3. Planning and monitoring systems satisfactory 4. Progress and delivery monitoring in place and linking to corporate scrutiny.				
SUPPLEMENTARY IMPROVEMENT FOCUS		Review alignment of LEA specific plans to align with corporate plans.				
ACTIVITY 1		Align timescale and milestones for all plans to be coherent				
Action 1.1	Review business planning advice and process guidance to align with all corporate plans.					
	Lead	Tim Nand-Lal	Timescale	Jan 2005	Resources	Nil additional
Action 1.2	Adjust timescale and brief managers about adjustments to LEA planning guidance					
	Lead	Paul Hope	Timescale	Jan 2005	Resources	Nil additional
Action 1.3	Brief managers about the business planning process for 2005/6.					
	Lead	Paul Hope	Timescale	Feb 2005	Resources	Nil additional
Action 1.4	Fortnightly monitoring with lead officers to ensure preparation of business plans on track.					
	Lead	Paul Hope	Timescale	Mar 2005	Resources	Nil additional
Action 1.5	Modify 2005-06 EDP activities to secure corporate coherence					
	Lead	Tony Porter	Timescale	Apr 2005	Resources	Nil additional
Action 1.6	Link individual service plans to EDP and cross reference to other plans e.g. SOP, Behaviour Support, and Asset Management Plan.					
	Lead	Paul Hope	Timescale	Mar 2005	Resources	Nil additional
Action 1.7	Develop a Strategic Plan for 2005/06 to reflect the Community Plan and act as a driver for Business Planning.					
	Lead	Matt Redwood	Timescale	Mar 2005	Resources	Nil additional
Action 1.8	Review and monitor LEA plans on a rolling programme through the Directorate Performance Management Board.					
	Lead	Paul Hope	Timescale	ongoing	Resources	Nil additional

ACTIVITY 2		Develop a statutory single Children's Services Plan for 2006				
Action 2.1	Lead	Terry Connolly	Timescale	Mar 2006	Resources	Nil additional
	Develop programme of staff awareness of key Plans and interrelationship with individual service plans.					
Action 2.2	Lead	Paul Hope	Timescale	Apr 2005 & Ongoing	Resources	Nil additional
	Staff newsletter to have regular articles about key plans and their relationship to Every Child Matters objectives and national policy outcomes.					
Action 2.3	Lead	Andy Brogan	Timescale	Apr 2005	Resources	Nil additional
	Programme of briefings at senior and middle managers meetings and through special events.					
Action 2.3	Lead	Paul Hope	Timescale	April 2005	Resources	Nil additional

REF: 2 RECOMMENDATION: Ensure that schools and officers in the directorate understand the council's vision and direction, and that the respective roles and collective responsibilities which will enable the organisation to meet its objectives are discussed and agreed.		Required Outcome: 1. Council priorities recognised and understood by whole education community. 2. Processes and material in place to promulgate Council vision				
SUPPLEMENTARY IMPROVEMENT FOCUS		Structure and function of Children's Services Directorate "fit for purpose".				
ACTIVITY 1		Develop communication programme for schools				
Action 1.1		Seminar and workshop programme for schools (including Governors) in place with a rolling programme – where necessary linked to existing events and processes.				
Lead	Paul Hope	Timescale	Apr 2005	Resources	Nil additional	
Action 1.2		Specific development programme linked to corporate programme for Member development scheduled.				
Lead	Colin Gamble	Timescale	Apr 2005	Resources	Nil additional	
Action 1.3		Directorate internal communication to have a focus on corporate vision and priorities.				
Lead	Paul Hope	Timescale	Feb 2005	Resources	Nil additional	
Action 1.4		Discussion agenda with headteachers to clarify roles and responsibilities on priorities in the context of the LEA-Schools' Code of Practice.				
Lead	Tony Porter	Timescale	Jul 2005	Resources	Nil additional	
ACTIVITY 2		Develop a programme for elected Members.				
Action 2.1		Embed continued focus on vision and priorities in Member communications.				
Lead	Lorna Shearman	Timescale	Ongoing from Jan 2005	Resources	Nil additional	
Action 2.2		Briefings programme for Members to be scheduled.				
Lead	Matt Redwood	Timescale	Jun 2005	Resources	Nil additional	
Action 2.3		Develop an Education Forum to link with Torbay Strategic Partnership				
Lead	Terry Connolly	Timescale	Mar 2005	Resources	Nil additional	
Action 2.4		Develop simple accessible fact sheets about services for elected members				
Lead	Paul Hope	Timescale	Feb 2005	Resources	Nil additional	
Action 2.5		Create the opportunities for elected members to visit ward schools and for dialogue with school management and governors.				
Lead	Matt Redwood	Timescale	Apr 2005	Resources	Nil additional	
ACTIVITY 3		Develop a programme of information profiles for staff.				
Action 3.1		Briefings cycle rolled out for staff and consultants. Review with all staff the success or otherwise of the current briefings cycle (January 2005). Discuss with managers and team leaders a programme for 2005/6 (February 2005).				
Lead	Paul Hope	Timescale	Apr 2005 & ongoing	Resources	Nil additional	
Action 3.2		"Fact Sheets" about the nature and shape of the service to be developed for staff. Review and revise for SMT approval the fact sheet template (by January 2005). Completion of draft fact sheets by designated managers.				

	Lead	Paul Hope	Timescale	Feb 2005	Resources	Nil additional
Action 3.3	Develop a specific two weekly e-mail newsletter for staff.					
	Lead	Paul Hope	Timescale	ongoing	Resources	Nil additional
Action 3.4	Build into RADAR (appraisals) a focus on a link to the Council vision and priorities					
	Lead	Geoff Williams	Timescale	Jun 2005	Resources	Nil additional

REF: 3 RECOMMENDATION: Ensure that all plans have sharply focused and measurable targets and success criteria.		Required Outcome: 1. Plans revised and recognisably fit for purpose. 2. Structure of Plans meet template requirements.			
SUPPLEMENTARY IMPROVEMENT FOCUS		Local performance indicators to be developed, refined and SMART.			
ACTIVITY 1		Improve business-planning process.			
Action 1.1	Ensure Business Plans include template structure for local performance indicators.				
	Lead	Paul Hope	Timescale	Mar 2005	Resources Nil additional
Action 1.2	Peer Review process established and ongoing for business plan activities.				
	Lead	Paul Hope	Timescale	Mar 2005	Resources Nil additional
Action 1.3	Only SMART Local Performance Indicators to be in approved in Divisional Business Plans.				
	Lead	Paul Hope	Timescale	Apr 2005	Resources Nil additional
Action 1.4	Planning cycle to be published and adhered to.)				
	Lead	Paul Hope	Timescale	Jan 2005	Resources Nil additional
Action 1.5	Report progress on the Post Inspection Action Plan to the Corporate Overview and Scrutiny Board on a twice yearly basis.				
	Lead	Matt Redwood	Timescale	July 2005	Resources Nil additional
Action 1.6	Review (consistent with corporate processes) the business planning cycle and process for 2006/7.				
	Lead	Paul Hope	Timescale	April 2005	Resources Nil additional

ACTIVITY 2		Develop performance management processes linked to business planning deliverables.			
Action 2.1	Peer review arrangements to be in place to support sharpness of focus in plans and activities.				
	Lead	Paul Hope	Timescale	Mar 2005	Resources Nil additional
Action 2.2	Plan template to be the subject of full compliance and regular review.				
	Lead	Matt Redwood	Timescale	From Mar 2005	Resources Nil additional
Action 2.3	Business plans will be assessed by the Corporate policy Team and lessons/good practice will be shared around the Council				
	Lead	Tim Nand-LAL	Timescale	Apr 2005	Resources Nil additional
Action 2.4	A peer review within the Directorate will be carried out on each Business Plan.				
	Lead	Matt Redwood	Timescale	Jun 2005	Resources Nil additional

REF: 4 RECOMMENDATION: Establish regular and clear evaluations of the effectiveness of service plans.		Required Outcome: 1. Elected Members involved in Scrutiny of Performance 2. Performance Management Board manages the monitoring and evaluation of service plans.			
SUPPLEMENTARY IMPROVEMENT FOCUS		Consolidate the role of the Performance Management Board			
ACTIVITY 1		Publish an evaluation framework for all service delivery plans.			
Action 1.1	Set out a timeline for service managers (3 rd tier) to review plan implantation and to manage corrective action.				
	Lead	Paul Hope	Timescale	Apr 2005	Resources Nil additional
Action 1.2	Brief and train managers to use the framework.				
	Lead	Paul Hope	Timescale	Apr 2005	Resources Nil additional
ACTIVITY 2		Heads of Service to monitor regularly plan commitments.			
Action 2.1	Heads of Service to programme 3 monthly (or termly) reviews.				
	Lead	Various	Timescale	From April 2005	Resources Nil additional
Action 2.2	Lead arrangements for each plan to be established to produce a cross service report on a termly basis.				
	Lead	Terry Connolly	Timescale	Apr 2005	Resources Nil additional
Action 2.3	Establish a rolling programme to review service plans through the Directorate Performance Management Board				
	Lead	Paul Hope	Timescale	Apr 2005	Resources Nil additional

REF: 5 RECOMMENDATION: Ensure that the information provided for councillors is clear and unambiguous and that elected members develop further skills in using data and information.		Required Outcome: 1. Revised information process for Members in place.			
SUPPLEMENTARY IMPROVEMENT FOCUS		Member development and Corporate leadership.			
ACTIVITY 1		Provide Councillors with training on the use of data and information			
Action 1.1		Schedule training as part of overall member development			
Lead	Colin Gamble	Timescale	Jun 2005	Resources	Nil additional
Action 1.2		Develop information formats for key regular data sets			
Lead	Christine French	Timescale	Jun 2005	Resources	Nil additional
Action 1.3		Provide refresher courses where necessary and induction for new members			
Lead	Colin Gamble	Timescale	Apr 2005	Resources	Nil additional
ACTIVITY 2		Review and develop the presentation of data.			
Action 2.1		Devise formats for reporting which are clear and understandable			
Lead	Christine French	Timescale	Jun 2005	Resources	Nil additional
Action 2.2		Ensure that all Councillors are trained to understand data presentation formats.			
Lead	Christine French	Timescale	Jun 2005	Resources	Nil additional
Action 2.3		Provide and refresh training for Councillors on the software performance management information system (SPAR).			
Lead	Christine French	Timescale	Jun 2005	Resources	Nil additional
Action 2.4		Develop further and enhance analytical support to Scrutiny Members to enable them to challenge data and information.			
Lead	Tim Nand-Lal	Timescale	Jan 2005	Resources	Nil additional
Action 2.5		Establish regular briefings for leading Members with focus on key issues and future planning.			
Lead	Matt Redwood	Timescale	April 2005	Resources	Nil additional

REF: 6 RECOMMENDATION: Involve governors in helping to shape the direction of the LEA.		Required Outcome: 1. Variety of Governors influence policy and strategy and confirmed in views and surveys.				
SUPPLEMENTARY IMPROVEMENT FOCUS		A development programme for all governors.				
ACTIVITY 1		Engage Chairs of Governing Bodies in strategy considerations.				
Action 1.1	Develop and consolidate termly meetings of Chairs of Governing Bodies with Lead Member and Senior Officers.					
	Lead	Hilary Price	Timescale	Jan 2005	Resources	Nil additional
Action 1.2	Initiate a termly Chair's Briefing on forthcoming business.					
	Lead	Hilary Price	Timescale	Mar 2005	Resources	Nil additional
Action 1.3	Establish an e-mail question and answer service for all governors.					
	Lead	Michael Moore	Timescale	Mar 2005	Resources	Nil additional
ACTIVITY 2		Support the development of the Torbay Governors Association				
Action 2.1	Establish regular discussions with the Torbay Gov Association honorary officers.					
	Lead	Matt Redwood	Timescale	Feb 2005	Resources	Nil additional
Action 2.2	Provide advice and support for the development of an Association newsletter.					
	Lead	Hilary Price	Timescale	In place and ongoing	Resources	Nil additional
ACTIVITY 3		Follow through on Minutes of Governing Body Meetings				
Action 3.1	Relevant officers to Action issues arising on a pro-active basis.					
	Lead	Hilary Price	Timescale	Jan 2005	Resources	Nil additional
Action 3.2	Key Issues from minutes to be raised with the Director of Learning & Resources					
	Lead	Hilary Price	Timescale	Jan 2005	Resources	Nil additional
ACTIVITY 4		Generate wider interest in school governance				
Action 4.1	Establish new and innovative ways of generating public interest.					
	Lead	Hilary Price	Timescale	Mar 2005	Resources	Nil additional
Action 4.2	Target invitations to minority ethnic communities and business leaders to become school governors.					
	Lead	Hilary Price	Timescale	Mar 2005	Resources	Nil additional
Action 4.3	Target local employers to encourage employee to express interest in becoming school governors.					
	Lead	Hilary Price	Timescale	Mar 2005	Resources	Nil additional
ACTIVITY 5		Involve Governors in Key Strategic Fora				
Action 5.1	Secure involvement of a selection of governors in the Capital Strategy Review					
	Lead	Clare Talbot	Timescale	Feb 2005	Resources	Nil additional
Action 5.2	Secure involvement of Governors in the development of the EDP.					
	Lead	Tony Porter	Timescale	Apr 2005	Resources	Nil additional

Action 5.3	Establish focus groups of governors for key process e.g. SEN development, Inclusion Strategy, Primary Strategy, Secondary Strategy and 14-19 Strategy				
	Lead	Hilary Price	Timescale	Feb 2005	Resources
Action 5.4	Establish detailed briefing sessions for all governors for key purposes e.g. target setting.				
	Lead	Hilary Price	Timescale	Feb 2005	Resources
Action 5.5	Identify core data analyses for governors to access via schools or the Directorate to underpin review and planning for school improvement				
	Lead	Christine French	Timescale	Summer 2005	Resources
Action 5.6	Develop mechanisms that allow Governor representatives (especially Parent Governors) to report back to all Governors.				
	Lead	Hilary Price	Timescale	Apr 2005	Resources

ACTIVITY 6	Ensure consistent and succinct information is regularly disseminated to Governing Bodies, Headteachers and others on Strategic LEA issues.				
Action 6.1	Ensure that the termly newsletter for governors includes a section focussed on strategic LEA issues				
	Lead	Hilary Price	Timescale	Feb 2005 & ongoing	Resources
Action 6.2	Ensure that the content of the newsletter relating to strategic LEA issues is circulated to all relevant LEA officers to ensure that there is consistency in dealings with governing bodies, individual governors, Headteachers and others				
	Lead	Hilary Price	Timescale	Feb 05 & ongoing	Resources
Action 6.3	To ensure that, when appropriate governor training and briefings are arranged to complement current strategic issues.				
	Lead	Hilary Price	Timescale	ongoing	Resources
Action 6.4	Encourage Councillors to become School Governors and regularly engage with schools.				
	Lead	Hilary Price	Timescale	ongoing	Resources

REF: 7 RECOMMENDATION: Work with relevant partners to develop a coherent 14-19 strategy and a sharply focused Action plan.		Required Outcome: 1. Evidence of consultation documented and published. 2. Revised strategy supported by wide range of stakeholders.			
SUPPLEMENTARY IMPROVEMENT FOCUS		Ensure there is progression of provision to meet the needs of the most disengaged pupils.			
ACTIVITY 1		Establish working groups and structures for communication with key partners.			
Action 1.1		Establish a 14-19 Strategy Steering Group.			
Lead	Sue Gunn-Johnson	Timescale	In place and on-going	Resources	Nil additional
Action 1.2		Engage with key stakeholders and obtain their commitment to the Strategy and Action Plan.			
Lead	Sue Gunn-Johnson	Timescale	In place	Resources	Nil additional
Action 1.3		Establish a forum for consultation on the work produced by the steering group.			
Lead	Sue Gunn-Johnson	Timescale	Dec 2004	Resources	
Action 1.4		Ensure the inclusion of 14-19 in the work of other existing policy and steering groups.			
Lead	Sue Gunn-Johnson	Timescale	Jan 2005	Resources	Nil additional
ACTIVITY 2		Produce a Revised Strategy and Action Plan.			
Action 2.1		Agree contents of the Revised Strategy.			
Lead	Sue Gunn-Johnson	Timescale	Feb 2005	Resources	Nil additional
Action 2.2		Produce a Revised Strategy			
Lead	Sue Gunn-Johnson	Timescale	Mar 2005	Resources	Nil additional
Action 2.3		Carry out a Self Evaluation.			
Lead	Sue Gunn-Johnson and LSC officers	Timescale	Mar 2005	Resources	Nil additional
Action 2.4		Produce an Implementation Plan with a five year overview and detailed annual Action Plans which reflect national policies and local needs.			
Lead	Sue Gunn-Johnson	Timescale	Mar 2005 then ongoing	Resources	Nil additional
Action 2.5		Review the Action plan six monthly to ensure the outcomes are on track.			
Lead	Tony Porter	Timescale	Ongoing		Nil additional

REF: 8 RECOMMENDATION: Ensure that the strategy (14-19) takes account of the views and opinions of young people and of the progress by learners across the entire 14-19 range.	Required Outcome: 1. Record of consultation with Young People published. 2. Links to Young People's views set out in 14-19 Strategy.
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SUPPLEMENTARY IMPROVEMENT FOCUS	School Improvement and links with Community Plan.
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ACTIVITY 1	Establish mechanism for listening to young people.
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Action 1.1	Capture feedback on the quality of provision from learners					
	Lead	Sue Gunn-Johnson	Timescale	April 2005	Resources	Nil additional
Action 1.2	Capture feedback from schools on their evaluations of students views of provision					
	Lead	Sue Gunn-Johnson	Timescale	April 2005	Resources	Nil additional
Action 1.3	Encourage the development of student participation in institution development plans.					
	Lead	Sue Gunn-Johnson	Timescale	April 2005	Resources	Nil additional

ACTIVITY 2	Analyse opinions and views from the 14-19 consultation process and adjust the implementation plan accordingly.
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Action 2.1	Present outcome of consultation with stakeholders.					
	Lead	Sue Gunn-Johnson	Timescale	Dec 2004	Resources	Nil additional
Action 2.2	Set up Working group and determine a revised Strategy in the light of the consultation responses and further discussions.					
	Lead	Sue Gunn-Johnson	Timescale	Apr 2005	Resources	Nil additional
Action 2.3	Broker a consensus and commitment from stakeholders to the revised implementation plan					
	Lead	Sue Gunn-Johnson	Timescale	Jul 2005	Resources	Nil additional
Action 2.4	Establish clear communication channels with all stakeholders					
	Lead	Sue Gunn-Johnson	Timescale	Apr 2005	Resources	Nil additional

ACTIVITY 3	As part of the strategy review and revise the course offer across Torbay
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Action 3.1	Monitor the availability of courses being offered and advice to students on choices					
	Lead	Sue Gunn-Johnson	Timescale	Jul 2005	Resources	Nil additional
Action 3.2	Monitor the types of courses being offered					
	Lead	Sue Gunn-Johnson	Timescale	Jul 2005	Resources	Nil additional

ACTIVITY 4	Track progress made by learners
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Action 4.1	Establish advice to schools on the keeping and maintaining of records and registers on students participating on courses					
	Lead	Sue Gunn-Johnson	Timescale	Jul 2005	Resources	Nil additional
Action 4.2	Monitor the reasons why students have withdrawn from courses and inform the providers					

	Lead	Sue Gunn-Johnson	Timescale	Jul 2005	Resources	Nil additional
Action 4.3	Ensure providers have fit for purpose methods to record students attainment and ensure that courses are appropriately focused on the student or that the student is focused on the appropriate course					
	Lead	Sue Gunn-Johnson	Timescale	Jul 2005	Resources	Nil additional
Action 4.4	Make provision for attainment data to be collected from all Torbay providers and be analysed					
	Lead	Sue Gunn Johnson	Timescale	Jul 2005	Resources	Nil additional

ACTIVITY 5	Development of strategy and structures of the Youth Service					
Action 5.1	Representation of young people on ward partnership committees					
	Lead	Joe Elston	Timescale	On going	Resources	Nil additional
Action 5.2	Develop explicit links with the Torbay Safer Communities action plan.					
	Lead	Joe Elston	Timescale	ongoing	Resources	Nil additional
Action 5.3	Develop coherence and links with secondary phase schools activities for Personal, Social Health and Citizenship Education.					
	Lead	John Cornish	Timescale	ongoing	Resources	Nil additional
Action 5.4	Coherently link the Youth Service Post Inspection Plan with the Community Plan and other performance mechanisms.					
	Lead	Joe Elston	Timescale	ongoing	Resources	Nil additional

REF: 9 RECOMMENDATION: Establish through consultation with schools, clear and agreed implementation plans to guide school improvement.		Required Outcome: EDP judged by DfES/Ofsted to be good or better.			
SUPPLEMENTARY IMPROVEMENT FOCUS		EDP and school improvement strategy to be amended.			
ACTIVITY 1	Consultation mechanisms with headteachers and governors to be clearly established.				
Action 1.1	Using existing forums (e.g. MIG, Secondary Strategy Forum, TAPS TGA) secure the involvement of headteachers in the review and revision of the EDP.				
	Lead	Tony Porter	Timescale	Mar 2005	Resources Nil additional
Action 1.2	Involve Headteachers and governors in EDP writing day and in other processes				
	Lead	Tony Porter	Timescale	Mar 2005	Resources Nil additional
Action 1.3	Ensure projects focusing on individual schools and groups of learners are included in the EDP for 2005/6				
	Lead	Tony Porter	Timescale	Mar 2005	Resources Nil additional
Action 1.4	Develop specific agreed actions with schools to overcome any misalignment between aggregate school targets and LEA overall targets.				
	Lead	Tony Porter	Timescale	Feb 2005	Resources Nil additional
ACTIVITY 2	School Improvement support activities to align with Children's Services strategy.				
Action 2.1	Implementation activities to be specific and published, including outcomes and success criteria.				
	Lead	Tony Porter	Timescale	Jun 2005	Resources Nil additional
Action 2.2	Preparation for the single Children's Services strategic plan to fully involve headteachers and governing bodies.				
	Lead	Tony Porter	Timescale	Oct 2005	Resources Nil additional
ACTIVITY 3	Target Setting to assist in securing step change in performance				
Action 3.1	Ensure governors in all Torbay schools receive information and have access to training on target setting procedure.				
	Lead	Tony Porter	Timescale	In place & ongoing.	Resources Nil additional
Action 3.2	Provide pupil level data that can enable schools to set aspirational targets effectively.				
	Lead	Tony Porter	Timescale	Ongoing	Resources Nil additional
Action 3.3	Challenge schools to set aspirational targets and monitor progress towards those targets.				
	Lead	Tony Porter	Timescale	Annual cycle	Resources Nil additional
Action 3.4	Champion governors to access specific training in relation to their responsibilities.				
	Lead	Tony Porter	Timescale	Ongoing	Resources Nil additional

REF: 10 RECOMMENDATION: Ensure that strategies for social inclusion and provision for pupils with SEN are monitored, resulting in appropriate support for and intervention in schools.	Required Outcome: 1. Clear monitoring framework leads to improved SEN provision and inclusion practice in schools 2. Supporting material for Link Adviser engagement with schools enables framework to be monitored effectively.
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SUPPLEMENTARY IMPROVEMENT FOCUS	Close working relationships between advisers and SEN professionals
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ACTIVITY 1	Link Adviser monitoring focus subject to clear requirements of the SEN and Social Inclusion Monitoring Framework.
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Action 1.1	Link adviser to meet with SEN Lead Officers prior to school visits					
	Lead	Tony Porter	Timescale	Termly	Resources	Nil additional

Action 1.2	Monitor schools development and operation of SEN against the Framework					
	Lead	Tony Porter	Timescale	Annually	Resources	Nil additional

Action 1.3	Ensure flow of data to link advisers to underpin monitoring activity					
	Lead	Christine Furneaux	Timescale	Termly	Resources	Nil additional

Action 1.4	Ensure key activities for SEN and Social Inclusion are embedded in the Primary Strategy.					
	Lead	Jan Galloway	Timescale	June 2005	Resources	Nil additional

ACTIVITY 2	Differentiated support for schools in place and criteria recognised.
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Action 2.1	Identify current school assessment procedures for all pupils working below National Curriculum levels					
	Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional

Action 2.2	Develop and deliver a programme of training to ensure moderation and implementation of assessment and pupil progress monitoring across all schools					
	Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional

Action 2.3	Link advisers and schools agree a range of analyses and information which underpins reviews of intervention and pupil progress.					
	Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional

Action 2.4	Determine and agree a SEN and monitoring framework in light of the SEN review and Behaviour Support Plan requirements.					
	Lead	Christine Furneaux	Timescale	Jun 2005	Resources	Nil additional

ACTIVITY 3	Monitoring and challenge for social inclusion
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Action 3.1	Systems and analysis in place to profile issues across schools to inform intervention and support.					
	Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional

Action 3.2	Priority areas for social inclusion engagement with schools via Link Advisers identified at least termly in advance.					
	Lead	Tony Porter	Timescale	Apr 2005	Resources	Nil additional

Action 3.3	Key processes established to advance collaboration across schools.					
	Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional

REF: 11 RECOMMENDATION: Establish coherent strategy and implementation plans for gifted and talented pupils that include appropriate actions for supporting secondary schools.		Required Outcome: 1. Strategy for G&T brokered, published and subject to implementation. 2. G&T pupils in schools identified and offered appropriate challenge and extension activities. 3. Effective engagement of secondary schools with the strategy				
SUPPLEMENTARY IMPROVEMENT FOCUS		Widen Opportunities for Gifted & Talented pupils				
ACTIVITY 1		Develop activities for Gifted & Talented pupils.				
Action 1.1		Broker consensus with secondary phase school headteachers about the focus and shape of activities to identify and develop gifted and talented pupils.				
Lead	Mike Jennings	Timescale	June 2005	Resources	Nil additional	
Action 1.2		Arrange dissemination of good practice.				
Lead	Mike Jennings	Timescale	Termly	Resources	Nil additional	
Action 1.3		Arrange a programme of summer schools and other activities				
Lead	Mike Jennings	Timescale	Aug 2005	Resources	Nil additional	
Action 1.4		Develop conference, extension and generic workshop activities				
Lead	Mike Jennings	Timescale	Ongoing	Resources	Nil additional	
Action 1.5		Develop partnership links between schools				
Lead	Mike Jennings	Timescale	Ongoing	Resources	Nil additional	
ACTIVITY 2		Develop monitoring and analysing techniques				
Action 2.1		Identify G&T pupils and their areas of strength through the analyses of school data				
Lead	Mike Jennings	Timescale	Feb 2005	Resources	Nil additional	
Action 2.2		Develop the identification process in secondary schools				
Lead	Mike Jennings	Timescale	July 2005	Resources	Nil additional	
Action 2.3		Analyse results at transition between primary and secondary phase to ensure teaching and learning is focussed and targeted				
Lead	Monica Rook	Timescale	Sep 2005	Resources	Nil additional	
Action 2.4		Track primary gifted pupils throughout their education				
Lead	Christine French	Timescale	Sep 2005	Resources	Nil additional	
Action 2.5		Develop and implement across all schools the consistent application of G&T categories and definitions				
Lead	Mike Jennings	Timescale	Sep 2005	Resources	Nil additional	
Action 2.6						

REF: 12 RECOMMENDATION: In dialogue with schools, parents and partner agencies, develop a shared concept of inclusion and detailed plans in order to achieve a substantial reduction in the unnecessary use of statements and separate provision.		Required Outcome: 1. SEN Statements reducing. 2. Reliance of non inclusive provision reducing.			
SUPPLEMENTARY IMPROVEMENT FOCUS		Inclusion and SEN Improvements			
ACTIVITY 1	Develop a coherent strategy for SEN to reflect changing pressures and National expectations, with a shared concept of inclusion.				
Action 1.1	Consult all relevant bodies on the proposed strategies				
	Lead	Christine Furneaux	Timescale	Jun 2005	Resources Nil additional
Action 1.2	Agree future roles and responsibilities of mainstream and special schools				
	Lead	Christine Furneaux	Timescale	Jun 2005	Resources Nil additional
Action 1.3	Plan an agreed timescale for implementation of change				
	Lead	Christine Furneaux	Timescale	Sep 2005	Resources Nil additional
ACTIVITY 2	Partnership working				
Action 2.1	Develop partnership working which reflects early intervention, collaborative working and strategic thinking				
	Lead	Christine Furneaux	Timescale	Sept 2005	Resources Nil additional
Action 2.2	Establish and Learning Disabilities Strategic Forum				
	Lead	Terry Connolly	Timescale	Jun 2005	Resources Nil additional
Action 2.3	Define and improve parent advocacy arrangements.				
	Lead	Christine Furneaux	Timescale	April 2005	Resources Nil additional
ACTIVITY 3	Develop new criteria for statutory assessment				
Action 3.1	Engage schools, governors, parents and partner agencies in consultation				
	Lead	Christine Whitehead	Timescale	Apr 2005	Resources Nil additional
Action 3.2	Agree timetable for implementation of new criteria.				
	Lead	Christine Whitehead	Timescale	Jul 2005	Resources Nil additional
Action 3.3	Agree schools' roles and responsibilities in a graduated response to SEN.				
	Lead	Christine Whitehead	Timescale	Sep 2005	Resources Nil additional

REF: 13 RECOMMENDATION: Ensure that draft statements comply with requirements and that parents are supported in expressing unconstrained preferences about placement.	Required Outcome: <ol style="list-style-type: none"> 1. Statement template revised. 2. External verification of template compliance 3. Sampling of statements confirms compliance. 3. Statements compliant with Code of Practice 4. Quality assurance implemented 5. Stakeholders accept Statement as useful and meaningful document 6. Parental preference fully considered
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SUPPLEMENTARY IMPROVEMENT FOCUS	SEN Code of Practice fully implemented and embedded.
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ACTIVITY 1	Produce statements to reflect the needs of the child , within a framework and timetable which complies with the Code of Practice
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Action 1.1	Agree a framework of content with internal contributors and regional guidelines
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Lead	Christine Whitehead	Timescale	Mar 2005	Resources	Nil additional
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Action 1.2	Ensure written advice is clear and concise and linked to a multi-disciplinary focus on individual pupil's needs.
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Lead	Christine Whitehead	Timescale	Mar 2005	Resources	Nil additional
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Action 1.3	Ensure the reports reflect the SEN Code of Practice and regional guidelines.
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Lead	Christine Whitehead	Timescale	Mar 2005	Resources	Nil additional
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Action 1.4	Provide opportunities for parents/guardians to comment on and adjust statements to reflect aspirations within available resources.
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Lead	Christine Whitehead	Timescale	Mar 2005	Resources	Nil additional
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Action 1.5	Encourage feedback on content of statements from parents and schools.
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Lead	Christine Whitehead	Timescale	Mar 2005	Resources	Nil additional
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ACTIVITY 2	Ensure placement decisions reflect parental preference and rights of the child
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Action 2.1	Provide recorded opportunities for parents/guardians to express an informed preference.
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Lead	Marianne Lewis	Timescale	Jun 2005	Resources	Nil additional
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Action 2.2	Discuss with parents the needs of the child to assist with any decision making process and encourage to visit and review placement settings (schools/units)
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Lead	Christine Whitehead	Timescale	Jun 2005	Resources	Nil additional
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Action 2.3	Establish clear communication and audit trail of engagement with schools regarding parental preferences.
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Lead	Christine Whitehead	Timescale	Jun 2005	Resources	Nil additional
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Action 2.4	Allocate placement in line with parental preference taking into account Governors' concerns and comments.
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Lead	Christine Whitehead	Timescale	Jun 2005	Resources	Nil additional
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REF: 14 RECOMMENDATION: Improve the system for annual reviews to ensure that statements are updated appropriately in light of pupils' progress.	Required Outcome: <ol style="list-style-type: none"> 1. Review process document and includes pupil progress statement. 2. Integration of a variety of perspectives on pupil progress to ensure achievement of desired outcomes 3. Amendment of Statement as appropriate
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SUPPLEMENTARY IMPROVEMENT FOCUS	SEN Code of Practice
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ACTIVITY 1	Review and revise the Annual Review form to ensure smart target setting, effective monitoring and recorded outcomes
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Action 1.1	Consult with SENCOs and partner agencies on revised format of annual reviews.				
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Lead	Christine Whitehead	Timescale	Mar 2005	Resources	Nil additional
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Action 1.2	Develop and publish assessment thresholds and interfaces to show where pupils move from SEN assessments into National Curriculum assessments.				
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Lead	Christine Furneaux	Timescale	Jul 2005	Resources	Nil additional
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Action 1.3	Review statements and in light of attainment and progress, consider appropriate action, including engagement with parents.				
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Lead	Christine Whitehead	Timescale	Jun 2005	Resources	Nil additional
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Action 1.4	Develop target setting as part of the review to agree a range of possible progress underpinned by the support provided				
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Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional
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ACTIVITY 2	Develop links with School Improvement Services
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Action 2.1	Develop protocol for role of advisers in relation to progress of pupils with identified SEN.				
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Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional
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Action 2.2	Devise an agreed system to support and challenge schools on SEN issues.				
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Lead	Tony Porter	Timescale	Jun 2005	Resources	Nil additional
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Action 2.3	Disseminate good practice examples across schools and early years settings				
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Lead	Christine Furneaux	Timescale	Jul 2005	Resources	Nil additional
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Action 2.4	Develop SENCOs network arrangements				
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Lead	Christine Furneaux	Timescale	Jul 2005	Resources	Nil additional
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REF: 15 RECOMMENDATION: Establish an overall budget strategy for the SEN review and procedures for monitoring pupils progress.		Required Outcome: 1. SEN Review developed further with associated link between allocation of additional resources and issuing Statement broken. 2. Greater understanding and transparency of resources across the Authority			
SUPPLEMENTARY IMPROVEMENT FOCUS		Develop an overall budget strategy			
ACTIVITY 1		Review and establish clear funding arrangements for SEN			
Action 1.1		Review and consult on different SEN funding streams for Primary, Secondary and Special Schools			
Lead	Matt Redwood	Timescale	Jul 2005	Resources	Nil additional
Action 1.2		Review Special Schools funding using an activity led funding model and consult on recommendations with the aim of implementing revised arrangements for April 2005			
Lead	Matt Redwood	Timescale	Jun 2004- Feb 2005	Resources	Nil additional
Action 1.3		Review and consult on activity led model for funding units/enhanced provision in primary and secondary schools			
Lead	Matt Redwood	Timescale	Jul 2004- Feb 2005	Resources	Nil additional
Action 1.4		Introduce revised arrangements for funding non-statemented SEN and Social Inclusion.			
Lead	Matt Redwood	Timescale	Dec 2004- Nov 2005	Resources	Nil additional
ACTIVITY 2		Establish Value for Money and Benchmark arrangements			
Action 2.1		Compile benchmark comparators and link necessary action into business plans.			
Lead	Matt Redwood	Timescale	Jul 2005	Resources	Nil additional
Action 2.2		Develop progress comparators (including funding) for pupils across schools and settings.			
Lead	Christine Furneaux	Timescale	Jun 2004- Feb 2005	Resources	Nil additional
Action 2.3		Consult upon new arrangements for monitoring delegated SEN funding.			
Lead	Matt Redwood	Timescale	Jul 2004- Feb 2005	Resources	Nil additional

REF: 16 RECOMMENDATION: In consultation with users and partners, establish a clear and purposeful strategy and implementation plans for social inclusion that are based on a coherent and comprehensive audit of need and evaluation of current provision.		Required Outcome: 1. Co-ordinated strategy in place 2. Joint working arrangements in place 3. Collaboration and planning in place. 4. Audit of need published and refreshed annually.				
SUPPLEMENTARY IMPROVEMENT FOCUS						
ACTIVITY 1		Develop and consult upon Social Inclusion strategy, including early years				
Action 1.1		Consult on and establish a social inclusion strategy.				
Lead	Margaret Dennison	Timescale	Apr 2005	Resources	Nil additional	
Action 1.2		Reduce the number of permanent exclusions and numbers of days lost to fixed term exclusions.				
Lead	Jane Paget	Timescale	Apr 2005	Resources	Nil additional	
Action 1.3		Develop clear protocols and agreements with schools to reduce fixed term and permanent exclusions.				
Lead	Tony Jordan	Timescale	Apr 2005	Resources	Nil additional	
Action 1.4		Ensure greater collaboration and planning of schools with the LEA prior to permanent exclusion of individuals.				
Lead	Tony Jordan	Timescale	Apr 2005	Resources	Nil additional	
ACTIVITY 2		Identify and target work with vulnerable young people through the Youth Service				
Action 2.1		Develop "street walking" street based youth work.				
Lead	Joe Elston	Timescale	ongoing	Resources	Nil additional	
Action 2.2		Develop links with YOT and Young carers.				
Lead	Joe Elston	Timescale	ongoing	Resources	Nil additional	
Action 2.3		Work with NEETS and Positive Activities for Young People				
Lead	Joe Elston	Timescale	Feb 2005	Resources	Nil additional	
Action 2.4		Develop coherence between Youth Service activities and the projects of the Torbay Children's fund.				
Lead	Joe Elston	Timescale	ongoing	Resources	Nil additional	
ACTIVITY 3		Meeting complex needs				
Action 3.1		Agree clear criteria for referral, admission in the Pupil Referral Unit and reintegration to mainstream settings.				
Lead	Moira Devlin	Timescale	July 2005	Resources	Nil additional	
Action 3.2		Clear mechanisms to be established, brokered with schools to establish inclusion support programmes linked to reintegration.				
Lead	Jane Paget	Timescale	July 2005	Resources	Nil additional	
Action 3.3		Ensure that the KS4 curricula in schools reflects the DFES increased flexibility requirements.				
Lead	Tony Porter	Timescale	Mar 2005	Resources	Nil additional	

Action 3.4	Work with Connexions to develop and monitor high quality work experience placements for the most vulnerable pupils at risk of social exclusion.				
	Lead	Jane Paget	Timescale	Mar 2005	Resources

ACTIVITY 4	Develop rigour of focus on Looked After Children				
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Action 4.1	Establish a co-located, multi-agency team with a focus on health, attendance and attainment.				
	Lead	Jane Paget	Timescale	Mar 2005	Resources

Action 4.2	Develop appropriate use of the Vulnerable Children Grant to support focussed projects that impact on the health, attendance and attainment of Looked After Children in schools.				
	Lead	Jane Paget	Timescale	Jun 2005	Resources

Action 4.3	Develop improved understanding and ownership of Corporate parenting responsibilities across all agencies within the Council, foster carers, schools and governing bodies.				
	Lead	Vince Clark	Timescale	Jul 2005	Resources

Action 4.4	Support schools to improve quality of Personal Education Plans, develop Early Years PEPS and establish clear links between PEPs and Pathway Plans/Connexions service				
	Lead	Tony Porter	Timescale	Jul 2005	Resources

Action 4.5	Consult upon and issue a circular setting out roles and responsibilities for Looked After Children.				
	Lead	Jane Paget	Timescale	Apr 2004	Resources

Action 4.6	To provide a series of events for designated governors to support them in developing governing body awareness of issues and improve outcomes for LAC.				
	Lead	Jane Paget	Timescale	Jan 2005	Resources

Action 4.7	Ensure that issues relating to Looked After Children are included on the agenda of the termly meeting for chairs of governors with the Lead Member and senior officers.				
	Lead	Hilary Price	Timescale	From Mar 2005	Resources

Action 4.8	To ensure that newsletters, training and briefings include content on the responsibilities of Governing Bodies relating to Looked After Children.				
	Lead	Vince Clark	Timescale	Jan 2005	Resources

Action 4.9	Develop and enhance the role of the Corporate Parenting Forum to raise the profile of education attainment of Looked After Children.				
	Lead	Vince Clark	Timescale	Feb 2005	Resources

Action 4.10	Review and develop the management and overview of the delivery of the Local Public Service Agreement for Looked After Children.				
	Lead	Joy Howick	Timescale	Feb 2005	Resources

ACTIVITY 5	Audit and Evaluation of provision.				
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Action 5.1	Identify a viable range of information and data for the audit of need				
	Lead	Jane Paget	Timescale	Jul 2005	Resources

Action 5.2	Establish profile of current provision.				
	Lead	Matt Redwood	Timescale	Jul 2005	Resources

Action 5.3	Link audit of need and provision to relevant delivery plans.					
	Lead	Matt Redwood	Timescale	Jul 2005	Resources	Nil additional
ACTIVITY 6	Revise and gain agreement for the BSP					
Action 6.1	Form a small group, including school representatives to revise plan					
	Lead	Mary Bruton	Timescale	Apr 2005	Resources	Nil additional
Action 6.2	Consult with all who are affected by the plan					
	Lead	Mary Bruton	Timescale	May 2005	Resources	Nil additional
Action 6.3	Undertake provision analysis and identify need gaps					
	Lead	Jane Paget	Timescale	Apr 2005	Resources	Nil additional
Action 6.4	Deduce needs gap from known provision and desired outcomes and negotiate new provision.					
	Lead	Jane Paget	Timescale	Jul 2005	Resources	Nil additional

REF: 17 RECOMMENDATION: Introduce immediate measures to ensure that all excluded pupils receive full-time education in an appropriate setting from the 15 th day of exclusion.		Required Outcome: 1. Audit trail of compliant timetable available.			
SUPPLEMENTARY IMPROVEMENT FOCUS					
ACTIVITY 1		Education Other Than At School			
Action 1.1	Ensure full compliance full time offer for all pupils not on a school roll or on the roll of the PRU.				
	Lead	Jane Paget	Timescale	Complete	Resources
Action 1.2	Establish clear single management line of accountability.				
	Lead	Terry Connolly	Timescale	Apr 2005	Resources
ACTIVITY 2		Revise planning and systems for educating excluded pupils.			
Action 2.1	Full time provision for permanently excluded pupils to be made via the pupil referral unit (25hours) or alternative curriculum packages, including interim tuition, purchased provision from other providers.				
	Lead	Jane Paget	Timescale	In place & ongoing	Resources
Action 2.2	Work experience and inputs from other agencies, including voluntary sector, as appropriate to the pupil's needs within 15 days.				
	Lead	Jane Paget	Timescale	In place & ongoing	Resources
ACTIVITY 3		Develop and publish a protocol for placing excluded pupils			
Action 3.1	Liaise and consult with all relevant parties on a protocol for admitting excluded pupils.				
	Lead	Tony Jordan	Timescale	April 2005	Resources
Action 3.2	PRU to admit permanently excluded pupils within 15 days timescale where capacity permits. EOTAS to provide full time packages if places not available. develop suitable provision for KS2 pupils				
	Lead	Moira Devlin	Timescale	Feb 2005	Resources
Action 3.3	PRU to develop links with schools that ensure good quality pastoral support planning that supports successful reintegration				
	Lead	Moira Devlin	Timescale	Feb 2005	Resources

REF: 18 RECOMMENDATION: In consultation with the admissions forum and mainstream schools, establish a protocol which ensures that excluded pupils are reintegrated into an alternative school without significant delay.		Required Outcome: 1. Reintegration protocol published as part of Admissions Booklet for parents.			
SUPPLEMENTARY IMPROVEMENT FOCUS		Social Inclusion			
ACTIVITY 1		Establish Protocol for reintegration			
Action 1.1		Form working group of stakeholders and schools representatives to develop draft Protocol.			
Lead	Tony Jordan	Timescale	By end of February 2005	Resources	Nil additional
Action 1.2		Consult with schools and Admissions Forum on draft Protocol			
Lead	Tony Jordan	Timescale	By end of May 2005	Resources	Nil additional
Action 1.3		Promulgate advice on Protocol to stakeholders including schools and parents and through inclusion in relevant TIPS brochures			
Lead	Tony Jordan	Timescale	By end May 2005	Resources	Nil additional
Action 1.4		Monitor effectiveness of arrangements through Admissions Forum			
Lead	Tony Jordan	Timescale	From Sep 2005	Resources	Nil additional

REF: 19 RECOMMENDATION: Establish a coherent plan to monitor and promote race equality in close partnership with statutory agencies and minority ethnic representatives.		Required Outcome: 1. Monitoring arrangements published following consultation.			
SUPPLEMENTARY IMPROVEMENT FOCUS		Engage staff in the processes associated with RRAA and diversity issues			
ACTIVITY 1	Review existing strategy to promote racial equality and diversity and the wider equalities agenda for Children's Services				
Action 1.1	Develop strategy in line with guidance for May 2005-2008				
	Lead	Tricia Hare	Timescale	Feb 2005	Resources Nil additional
Action 1.2	Consult with stakeholders				
	Lead	Tricia Hare	Timescale	Mar 2005	Resources Nil additional
Action 1.3	Link strategy to other plans, e.g. EDP and Councils Diversity & Inclusion Strategy.				
	Lead	Tricia Hare	Timescale	Feb 2005	Resources Nil additional
ACTIVITY 2	Develop the Action plan each year for the equalities agenda for Children's Services				
Action 2.1	Revise the Action plan for 2005 and make links to Diversity and Inclusion strategy				
	Lead	Tricia Hare	Timescale	May 2005	Resources Nil additional
Action 2.2	Consult stakeholders with time scales for implementation				
	Lead	Tricia Hare	Timescale	Mar 2005	Resources Nil additional
Action 2.3	Obtain focused reports and follow up revised Action and recommendations. Monitor outcomes and reflect in subsequent Action plan for amendments and focus				
	Lead	Tricia Hare	Timescale	Ongoing	Resources Nil additional