

**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES
SCRUTINY COMMITTEE**

**MONDAY 12 MARCH 2012
7.00 PM**

Bourges/Viersen Room - Town Hall

AGENDA

Page No

1. Apologies for absence

2. Declarations of Interest and Whipping Declarations

At this point Members must declare whether they have an interest, whether personal or prejudicial, in any of the items on the agenda. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. Minutes of Meeting Held on 16 January 2012

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4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions

The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of 3 working days after the publication of the decision (not including the date of publication), unless a request for call-in of the decision is received from any two Members of a Scrutiny Committee or Scrutiny Commission. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee or Commission.

5. Blue Badge Reforms

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6. Presentation of 2011 Validated Examination Results

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7. City College

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8. Children's Services Improvement Plan - Progress Report

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Committee Members:

Councillors: S Day (Chair), C Harper (Vice Chairman), P Nash, G Elsey, M Nadeem, B Saltmarsh and J Shearman

Substitutes: Councillors: C Burton, P Kreling, J R Fox and E Murphy

Education Co-optees: Jane Austen (Roman Catholic Church Representative), Mr Frank Smith (Church of England Representative), Alastair Kingsley (Parent Governor Representative), Brian Opie (Parent Governor Representative)

The Revd Canon Tim Elbourne, (Director of Education & Training), Diocese of Ely

Further information about this meeting can be obtained from Paulina Ford on telephone 01733 452508 or by email – paulina.ford@peterborough.gov.uk

**MINUTES OF A MEETING OF THE
CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE
HELD IN THE
BOURGES & VIERSEN ROOMS, TOWN HALL, PETERBOROUGH
ON 16 JANUARY 2012**

Present: Councillors S Day (Chairman), Harper, Nadeem, Saltmarsh, and J Shearman

Also present Cllr Sheila Scott Cabinet Member for Children's Services
Peter Godley Youth Council
Niamph Kingsley Youth Council

Officers in Attendance: Malcolm Newsam Executive Director, Children's Services
Jonathan Lewis Assistant Director Education & Resources
Brian Roberts Head of Learning & Opportunities for Children in Care
Sian Peer Commissioning Officer
Paulina Ford Senior Governance Officer, Scrutiny
Dania Castagliuolo Governance Officer
Ruth Griffiths Lawyer

1. Apologies

Apologies for absence were received from Councillor Benton, Councillor Elsey and Alistair Kingsley.

2. Declarations of Interest and Whipping Declarations

There were no declarations of interest or whipping declarations.

3. Minutes of the meeting held on 14 November 2011

The minutes of the meetings held on 14 November 2011 were approved as an accurate record.

4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions

There were no requests for Call-in to consider.

5. Educational Attainment of Children in Care

The report provided the Committee with a review of the educational achievement of children in care, who were the responsibility of the City Council wherever they were educated. Peterborough City Council was responsible for 320 children who were in Public Care. Of those 240 were of statutory school age. The Council was also responsible for young people who had recently left the care system. Ten of this group were completing Higher Education Courses. There were also 32 children from other Local Authorities who were educated in Peterborough schools and colleges. The educational achievement of those children was supported by the Virtual School for Children in Care. In addition to promoting educational achievement, the Virtual School was also responsible for improving the wider opportunities offered to children in care, for participation activities and for the management of the Children in Care Council.

Observations and questions were raised and discussed including:

- The report states that “The results achieved by Peterborough Children in care reflect favourably with the national average result...” Is this the case, given the KS2 results show our average attainment for Children in Care (Level 4 English and Maths) at 20% vs the National Average of 46%. *Members were advised that maths had always been a problem in Peterborough. Compared to statistical neighbours Peterborough did not perform as highly as in the other indicators quoted in the report where Peterborough was often second.*
- For KS4 5A*-C English and Maths shows 10% vs the National average of 12.8% for children in care. *The number of children in care was a small cohort of 29 it was therefore a disproportionate number and if one more child achieved the grade this would take the City over the national average percentage.*
- Do our statistical neighbours also have small cohorts? *Members were advised that this was usually the case and that the average number of children was 30 to 40 but in the larger authorities that would be higher.*
- Why was the decision made to rebrand the Education Team, for Children in Care as Peterborough Virtual School for Children in Care? What were the costs associated with this and was it really needed given the financial challenges we face? *Members were informed that rebranding had been necessary. Three years ago the concept of the Virtual School was not widely recognised since that time most Local Authorities had recognised the Virtual School and felt that the name Education Team for Children in Care had given the wrong message. The new name helped when working with other authorities as it was something they understood. A reorganisation of the team was currently being undertaken to look at what the team does and how it could be done better.*
- The report highlights that there would be a reduction in staff. How will this impact on the service provided. *The staff had been reduced from four advisory teachers to two. The current consultation would assess what level of staff would be needed to ensure the educational attainment of children in care was improved. The consultation on the Virtual School would go out in March. The Head of Virtual School for Children in Care had been recently assured that the service that the Virtual School would be able to deliver would not be reduced in anyway.*
- The report indicates that the results achieved in 2010 were the best ever but the results for 2011 did not reach that level. Was this due to staffing levels? *Members were informed that there had been a number of contributing factors. During the preparation for examinations there was only one advisory teacher due to long term illness so the hands on support had not been available. There had not been enough resources to hand out one to one tuition because the pupil premium was being handed directly to schools for them to manage. It was therefore the schools responsibility to plan in a much more formal way and to engage with the authority for assistance.*
- Now that the pupil premium was being sent directly to the schools was this being overviewed and monitored and was there a possibility that the authority could take it back again. *The pupil premium was a grant that came from central government and the only role for the City Council was to pass on the full allocation. There was therefore no mechanism to reclaim the funds for the Local Authority. In theory any unspent funds would return to central government.*
- Can you confirm that the pupil premium money that is given to the schools is used for the purpose it was intended. *Schools were required at the end of the financial year to disclose where that money had been spent but this could not be tracked to individual children. There was no compulsion for a school to tell us how money has been spent on individual young people. The money for children in care should only go to schools that had children in care.*
- The report states that “No consultation has taken place regarding the educational achievement of Children in care “. Why? Was this something that we had done in the past? *The Head of Learning & Opportunities for Children in Care advised that no consultation had taken place during the time that he had worked for the authority.*

- The report states that out of a cohort of 29, 13 did not take GCSE's. This seemed a high proportion. *This reflected the number of children with educational needs who were not capable of taking GCSE's.*
- The report states that the authority has been successful at getting care leavers to university. Were alternatives offered for children not wanting to attend university? *University may not be for everyone so alternative pathways were offered like apprenticeships.*
- When care leavers want to go to university do we offer support to help them achieve this? *The authority was generous in the support care leavers received. The Corporate Parenting Group wanted to ensure that no child would be disadvantaged because they had been in care.*
- You stated that your business administrator was employed by Serco. Can you ensure that this post will remain and not be cut? *Serco would supply whatever support was required and if there was a requirement then the post would remain.*
- Members commented that the attendance figures for children in care were good and reflected the good work of carers in getting their children to school. The Chair congratulated the carers on their good work.
- What controls do you have in place to ensure that the children in care that are educated at schools outside of the city were receiving the same quality education as those educated within the city. *There was a statutory requirement to have a personal education plan to record what the schools, carers and social workers were doing to provide the educational attainment of any particular child. However the further away a school was the more difficult it was to ensure the quality of education.*
- The report mentioned a multi-agency conference which was held in March 2011. Please can you tell us who the multi-agencies were? *The Fostering Network, National College of School Leadership, Adult Education and Private Fostering agencies.*
- What is Akamas? *It was a training group which provided online and face to face training. It gave schools access to online training for traumatised children for a year.*
- Are the results of children educated outside of our authority included in the overall Peterborough figures? *Children educated out side of the authority would be included in that authorities figures. Children educated within our authority who were the responsibility of other Local Authorities were included in our set of figures however all children were included in the schools data.*
- If children being educated outside of the authority were doing better than those educated in the authority would this make our own data look better? *The number of children in the cohort was so small that the difference would be negligible.*

ACTIONS AGREED

That the Committee note the report and;

- Recognise the achievements of this Vulnerable Cohort of Young people for whom we all have a Corporate Parenting responsibility
- Acknowledge the contribution made by the Virtual School in supporting young people and partners so that they are able to achieve and in the role that it plays in ensuring that Peterborough is able to honour its Promise to Children in Care
- Recognise the impact that any change in resources will have on the ability of the Virtual School to continue to provide this level of service delivery

6. Child Poverty Action Plan

The purpose of the report was to provide Members with an update on the nature and characteristics of poverty within the city and to outline the effectiveness of action planning to support local families in moving out of poverty. Members were reminded that there was a Statutory Duty to work collectively, as equal partners, to do everything possible to reduce child poverty. To ensure, as far as possible, that today's children did not become tomorrow's

poor adults. Childhood experiences laid the foundations for later life and there was a desire to make that experience in Peterborough as positive as possible. Members were advised that growing up in poverty could damage physical, cognitive, social and emotional development and could affect what was achieved in adult life. While some children who grew up in low income households would go on to achieve their full potential, many others would not.

The Lead Officer for the Child Poverty Agenda advised Members that when comparing statistics with statistical neighbours there were two different ways of recording the data and it had not been recorded the same way across the organisations. The statistics were based on the income agenda but poverty was about far more than income. Poverty was not an identity but was an experience that families went through. A Poverty Needs Assessment had helped to identify what the priorities would be. Four different groups of poverty had been identified:

- Vulnerable Groups e.g. lone parents, teenage parents, newly arrived families
- Vulnerable Lifestyles e.g. NEET's, Rough Sleepers, risk of homelessness, obesity
- Vulnerable Moments e.g. birth, redundancy, family breakdown, debt, new home
- Vulnerable Settings e.g. deprived areas, rural locations, temporary accommodation

Observations and questions were raised and discussed including:

- Some Members had attended the recent Poverty Conference which had been held at the Fleet in Peterborough and wanted to know if there had been any initiatives that had been captured from the Conference that could make a difference to Peterborough. *There were at least thirty potential projects which were currently being scoped to see which were the most viable.*
- Members were concerned that with the forthcoming Benefits Reform the national average wage would drop and that some people who today may be considered in poverty may not be identified as such under the new Benefits Reform. *Members were informed that one of the ways that this might be addressed would be by working with the welfare benefits teams to do some projections as to what might happen and then sending a brief out to all services to help them identify potentials that may not have already occurred. This would help identify families who potentially may fall into poverty and those who are already in poverty but their situation would be worsened.*
- Members wanted to know if the Poverty Team were in contact with the Operation Can Do team. *Members were informed that they had been working together.*
- Why is child poverty in Peterborough higher than in the East of England region and rising year on year? *There was a lot of reasons and looking closer at ward level data would highlight those reasons. Some of it was due to unemployment, disability, people not being aware of the benefits they could receive and some wards had specific issues.*
- One of the outcomes you have identified as important to address is troublesome behaviour to increase learning opportunities for young people. How are you addressing this? *Members were advised that it was about addressing the sporadic low level troublesome behaviour and helping those children who were being affected by it. Various services and organisations were working together to identify and address this issue and the work was being led by the 8 to 19 team.*
- Members commented that they had not heard of any actions or projects addressing poverty within their wards and requested that they be informed.
- Members commented that the report stated that there was an unacceptably high level of 25.3% of our children, 12,144 under 19 year olds recorded as living in relatively low income households. What was being done to address this? *This was being covered through the broader work that the Greater Peterborough Partnership was doing as part of programme SO2 (A Commissioning process designed with strategic intent to ensure service providers work with us to lift families out of poverty). This would address worklessness and the issue around families that were in work but had fallen into poverty and helping them to understand what welfare and benefits they might be entitled to. A leaflet would also be issued to*

employers explaining about part time employment and benefits that part time employees might be eligible to.

- Do you have sufficient resources to target areas where it can have the greatest impact by focussing on tipping points? *It would be about looking at what we are already doing but in a much more effective way. It was not about having a dedicated budget but about gaining support and getting the message for everyone to think about poverty.*
- The Commissioning Officer invited Members to volunteer to become a Poverty Champion to help drive the poverty agenda forward across partner agencies. Councillor Saltmarsh nominated Councillor Shearman. The Committee approved the nomination and Councillor Shearman accepted.

ACTIONS AGREED

The Committee noted the report and requested that:

1. Members are kept informed and invited to any projects addressing poverty within their wards.
2. A detailed Poverty Action Plan to be provided to the Committee with timelines and lead officer names for each work stream at a meeting in June 2012.
3. The Commissioning Officer to contact Councillor Shearman with regard to the role of Poverty Champion.

RECOMMENDATION

The Committee recommends that Councillor Shearman takes on the role of Poverty Champion on behalf of the Committee.

7. Children's Services Improvement Programme

The Executive Director of Children's Services introduced the report. The report informed the Committee on progress that had been made on the Children's Services Improvement Programme which had been put in place following an Ofsted Inspection in August 2011. The improvement would be driven by three key elements:

- The Children's Services Improvement Programme
- The Core Strategy which focused effort on what must be prioritised
- The leadership of Members and officers in delivering the required changes

The Improvement Plan had been constructed under six key themes which would support sustainable improvement over the next twelve to eighteen months.

The key themes were:

Theme One: Providing confident leadership across children's services

Theme Two: Putting in place effective front-line practice

Theme Three: Creating an organisation fit for purpose

Theme Four: Strengthening partnerships to make a difference

Theme Five: Becoming the employer of choice in the region

Theme Six: Robustly managing performance

The core strategy of the Improvement Plan would focus on tackling those areas of greatest risk first. This would include ten core tasks which would cover increasing the number of social

workers, putting in place effective front-line practice and strong leadership across Children's Services.

The Chair thanked The Executive Director of Children's Services and the Cabinet Member for Children's Services for the progress made so far with the Improvement Plan.

Observations and questions were raised and discussed including:

- The report states that additional staff will be brought in to reduce the number of unallocated cases. We have been advised that this has been a priority over the last year, should we have confidence that this is achievable, and why? *Members were advised that there had been a history in the service for bringing in extra staff to clear the back log then the staff would go and have to return when there was a back log again. This meant that there had not been enough staff in place to deal with the work load. This was now being addressed and there would be enough staff put in place for the amount of work therefore taking the number of staff from 71 to 81. That would mean that there would be enough capacity to deal with any new work coming in and going forward once all the posts had been filled. Additionally there would be a specialist team of social workers in place for six months to deal with the work that accumulated over the previous six to nine months. Members were advised that there was no quick fix.*
- Will Legal Services be able to cope with the extra work coming through? *Legal Services would be able to up scale their response as long as Children's Services could give them reasonable notice. The Executive Director of Children's Services did not feel that there would be much additional work and that in the future dealing with families much more effectively and quickly should ease the burden on Legal Services.*
- How can you assure us that once you have improved Children's Services and a new Director of Children's Services was in place that they will want to stay in Peterborough long term. *There was no reason why Peterborough City Council (PCC) would not be a very attractive place to come and work for a future Director of Children's Services. The ambition was over the next twelve months to turn PCC into an attractive place for social workers and managers to come and work. The planning and recruitment process for the Director of Children's services would not be left to the last minute and was already being considered.*
- The report states that the cost of the improvement programme would be met within existing budgets. Was this feasible. *The recent budget proposals identified approximately £3M to support social care of which £1M would go to support social workers and support staff. The Assistant Director Education & Resources was confident that the money was in place.*
- How will the Improvement Plan be monitored? *Members were informed that the Improvement Plan would be monitored in a number of areas:*
 - *Through the Directorate*
 - *External Improvement Board which was Chaired by an independent Chair*
 - *Scrutiny Task and Finish Group*
 - *Creating Opportunities and Tackling Inequalities Scrutiny Committee*
 - *Cabinet*
 - *Council*
- While reducing throughput can be assisted by an improved system and training, can you expand on what is meant by "pruning caseloads"? Does this not rely on the additional resource? *Services start to go wrong when there is a backlog and cases are not being closed. The specialist unit that had been brought in would deal with the backlog and the additional resources long term will ensure that cases were dealt with in an effective way.*
- When a case is closed is there a mechanism for monitoring that family. *The social worker would never be the only individual working with the family. The children go to school; there would be Health Visitors, Youth Clubs, caring relatives etc. When a case is closed relatives were informed and if the need should arise they could refer the case back. Not all problematic families needed a social worker.*

- There has been a massive turnover of staff within children's social care. Will you be analysing why this has happened. *Historically social workers have travelled past Peterborough to work somewhere else. It was therefore important to become an Employer of Choice to attract Social Workers to Peterborough and ensure that they want to stay. There were three key drivers that would attract a social worker to work in an authority:*
 1. *A reasonable work load*
 2. *Will they get effective supervision from the Team Manager?*
 3. *Does the authority look after the individual's career and offer training and development?*
- You have said you want to produce and issue clear guidance for leadership and management roles. What major changes do you see this encompassing that differs fundamentally from your previous approach? *There had always been a strong sense in Children's Social Care that accountability was not clear, compliance had appeared to be problematic and the consequence for non compliance had also not been clear. They were symptoms of the difficulty the service had got into and the style of leadership. Therefore resetting the establishment resets the expectations. That will be supported by development that gets all Managers modelling the correct behaviours.*
- Members noted that the Improvement Plan included the development of an induction pack for Elected Members and senior offices outlining corporate parenting responsibilities. They welcomed this as an excellent idea.
- Who will be undertaking the regular thematic audits on specific practice areas and what will the process be. *There would be several layers of auditing. The first layer would be a monthly audit programme whereby each manager and the Executive Director of Children's Services would do at least one audit a month to build up a regular snapshot of progress on quality. This would be captured and put onto software and measured across the ten themes so that it could be analysed. There was also an Audit Manager who would conduct the thematic audits as requested.*
- Given that the development of a children's services performance management framework is essential to the monitoring of the service, what do you see as the key strands of this to ensure the findings can be validated? *The performance framework was currently being finished. The Executive Director for Children's Services advised that he would bring the completed performance management framework to a future meeting. The performance management framework linked management information to how it was used to manage performance. It also linked into the Quality Assurance Framework.*
- Are you still on target to get the new ICT system in place by 31 March? *The implementation date was the second week of April and was on target. Training would take place during February and March. Once training had taken place there would be 'floor walkers' in place to assist staff with any queries with the new system.*

ACTIONS AGREED

The Committee noted the draft Improvement Plan and the progress that had been made.

RECOMMENDATIONS

The Committee recommends that the Scrutiny Task and Finish Group monitoring the Children's Services Improvement Plan also monitor the ten core tasks within the Core Strategy being implemented over the next six months. Those core tasks being:

1. Bring in additional staff to reduce the number of unallocated cases, reduce numbers of incomplete assessments and restore timely assessment timescales.
2. Restore reasonable workloads by rebasing the establishment to ensure sufficient qualified staff and team managers

3. Strengthening the quality of work undertaken in the assessment teams through better organisation and supported by robust supervision, audit and performance monitoring.
4. Reducing workloads by restoring throughput, pruning caseloads and reducing the number of children in need.
5. Making structural changes for handling contacts referrals and assessments and introducing family support teams.
6. Strengthening leadership, accountability and the quality of supervision through recruitment, training, and performance management.
7. Implementing an effective management information and quality assurance framework.
8. Filling resource gaps by more effective recruitment and putting in place a compelling workforce
9. Building an effective commissioning framework and range of preventive services
10. Providing front line teams with suitable ICT arrangements, business support and working arrangements

9. Forward Plan of key Decisions

The Committee received the latest version of the Council's Forward Plan, containing key decisions that the Leader of the Council anticipated the Cabinet or individual Cabinet Members would make during the course of the following four months. Members were invited to comment on the Plan and, where appropriate, identify any relevant areas for inclusion in the Committee's work programme.

ACTION AGREED

The Committee noted the Forward Plan and requested further information on the following key decision:

- Review of Play Centres in Peterborough – KEY/09OCT/11

10. Work Programme

Members considered the Committee's Work Programme for 2010/11 and discussed possible items for inclusion.

ACTION AGREED

To confirm the work programme for 2010/11 and the Scrutiny Officer to include any additional items as requested during the meeting.

11. Date of the Next Meeting

12 March 2012

The meeting began at 7.00pm and ended at 8.55pm

CHAIRMAN

CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE	Agenda Item No. 5
12 MARCH 2012	Public Report

Report of the Solicitor to the Council

Contact Officer – Louise Tyers, Compliance Manager (Regulation)

Contact Details – (01733) 452284 or email louise.tyers@peterborough.gov.uk

BLUE BADGE REFORMS

1. PURPOSE

1.1 To inform the Committee about the reforms to the blue badge scheme for disabled parking.

2. RECOMMENDATIONS

2.1 That the Committee consider the reforms of the blue badge scheme and makes any appropriate comments.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 This report is linked to the Sustainable Community Strategy priority of creating opportunities, tackling inequalities.

4. BACKGROUND

4.1 Few changes have been made to the blue badge scheme for disabled parking since it was first introduced in the 1970s.

4.2 Applicants are automatically eligible for a blue badge if they meet one of the following criteria:

- are in receipt of the higher rate of the mobility component of the Disability Living Allowance
- are registered blind (severely sight impaired)
- are in receipt of a War Pensioner's Mobility Supplement
- have received a lump sum benefit under the Armed Forces and Reserve Forces (Compensation) Scheme and been certified as having a permanent and substantial disability which causes an inability to walk or very considerable difficulty in walking

All other applicants are subject to further assessment, and may be eligible for a badge:

- if they have severe walking difficulties
- if they have severe upper limb disabilities in both arms and regularly drive a vehicle
- if they are a child under three with specific medical conditions

4.3 The current problems of the scheme include:

- high levels of abuse and misuse of badges – the estimated national cost of abuse is £46m per annum.
- increasing demand for badges and pressures to extend eligibility to the scheme – forecast growth of 27% nationally over the next 10 years.
- inconsistent administration and assessment throughout the country.
- inefficient service delivery and customer service.

4.4 In February 2011 the Government announced that it would be reforming the current scheme by introducing significant changes that would:

- ensure fairer allocation of badges to those most in need
- allow improved and effective prevention of abuse and enforcement
- deliver efficiency savings and improved customer services
- enable the reforms by raising the badge fee

5. BLUE BADGE REFORMS

5.1 Ensuring fair allocation of badges

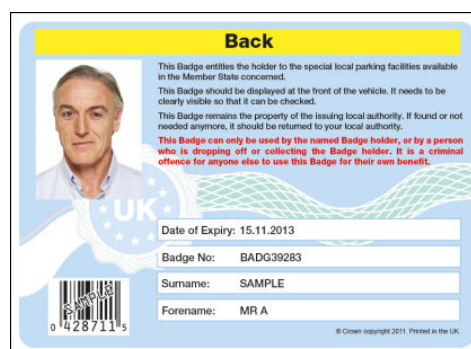
A number of measures have been or will be introduced to help ensure that badges are issued fairly and that the scheme is sustainable in the long term for those who rely on it most. These measures include:

- control of NHS spend on eligibility assessments transferred to local authorities
- a requirement for the use of independent mobility assessments to determine eligibility. This will take effect from 1 April 2012.
- extending eligibility to more disabled children under the age of three with specific medical conditions
- providing continuous automatic entitlement to severely disabled service personnel and veterans

5.2 Prevent abuse and improve enforcement

A number of measures have been or will be introduced to prevent abuse from happening in the first place and to deal with rising levels of fraud and abuse. These measures include:

- the introduction of a new badge design that is harder to copy, forge or alter. The new blue badges are made of a durable PVC construction and include a comprehensive range of new security features.



- new arrangements for secure printing and distribution of the badges to prevent fraud and to effectively monitor cancelled, lost and stolen badges.
- the introduction of the Blue Badge Improvement Service to enable more effective

detection of abuse by local authorities. Officers will be able to check details of new badges issued anywhere in England, Scotland and Wales.

- proposed introduction of new or amended powers for local authorities to tackle abuse and fraud, including:
 - ❖ extending the grounds available to local authorities to refuse to issue and to withdraw badges
 - ❖ provide local authorities with a power to cancel badges that have been lost, stolen, have expired, or have been withdrawn for misuse
 - ❖ provide local authority authorised officers with a power to recover, on-the-spot, badges that have been cancelled or misused
 - ❖ amend existing legislation to clarify wrongful use of a badge and powers to inspect badges

5.3 Delivering efficiency savings and improving customer services

A number of measures have been or will be introduced to help local authorities improve service delivery and achieve efficiency savings, and to improve customer services for badge holders. These measures include:

- the introduction of the Blue Badge Improvement Service (BBIS) that will deliver operational efficiency savings. This project is self-funding and should deliver national efficiency savings of between £6.5 and £20m per year by providing:
 - ❖ secure printing, personalisation and distribution of the new badge design
 - ❖ a central database of all badge holders and badges in circulation
 - ❖ on-line applications via directgov
 - ❖ fraud prevention – automated checks will be made at application stage to verify information and prevent multiple applications
 - ❖ quick and easy enforcement checks, including via smart-phones
 - ❖ significant operational and other efficiencies – estimated to be to £20m per year nationally
 - ❖ better monitoring and control of badges, including ones reported as lost or stolen.

Whilst the Council no longer makes the blue badges we still remain responsible for:

- local administration and enforcement of the scheme
- making decisions on who should be given a badge
- carrying out residency and identity checks
- setting the fee to be charged locally
- uploading photographs for the badges on to the new system – applicants either supply a digital photo or physical passport sized photo which we upload

5.4 Enabling reforms by raising the badge fee

To enable local authorities to cover costs more appropriately and to enable the delivery of the new badge design legislation has been introduced to raise the maximum fee that local authorities can charge for a blue badge from £2 to £10. The increased fee will pay for the new badge design and it will enable the BBIS. Badge holders should, in return, benefit from improved accessibility as abuse is reduced.

6. **IMPACT ON PETERBOROUGH**

- 6.1 These new reforms will have a significant impact in Peterborough. As at 31 January 2012 there were 7,894 badges in circulation.

Administration Fee for Issuing of Blue Badges

- 6.2 In January 2012, an Executive Decision was made to introduce the full £10 fee for the issuing of

a blue badge. The changes in the blue badge scheme require the Council to cover a number of additional costs to meet its statutory obligations in administering the scheme and a fee of £10.00 will assist in meeting those costs. Given the anticipated charges, it is estimated the new scheme will contribute around £30,000 per annum in covering the costs of administering the scheme, including the cost of producing the new badges and undertaking all of the new checks on eligibility, including the independent medical assessments.

- 6.3 A reduced fee of £5.00 has also been introduced to replace blue badges which have been reported as lost or stolen. This is because regardless of a badge already being in issue, the Council will still be charged to replace it and the move to charge may also act as a deterrent against fraud and/or abuse.

Independent Medical Assessments

- 6.4 Currently we use the applicant's General Practitioner to provide medical assessments for those applicants who do not qualify automatically for a blue badge. The cost for each of these assessments is currently £25.15.
- 6.5 However, the secondary legislation passed by the government includes a requirement that from 1 April 2012 these medical assessments must be carried out by an independent mobility assessor. We are currently in discussions with other Council departments regarding the possibility of sharing the funding of existing occupational therapists who could undertake these assessments in the future.

Enforcement

- 6.6 One of the biggest issues with blue badges is enforcement of the scheme. The new BBIS will create a national database of badges and badge holders which will allow nationwide enforcement of badges, which under the old scheme could only happen locally. Also, the new eligibility checks will help in detecting fraudulent applications at the beginning of the process.
- 6.7 Enforcement of the scheme once a badge has been issued is of particular importance as there are currently 56 dedicated on-street blue badge bays in the city and 29 dedicated wide-access bays within City Council car parks. It is important that these bays are only used by those with a genuine need and we will be working with the enforcement team on more proactive enforcement.
- 6.8 We are very reliant on members of the public and badge holders notifying us if they believe a blue badge is being misused. Where we have the evidence of misuse we may take court action which could lead to a fine of a maximum of £1,000.

7. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 7.1 None

CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE	Agenda Item No. 6
12 MARCH 2012	Public Report

Report of the Executive Director of Children's Services

Contact Officer(s) – Jonathan Lewis – Assistant Director – Education and Resources

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PRESENTATION OF 2011 VALIDATED EXAMINATION RESULTS

1. PURPOSE

- 1.1 This paper summaries the 2011 validated examination results for both Key Stage 2 and Key Stage 4.

2. RECOMMENDATIONS

- 2.1
- Analyse and celebrate performance in the 2011 assessments, tests and examinations.
 - Scrutinise Children's Services actions to improve 2011 and 2012 performance.
 - Support Children's Services leaders to challenge and intervene in schools/settings and core departments where performance is inadequate.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Single Delivery Plan - Programme 1 – Creating jobs through growth and improved skills and education.

4. BACKGROUND

- 4.1 In January 2012, the Department for Education (DfE) published the validated Key Stage 2 and Key Stage 4 results alongside comparative league table and statistics.
- 4.2 In the interim period between presenting unvalidated results to the Committee in the autumn of 2011, Gary Perkins (Head of School Improvement) has met on three occasions with two members of the Committee in order to develop data spreadsheets which it is hoped will be helpful to Committee members. These spreadsheets have been approved by those members of the Committee who worked with Gary, and they are attached to this report for your information.

5. KEY ISSUES

5.1 Key Stage 2 (KS2)

- 5.2 These results are for those pupils who were in Year 6 (age 11) during 2010-11, and are from KS2 tests taken in May 2011.

At this age, the expected level of attainment for these pupils is at least Level 4 of the National Curriculum. In addition, it is expected for pupils to have made progress by at least 2 levels from the end of KS1 (age 7) to the end of KS2 (age 11).

- 5.3 The DfE publish results on the following measures –

- attainment at L4 and above in English,

- attainment at L4 and above in mathematics
- attainment at L4 and above in both English and mathematics combined
- The proportions of pupils making expected progress in English and in mathematics (see appendix 4 for details on how this is measured)

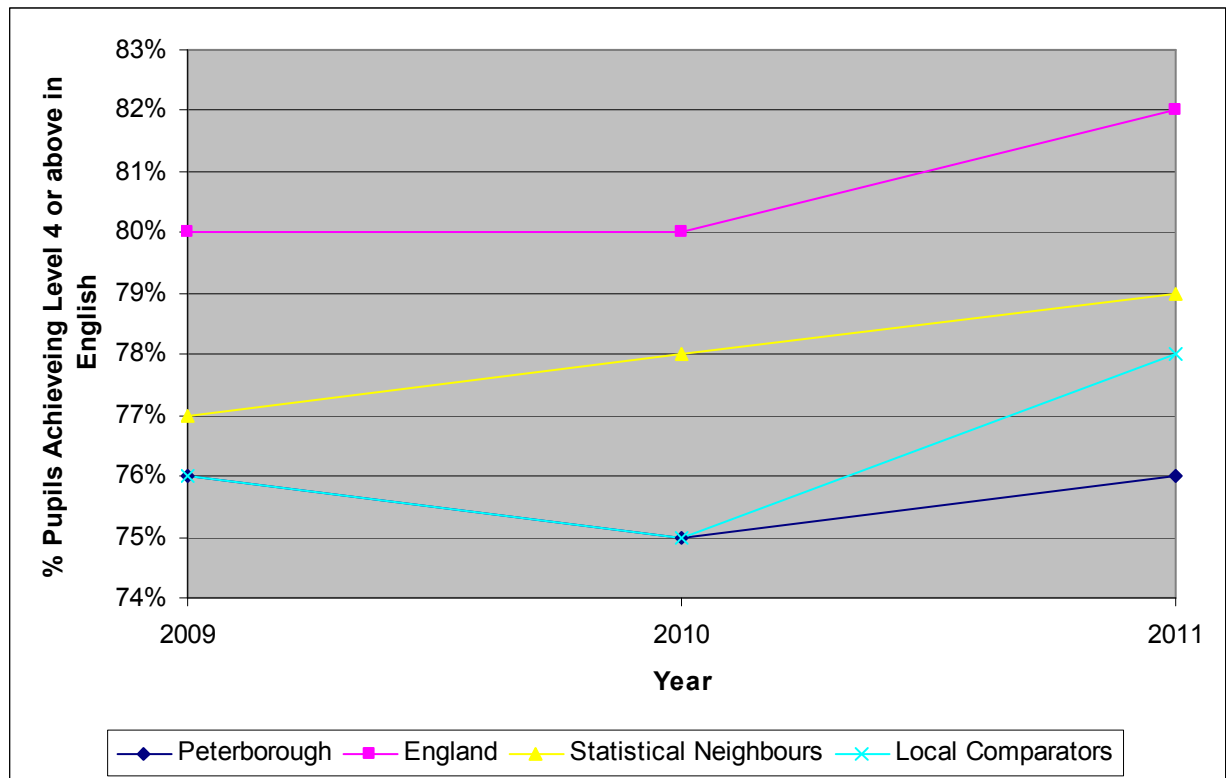
Appendix 1 gives the performance of schools in Peterborough in comparison to our Statistical Neighbours, to Local Comparator LAs and to England as a whole.

5.4

	Level 4		Level 5	
	Gap to National Average	Gap Direction from 2011	Gap to National Average	Gap Direction from 2011
English	-6%	Increased	-6%	Increased
Maths	-2%	Declined	-6%	Increased
Combined	-5%	Declined	-5%	Declined
Progress	2% (above)	Declined	0%	No change

5.5

As the data shows, there is still a significant gap to national around standards in English and Maths at Key Stage 2. Of particular concern is the performance in English and the increased gap between the England average and Peterborough Schools. The graph below outlines this gap at Level 4 against our statistical and comparator neighbours and the national average.



5.6

A total of 2155 children sat the KS2 sats. Included within this group were the following characteristics -

- There were 181 pupils (8.4%) who had no KS1 data, with the likely explanation that they had arrived into Peterborough from outside of the UK between the age of 7 and 11. Many of these pupils do not have English as their first language.
- There were 142 pupils (6.6%) whose KS1 results were from a school outside of Peterborough, meaning that they had changed schools and moved into our area at some time during KS2.
- 71 pupils (3.2%) had a Statement of Special Educational Need, in comparison to a national average of 1.4%.
- 653 pupils (29.5%) had English as an Additional Language, in comparison to a national

proportion of 16.8%.

- 151 pupils (6.8%) had arrived into Peterborough from outside of the UK within the previous 2 years, many with little or no knowledge of the English language.

5.7 **Key Stage 4 (KS4)**

5.8 These results are for those pupils who were in Year 11 (age 16) during 2010-11, and are from GCSE Examinations taken in 2011.

The expected level of attainment for these pupils is at least Grade C and for pupils to have made progress by at least 3 levels from the end of KS2 (age 11) to the end of KS4 (age 16).

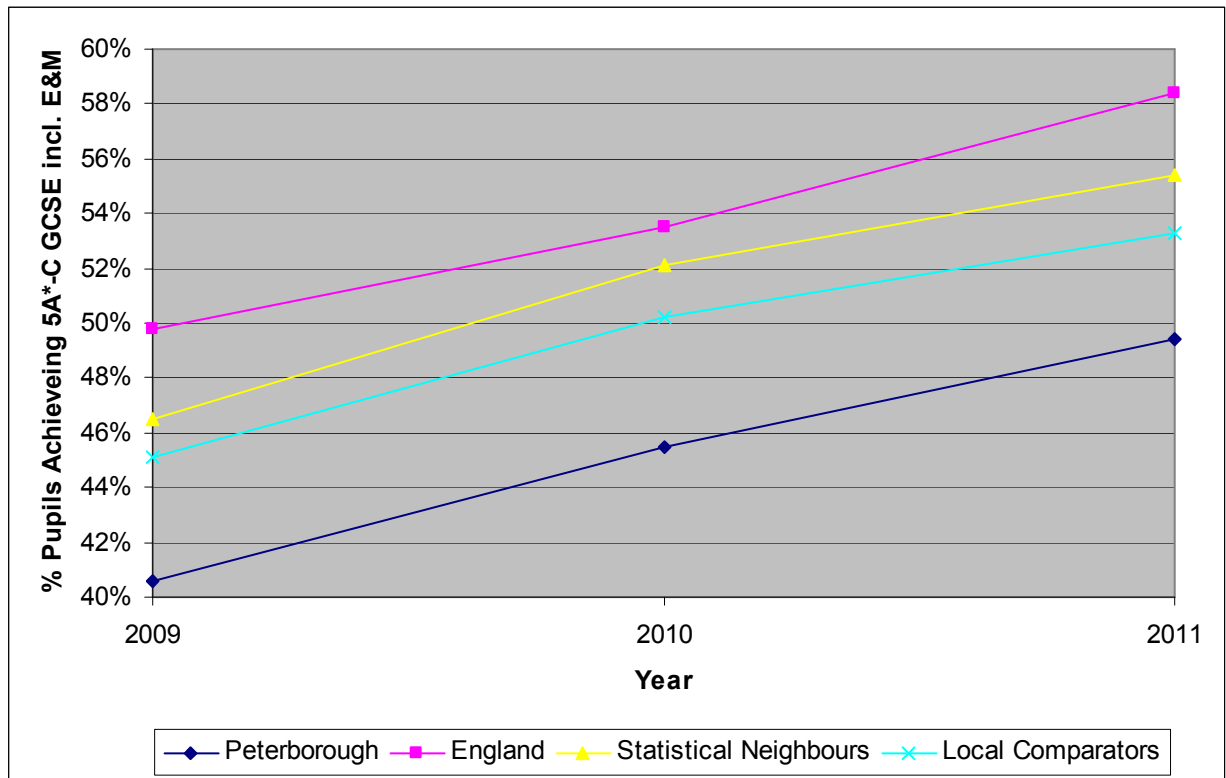
5.9 The measures reported on are for the proportion of students achieving:

- at least 5 A* - C grades, including English and mathematics;
- at least 5 A*-C grades (any subjects);
- English Baccalaureate subjects;
- A*-C Grades in English;
- A* - C Grades in mathematics;
- The proportion of students making expected progress in English; (see appendix 5 for details on how this is measured)
- The proportion of students making expected progress in mathematics (see appendix 5 for details on how this is measured)

The data spreadsheets in appendix 2 report the performance of schools in Peterborough in comparison to our Statistical Neighbours, to Local Comparator LAs, to England as a whole and to each other.

5.10 Although there are many aspects of performance in Peterborough schools which are improving, and which we celebrate, they are not improving at a fast enough rate and so the gap to national average is not closing quickly enough.

5.11 In the key measure of 5 A* - C Grades at GCSE including English and mathematics, Peterborough schools improved by 3% from 2010, but the gap to national average performance is now 9%, having been 8% in 2010. We remain below the performance of both statistical and local comparator LAs. The graph over demonstrates that although Peterborough has seen significant increases in this measure, we are not closing the gap on the national average.



5.12 In relation to the other measures, Peterborough's school performance can be analysed as –

- 5 A*-C Grade GCSEs (not including English and mathematics) - Peterborough schools improved by 7% from 2010 and are now within 1% of the national average, in line with statistical neighbours and above local comparator LAs.
- In the English baccalaureate subjects, the gap between Peterborough schools and the national average has widened from 4% to 6%, although we remain above the performance of the local comparator LAs. The development and focus on the English Baccalaureate has been slow within Peterborough as in many authorities.
- Performance in English has improved by 3% in 2011 and the gap to national average has narrowed by 1% but remains large at 10%.
- Performance in mathematics improved by 5% and the gap to national average has narrowed by 3% to 7%.
- The proportion of students making expected progress between age 11 and age 16 in English improved by 1% from 2010 but the gap to national average has widened by 1% and is now 8%. Peterborough schools remain well below the performance of statistical neighbours and local comparator LAs as well.
- The proportion of students making expected progress between age 11 and age 16 in mathematics improved by 4% from 2010 and the gap to national average has narrowed by 1% but is still large at 8%. Peterborough schools remain well below the performance of statistical neighbours and local comparator LAs as well.

5.12 A total cohort of 2,264 pupils sat the GCSE exams in 2011. The cohort had the following characteristics -

- 66 students had a statement of special education needs (2.95%).
- 514 (22.7%) students had English as an Additional Language in comparison to a national average of 12.3%. The Peterborough average proportion has grown by 5.2%

over 2 years.

- 97 pupils (4.3%) had arrived in the UK from overseas within the previous 2 years.
- 211 pupils (9%) had no KS2 data, meaning that they had arrived into Peterborough from outside of the UK between the ages of 11 and 14, and an additional 221 (9.4%) had arrived into Peterborough from another part of the UK at some time between age 11 and 16.

5.13 The breakdown of the Key Stage 4 results by sector can be found in appendix 3.

5.14 **Key Actions to Address Underperformance**

5.15 In order to address identified weaknesses, the LA is engaged in the following activities -

- Highlighting weaknesses and evaluating improvement plans in all primary schools with head teachers and governors;
- Highlighting weaknesses and evaluating improvement plans with Head teachers and governors in those secondary schools where the LA is the chosen provider of school improvement support;
- Taking further action where necessary to support continued improvement;
- Undertaking focused and targeted work with school leaders and teachers in schools which are causing concern, tailored to the needs and weaknesses of the school;
- Working with school leaders and governors by undertaking LA reviews of whole schools or departments;
- Remaining focused on a “no excuses” culture”;
- Preparing schools and governors for the rigour of the new Inspection Framework, and the changes due in September 2012;
- Providing advice, support, challenge and intervention around the tracking of pupil progress and the identification of target groups for whom progress has not been fast enough.
- Reviewing where a ‘sponsored’ academy might provide the necessary stimulus to a school to improve standards especially where performance is below national expectations for a significant period of time.
- The authority is currently reviewing a number of options around strategies to support learning across the city who have English as an additional language. Focus work is also underway around SEN and more generally on strategies to raise standards.
- The authority is a member of the Peterborough Learning Partnerships which brings together schools to offer staff within schools high quality professional development to improve standards. The partnership consists of 3 strands – leadership for learning, curriculum for learning and behaviours for learning.

6. **IMPLICATIONS**

6.1 The performance of schools forms part of the annual performance profile produced by Ofsted. Currently under block A of this analysis, all Children’s Services settings including schools are considered to be adequate. However, early years and childcare and Nursery and Primary settings are considered to be performing well.

7. **CONSULTATION**

7.1 These outcomes will be shared locally with Council Members, schools/settings, governors and other key partners. The results will be scrutinised regionally by Ofsted.

The results also form a key part of consultations with partners on actual and expected outcomes, collective action to improve outcomes and impact of actions on future outcomes.

These results will form the basis for challenging conversations with Headteachers and leaders of schools and settings to improve outcomes further.

8. **NEXT STEPS**

8.1 It is proposed subgroup continues to meet with the Head of School Improvement to challenge the department on addressing the challenge of school standards. The summer results were be presented to this committee in November 2012. .

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 A range of local school data and national DfE data.

10. APPENDICES

- 10.1 Appendix 1 – Key Stage 2 Results
Appendix 2 - Key Stage 4 Results
Appendix 3 - Key Stage 4 Results – school by school
Appendix 4 – Expected progress KS1 to KS2
Appendix 5 – Expected progress KS2 to KS4

Appendix 1 – Key Stage 2 Results

Key Stage 2 English

% Level 4+	2009	2010	2011	3yr av.
All pupils				
Peterborough	76%	75%	76%	76%
England	80%	80%	82%	81%
Statistical Neighbours	77%	78%	79%	78%
Local Comparators	76%	75%	78%	76%

Peterborough				
Boys	71%	72%	71%	71%
Girls	79%	78%	82%	80%
EAL	66%	63%	65%	65%
non-EAL	79%	78%	81%	79%
FSM	59%	55%	63%	59%
non-FSM	79%	79%	80%	79%
White-British	78%	77%	81%	79%
White-Other	52%	51%	56%	53%
Pakistani	69%	66%	69%	68%

% Level 5	2009	2010	2011	3yr av.
All pupils				
Peterborough	25%	26%	23%	25%
England	29%	33%	29%	30%
Statistical Neighbours	26%	29%	26%	27%
Local Comparators	24%	25%	23%	24%

Peterborough				
Boys	21%	22%	16%	20%
Girls	28%	30%	30%	29%
EAL	12%	14%	12%	13%
non-EAL	28%	29%	27%	28%
FSM	9%	10%	11%	10%
non-FSM	27%	29%	26%	27%
White-British	27%	28%	27%	27%
White-Other	15%	12%	11%	13%
Pakistani	13%	13%	11%	12%

Average Points Score	2009	2010	2011	3yr av.
All pupils				
Peterborough	26.6	26.6	26.5	26.6
England	27.3	27.4	27.4	27.4
Statistical Neighbours	26.9	27.1	27.0	27.0
Local Comparators	26.5	26.6	26.7	26.6

Key Stage 2 Maths

% Level 4+	2009	2010	2011	3yr av.
All pupils				
Peterborough	78%	76%	78%	77%
England	79%	79%	80%	79%
Statistical Neighbours	76%	78%	79%	78%
Local Comparators	75%	76%	78%	76%

Peterborough				
Boys	81%	79%	78%	79%
Girls	74%	73%	77%	75%
EAL	72%	71%	68%	70%
non-EAL	80%	78%	81%	80%
FSM	62%	60%	65%	62%
non-FSM	81%	80%	81%	81%
White-British	79%	78%	81%	79%
White-Other	66%	57%	66%	63%
Pakistani	71%	73%	69%	71%

% Level 5	2009	2010	2011	3yr av.
All pupils				
Peterborough	30%	29%	29%	29%
England	35%	34%	35%	35%
Statistical Neighbours	32%	31%	33%	32%
Local Comparators	30%	28%	32%	30%

Peterborough				
Boys	35%	33%	30%	33%
Girls	26%	23%	28%	26%
EAL	18%	20%	22%	20%
non-EAL	33%	31%	32%	32%
FSM	17%	14%	15%	15%
non-FSM	32%	31%	32%	32%
White-British	34%	30%	32%	32%
White-Other	20%	17%	18%	18%
Pakistani	16%	22%	20%	19%

Average Points Score	2009	2010	2011	3yr av.
All pupils				
Peterborough	27.1	26.9	27.0	27.0
England	27.6	27.5	27.7	27.6
Statistical Neighbours	27.2	27.3	27.4	27.3
Local Comparators	26.9	26.9	27.2	27.0

Key Stage 2 English and Maths

% Level 4+	2009	2010	2011	3yr av.
All pupils				
Peterborough	69%	67%	69%	68%
England	72%	73%	74%	73%
Statistical Neighbours	69%	71%	73%	71%
Local Comparators	67%	68%	70%	68%

Peterborough				
Boys	67%	67%	67%	67%
Girls	70%	68%	72%	70%
EAL	59%	58%	58%	58%
non-EAL	72%	70%	74%	72%
FSM	50%	46%	54%	50%
non-FSM	73%	72%	73%	73%
White-British	72%	70%	74%	72%
White-Other	49%	44%	51%	48%
Pakistani	60%	62%	60%	61%

% Level 5	2009	2010	2011	3yr av.
All pupils				
Peterborough	17%	17%	16%	17%
England	20%	23%	21%	21%
Statistical Neighbours	18%	19%	19%	19%
Local Comparators	16%	16%	17%	16%

Peterborough				
Boys	16%	17%	13%	15%
Girls	17%	17%	19%	18%
EAL	7%	9%	9%	8%
non-EAL	19%	19%	18%	19%
FSM	5%	5%	7%	6%
non-FSM	19%	19%	18%	19%
White-British	19%	18%	18%	18%
White-Other	8%	7%	8%	8%
Pakistani	7%	10%	6%	8%

Progress between Key Stage 1 and Key Stage 2

% 2LP English	2009	2010	2011	3yr av.
All pupils				
Peterborough	85%	84%	86%	85%
England	82%	83%	84%	83%
Statistical Neighbours	80%	83%	83%	82%
Local Comparators	80%	81%	81%	81%

Peterborough				
Boys			84%	84%
Girls			88%	88%
EAL			87%	87%
non-EAL			86%	86%
FSM			80%	80%
non-FSM			87%	87%
White-British			85%	85%
White-Other			84%	84%
Pakistani			89%	89%

% 2LP Maths	2009	2010	2011	3yr av.
All pupils				
Peterborough	84%	82%	83%	83%
England	81%	82%	83%	82%
Statistical Neighbours	78%	81%	82%	80%
Local Comparators	79%	80%	81%	80%

Peterborough				
Boys			85%	85%
Girls			82%	82%
EAL			81%	81%
non-EAL			84%	84%
FSM			74%	74%
non-FSM			86%	86%
White-British			84%	84%
White-Other			83%	83%
Pakistani			79%	79%

Peterborough Year 6 Primary Profile

Special Educational Need (School Action Plus (P) and Statemented (S))

2009	173 @ Stage P (7.9%), 86 @ Stage S (3.9%)	1.4% at Stage S (Statemented)
2010	210 @ Stage P (9.5%), 80 @ Stage S (3.6%)	1.4% at Stage S (Statemented)
2011	186 @ Stage P (8.3%), 71 @ Stage S (3.2%)	1.4% at Stage S (Statemented)

English as an Additional Language

2009	532 EAL pupils (24.3%)	15.2% EAL
2010	577 EAL pupils (26.1%)	16.0% EAL
2011	653 EAL pupils (29.5%)	16.8% EAL

Minority Ethnic New Arrivals (Ethnicity other than "White-British", Language other than "English", Entry Date within 2 years)

2009	155 pupils (7.1%)
2010	150 pupils (6.8%)
2011	151 pupils (6.8%)

KS2 cohort profile

2009	
2010	
2011	181 pupils with no KS1 (8.4%), 142 pupils with a "non-Peterborough" KS2 setting (6.6%)

Appendix 2 - Key Stage 4 Results

Key Stage 4

% 5A*-C incl. E&M	2009	2010	2011	3yr av.
All pupils				
Peterborough	41%	46%	49%	45%
England	50%	54%	58%	54%
Statistical Neighbours	47%	52%	55%	51%
Local Comparators	45%	50%	53%	50%

Peterborough				
Boys	38%	41%	43%	41%
Girls	43%	49%	52%	48%
EAL	29%	32%	32%	31%
non-EAL	43%	49%	52%	48%
FSM	19%	20%	27%	22%
non-FSM	44%	50%	52%	49%
White-British	44%	48%	52%	48%
White-Other	27%	27%	28%	27%
Pakistani	29%	35%	37%	34%

% 5A*-C	2009	2010	2011	3yr av.
All pupils				
Peterborough	63%	73%	80%	72%
England	70%	75%	81%	75%
Statistical Neighbours	67%	75%	80%	74%
Local Comparators	67%	75%	78%	73%

Peterborough				
Boys	59%	69%	73%	67%
Girls	66%	76%	82%	75%
EAL	56%	68%	68%	64%
non-EAL	64%	73%	80%	72%
FSM	42%	54%	63%	53%
non-FSM	66%	76%	80%	74%
White-British	65%	73%	81%	73%
White-Other	48%	53%	56%	52%
Pakistani	62%	75%	79%	72%

English Baccalaureate	2009	2010	2011	3yr av.
All pupils				
Peterborough		12%	12%	12%
England		16%	18%	17%
Statistical Neighbours		13%	13%	13%
Local Comparators		10%	11%	11%

Peterborough				
Boys		9%	8%	9%
Girls		14%	16%	15%
EAL		6%	13%	10%
non-EAL		13%	9%	11%
FSM		2%	3%	3%
non-FSM		13%	13%	13%
White-British		13%	13%	13%
White-Other		3%	7%	5%
Pakistani		7%	8%	8%

KS4 cohort profile

2009	153 pupils with no KS2 (6.6%), 240 pupils with a "non-Peterborough" KS2 setting (10.4%)
2010	162 pupils with no KS2 (7.0%), 239 pupils with a "non-Peterborough" KS2 setting (10.3%)
2011	211 pupils with no KS2 (9.0%), 221 pupils with a "non-Peterborough" KS2 setting (9.4%)

% A*-C English	2009	2010	2011	3yr av.
All pupils				
Peterborough	51%	56%	59%	55%
England	62%	67%	69%	66%
Statistical Neighbours				
Local Comparators				

Peterborough				
Boys	46%	48%	49%	48%
Girls	58%	62%	66%	62%
EAL	38%	40%	40%	39%
non-EAL	54%	59%	62%	58%
FSM	29%	30%	38%	32%
non-FSM	55%	60%	61%	59%
White-British	55%	58%	61%	58%
White-Other	32%	38%	31%	34%
Pakistani	42%	49%	52%	48%

% A*-C Maths	2009	2010	2011	3yr av.
All pupils				
Peterborough	51%	53%	58%	54%
England	59%	63%	65%	62%
Statistical Neighbours				
Local Comparators				

Peterborough				
Boys	50%	52%	54%	52%
Girls	49%	53%	58%	53%
EAL	39%	41%	43%	41%
non-EAL	51%	56%	60%	56%
FSM	26%	30%	33%	30%
non-FSM	53%	56%	60%	56%
White-British	51%	56%	59%	55%
White-Other	38%	40%	44%	41%
Pakistani	39%	43%	42%	42%

Peterborough Year 11 Secondary Profile

Special Educational Need (School Action Plus and Statemented)

2009	167 @ Stage P (7.4%), 80 @ Stage S (3.5%)	2.0% at Stage S (Statemented)
2010	208 @ Stage P (9.3%), 82 @ Stage S (3.7%)	2.0% at Stage S (Statemented)
2011	181 @ Stage P (8.0%), 66 @ Stage S (2.9%)	2.0% at Stage S (Statemented)

English as an Additional Language

2009	396 EAL pupils (17.5%)	11.1% EAL
2010	491 EAL pupils (21.9%)	11.6% EAL
2011	514 EAL pupils (22.7%)	12.3% EAL

Progress between Key Stage 2 and Key Stage 4

% English progress	2009	2010	2011	3yr av.
All pupils				
Peterborough	56%	64%	65%	62%
England	66%	71%	73%	70%
Statistical Neighbours	61%	67%	69%	66%
Local Comparators	62%	68%	71%	67%

Peterborough				
Boys	52%	56%	55%	54%
Girls	58%	68%	70%	65%
EAL	45%	49%	59%	51%
non-EAL	56%	65%	63%	61%
FSM	34%	39%	45%	39%
non-FSM	58%	66%	66%	63%
White-British	56%	64%	62%	61%
White-Other	42%	51%	50%	48%
Pakistani	45%	56%	57%	53%

% Maths progress	2009	2010	2011	3yr av.
All pupils				
Peterborough	49%	54%	58%	53%
England	59%	63%	66%	63%
Statistical Neighbours	57%	61%	63%	60%
Local Comparators	53%	59%	61%	58%

Peterborough				
Boys	48%	53%	54%	52%
Girls	48%	55%	58%	54%
EAL	45%	52%	49%	49%
non-EAL	51%	55%	57%	54%
FSM	31%	35%	33%	33%
non-FSM	53%	57%	60%	57%
White-British	50%	56%	57%	54%
White-Other	48%	47%	56%	50%
Pakistani	44%	52%	46%	47%

England Secondary Average

Minority Ethnic New Arrivals

(Ethnicity other than "White-British", Language other than "English", Entry Date

2009	137 pupils (6.1%)
2010	81 pupils (3.6%)
2011	97 pupils (4.3%)

Appendix 3 – Key Stage 4 Results – School by School

Key Stage 4

% 5A*-C incl. E&M	2009	2010	2011	3yr av.
All pupils				
Peterborough	41%	46%	49%	45%
England	50%	54%	58%	54%

Peterborough				
Arthur Mellows VC	63%	65%	72%	67%
Hampton C	59%	73%	70%	67%
Jack Hunt S	44%	44%	51%	46%
Ken Stimpson CS	42%	54%	54%	50%
King's S	85%	86%	88%	86%
Ormiston Bushfield A	42%	50%	50%	46%
Orton Longueville S	33%	34%	43%	37%
St J Fisher S	31%	31%	39%	34%
Stanground C	36%	39%	41%	39%
The Voyager S	23%	24%	32%	26%
Thomas Deacon A	37%	45%	43%	42%

% 5A*-C	2009	2010	2011	3yr av.
All pupils				
Peterborough	63%	73%	80%	72%
England	70%	75%	81%	75%

Peterborough				
Arthur Mellows VC	90%	93%	93%	92%
Hampton C	74%	88%	86%	83%
Jack Hunt S	59%	74%	84%	72%
Ken Stimpson CS	51%	74%	83%	69%
King's S	95%	99%	95%	96%
Ormiston Bushfield A	69%	90%	80%	80%
Orton Longueville S	46%	58%	80%	61%
St J Fisher S	48%	56%	50%	51%
Stanground C	66%	63%	84%	71%
The Voyager S	33%	52%	61%	49%
Thomas Deacon A	85%	91%	91%	89%

English Baccalaureate	2009	2010	2011	3yr av.
All pupils				
Peterborough		12%	12%	12%
England		16%	18%	17%

Peterborough				
Arthur Mellows VC		9%	17%	13%
Hampton C		25%	27%	26%
Jack Hunt S		17%	16%	16%
Ken Stimpson CS		4%	4%	4%
King's S		56%	53%	55%
Ormiston Bushfield A		2%	10%	6%
Orton Longueville S		0%	0%	0%
St J Fisher S		7%	4%	5%
Stanground C		17%	14%	15%
The Voyager S		1%	4%	3%
Thomas Deacon A		9%	9%	9%

% A*-C English	2009	2010	2011	3yr av.
All pupils				
Peterborough	51%	56%	59%	55%
England	62%	67%	69%	66%

Peterborough				
Arthur Mellows VC	79%	84%	83%	82%
Hampton C	71%	80%	80%	77%
Jack Hunt S	52%	53%	69%	58%
Ken Stimpson CS	51%	61%	56%	56%
King's S	96%	93%	92%	94%
Ormiston Bushfield A	52%	57%	57%	54%
Orton Longueville S	40%	48%	49%	46%
St J Fisher S	47%	48%	46%	47%
Stanground C	47%	45%	50%	48%
The Voyager S	32%	33%	47%	37%
Thomas Deacon A	54%	55%	53%	54%

% A*-C Maths	2009	2010	2011	3yr av.
All pupils				
Peterborough	51%	53%	57%	54%
England	59%	63%	65%	62%

Peterborough				
Arthur Mellows VC	65%	68%	75%	70%
Hampton C	72%	84%	75%	77%
Jack Hunt S	57%	53%	57%	56%
Ken Stimpson CS	57%	64%	72%	64%
King's S	87%	91%	92%	90%
Ormiston Bushfield A	52%	54%	53%	53%
Orton Longueville S	37%	64%	55%	52%
St J Fisher S	48%	44%	54%	49%
Stanground C	32%	48%	51%	44%
The Voyager S	43%	33%	40%	39%
Thomas Deacon A	49%	53%	52%	51%

Progress between Key Stage 2 and Key Stage 4

% English progress	2009	2010	2011	3yr av.
All pupils				
Peterborough	56%	64%	65%	62%
England	66%	71%	73%	70%

Peterborough				
Arthur Mellows VC	82%	87%	83%	84%
Hampton C	79%	81%	84%	81%
Jack Hunt S	56%	65%	80%	67%
Ken Stimpson CS	42%	68%	50%	53%
King's S	92%	89%	92%	91%
Ormiston Bushfield A	60%	52%	52%	56%
Orton Longueville S	39%	57%	56%	51%
St J Fisher S	58%	62%	58%	59%
Stanground C	54%	54%	55%	54%
The Voyager S	39%	40%	52%	44%
Thomas Deacon A	58%	66%	57%	60%

% Maths progress	2009	2010	2011	3yr av.
All pupils				
Peterborough	49%	54%	58%	53%
England	59%	63%	66%	63%

Peterborough				
Arthur Mellows VC	64%	61%	74%	66%
Hampton C	81%	90%	81%	84%
Jack Hunt S	54%	62%	56%	57%
Ken Stimpson CS	49%	57%	70%	59%
King's S	86%	87%	90%	88%
Ormiston Bushfield A	57%	59%	58%	58%
Orton Longueville S	40%	37%	53%	43%
St J Fisher S	49%	44%	51%	48%
Stanground C	46%	53%	51%	50%
The Voyager S	30%	33%	36%	33%
Thomas Deacon A	38%	49%	46%	44%

Appendix 4 – Expected Progress KS1 – KS2

		KS2 level (combined test and TA)						
		Any non-numeric level	0	1	2	3	4	5
KS1 level	A, D or no KS1 level	Expected progress not made	Expected progress not made	Expected progress not made	Not included	Not included	Not included	Expected progress made
	0	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made	Expected progress made
	1	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made
	2	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made
	3	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made
	4	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made

Appendix 5 – Expected Progress KS2 – KS4

		GCSE Grade									
		No KS4 result	U	G	F	E	D	C	B	A	A*
KS2 outcome	Working towards level 1	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made
	Level 1	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made
	Level 2	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made
	Level 3	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made	Expected progress made	Expected progress made
	Level 4	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made	Expected progress made
	Level 5	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made
	Level 6	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress not made	Expected progress made	Expected progress made	Expected progress made
	Disapplied /Absent (TA)	Expected progress not made	Expected progress not made	Not included	Not included	Not included	Not included	Not included	Expected progress made	Expected progress made	Expected progress made
	Left the school	Expected progress not made	Expected progress not made	Not included	Not included	Not included	Not included	Not included	Expected progress made	Expected progress made	Expected progress made
	No TA or test	Expected progress not made	Expected progress not made	Not included	Not included	Not included	Not included	Not included	Expected progress made	Expected progress made	Expected progress made
	Not eligible for tests	Expected progress not made	Expected progress not made	Not included	Not included	Not included	Not included	Not included	Expected progress made	Expected progress made	Expected progress made

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CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE	Agenda Item No. 7
12 MARCH 2012	Public Report

Report of the Executive Director of Children's Services

Contact Officer(s) – Pat Carrington, Principal / Head Of Service, City College Peterborough / Peterborough Adult Learning Service.
Contact Details – 01733 293801

REPORT ON CITY COLLEGE

1. PURPOSE

- 1.1 To give an overview of what Peterborough City Councils Adult and Community Learning Provision, City College Peterborough (CCP) does, the impact the service has on local residents and businesses and to report on our recent, successful, Ofsted Inspection.

2. RECOMMENDATIONS

- 2.1 The committee is asked to consider further areas it may wish to be briefed on in relation to the work around City College.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 The work delivered by CCP cuts across all four priorities of the sustainable community strategy and all the strands of the Single Delivery Plan, by helping to develop individuals, improve their skill set, raising potential and aspirations, and having a direct impact on individuals social and economic wellbeing.

4. BACKGROUND

- 4.1 CCP is the Adult and Community Learning arm of Peterborough City Council. This year we are on target to engage with over 6000 people in learning opportunities – our youngest learner is 4 and our oldest is 84 years old.

We operate as a self financing organisation and are under contract to the Skills Funding Agency, the Young People Learning Agency, the National Apprenticeship Service, UFI, European Social Funding and the Lottery, as well as delivering programmes at full cost recovery where no direct funding is available.

The College has its own Governing Board, is responsible for its own finances and the Principal reports into the Assistant Director for Education and Resources. It employs 112 permanent members of staff and has 183 sessional tutors.

As a college we operate 50 weeks of the year and are there to meet local needs, both planned and also to be reactive to any given situation. Our breadth of provision is vast, yet very specialised – often working in niche markets.

5. KEY ISSUES

- 5.1 The following are the key areas of delivery –

Family Learning – Family learning supports parents, grandparents, carers and other family members to be an active part of their children's learning, as well as becoming learners themselves. It includes many different types of activities and takes place in locations as varied as schools, children's centres, community venues and museums. A current initiative we are running in conjunction with Childrens Services, is Family ESOL working with parents in the low

sat performing schools. We have also run a programme in conjunction with age concern that is “cooking with Granddad” – where the granddad is the main carer for a child after school.

14-16 year olds – Providing vocational opportunity (a carousel of learning) for some young people without a school place, or those better suited to vocation training and/or at working in small groups. This programme includes supporting the young person to ensure progression post 16.

16-18 year olds Foundation Learning – Recently Graded as Outstanding by Ofsted (October 2011). This provision provides level 1 and below training in a tailored package for each individual. Normally around 27% of the learners on programme are from minority ethnic groups, around 27% have learning difficulties and or disabilities or serious health problems and it is a mix of male and female learners. Programmes studied can include a vocational subject (i.e. Motor Vehicle, business administration), functional maths, English, ICT, personal and social development. Ofsted said that in this area, outcomes for learners are outstanding, that the progress of most learners is outstanding, safeguarding arrangements and pastoral support is outstanding.

Apprenticeships – Delivering work based learning for 16 -18 year olds and 19+ across a variety of subject areas that include, for example: Dental Nursing, Childcare, Business Administration, Team Leading and Business Improvements Techniques.

Adult Qualifications – This mainly covers Literacy, Numeracy and ESOL, all graded Good at our recent Ofsted Inspection. Ofsted said that partnership working is well established with a wide range of local organisations such as housing associations, primary schools, employers and the City Council. We also deliver qualifications in Counselling (level 2 to level 5), Teacher Training (post 16) and working with the unemployed. Our work with the unemployed is delivered by Learn Direct or in a classroom environment and is often driven by employer need for example we are leading on recruitment for a large local distribution company, engaging with unemployed people who are interested in working for them, up-skilling them as required and then the employer is interviewing them for the positions at the end of their training. We also have a very strong and successful provision in this area working with adults with learning difficulties and/or disabilities – these qualifications are around independent living skills and preparation for work.

Non Qualification Adult Learning – This falls into two main areas:

1. Personal and Community Development Learning – to help local residents and other learners develop their skills. This covers a vast array of subjects and includes things like; cooking on a budget, inspired by, learning to speak with confidence, make do and mend and communication for the hard of hearing. Our Arts and Craft provision in this area was graded Outstanding by Ofsted saying things like “learners make an excellent contribution to their communities” and “Equality and Diversity issues are well embedded in the classes”. In fact in this area, CCP have for the past three years had learners exhibiting work at the V&A museum in London. Many of our adult classes are seen by the students as a life line, particularly with some of our elderly learners and have benefits to both their health and wellbeing. A new initiative in this area is in ESOL and we are training some local residents how to teach “ESOL for survival” and we will then (on successful completion of the training) employ them to deliver courses in their local communities to help address some of the waiting list for those wishing to learn English.
2. Neighbourhood Learning in Deprived Communities – This is a pot of funding we set aside each year for the voluntary sector to bid for money to deliver innovative learning opportunities in their local communities or for their client groups. Examples of this include “men and sheds” – CP Learning Trust, a project to engage more men into learning and “Skills for sharing” - Beat this CIC, using music as a vehicle to engage and train the unemployed, developing skills and confidence and creating trainers for future sustainability

Employer Training – In addition to this, we also offer training for employers both bespoke and non funded qualification for example, we have delivered Level 4 Information, Advice and Guidance qualification to the Army Careers Service and ILM (Institute of Leadership and Management) Training to variety of employers across the City.

Overall as a college, Ofsted graded us as **Good with Outstanding features**. Its main finding concluded that – outcomes are good, learners improve their economic and social wellbeing to a good level, closely targeted provision engages disadvantaged groups and has a substantial impact on their health, social life and employment prospects. That the teaching and learning is good with much outstanding, the range of provision is excellent at meeting the needs and interests of learners and users, that the college works very productively with an extensive range of partners and that the senior leadership team has set ambitious targets and has provided effective leadership to create a culture of excellence, inclusion and high standards

CCP is a unique provision, offering a wide and varied service to local residents that is not available elsewhere. It is a self funding service that is there to provide a service for the City of Peterborough, its residents, businesses and communities.

6. IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 Not applicable

8. NEXT STEPS

8.1 None

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 None

10. APPENDICES

10.1 None

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CREATING OPPORTUNITIES & TACKLING INEQUALITIES SCRUTINY COMMITTEE	Agenda Item No. 8
12 March 2012	Public Report

Report of the Executive Director of Children’s Services

Contact Officer(s) – Malcolm Newsam
Contact Details - 863606

CHILDREN’S SERVICES IMPROVEMENT PROGRAMME

1. PURPOSE

1.1 The purpose of this report is to update the Committee on the Improvement programme.

2. RECOMMENDATIONS

2.1 • To note the progress made on the core strategy and the work undertaken by the Member Task and Finish Group

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 The Sustainable Community Strategy identifies “Improving Health” and “Supporting Vulnerable People” as priorities. Improvement in Children’s Social Care is key to the delivery of these priorities.

4. BACKGROUND

4.1 Following an Ofsted Inspection in August 2011, the Council has engaged in a programme to secure rapid improvement. This improvement will be driven by three key elements:

- The Children’s Services Improvement Programme
- The Core Strategy which focuses effort on what we must prioritise
- The leadership of Members and officers in delivering the required changes

4.2 The Council’s progress is closely monitored both internally and externally by this Committee, the Scrutiny Task and Finish Group and the External Improvement Board.

5. KEY ISSUES

5.1 The Scrutiny Task and Finish Group had its second meeting on the 8th of February. The group discussed progress with the Director of Social Services and also considered in detail the performance within the service. Members also reported back on the deep – dive they had conducted into the Integrated Children’s System and concluded that the new product will provide a significant improvement once implemented in April. A Member of the Task and Finish group will give a more detailed account of the meeting to this Committee

5.2 The second meeting of the External Improvement Board was held on the 7th February. This was a positive meeting and the independent chair Jane Held noted the progress made by the Council and commended the Council on the speed in which it had put together a strong senior management team over the service. The Board approved the final version of the Improvement Plan and will be monitoring the progress against the plan on a monthly basis.

5.3 The Council has made significant progress in the last few weeks in putting down the building blocks for sustainable improvement.

- We have now put in place a permanent team of Assistant Directors with the appointment of Sue Westcott as Assistant Director of Safeguarding and Wendi Ogle-Welbourn as Assistant Director of Strategic Commissioning. These are both high performing individuals with a track record of delivering improvement and high quality services. They will both be in place by the end of March
- We have rebased the establishment at 81 social workers and the budget report recommends to Council an additional one million pounds to fund this and a further £2million to fund the cost of Looked after Children.
- We have commissioned and procured a peripatetic team of experienced social workers and management from Sanctuary. They commenced working as an additional pod in the Referral and Assessment team on the 18th January. This team have provided the additional capacity to tackle the backlogs within the Referral Assessment Team and there has been a marked improvement in the timeliness of assessments and
- We have put considerable support into the Referral and Assessment Service to put in place sound business practices and organisational structures-
- We have commissioned an independent review of the Peterborough Safeguarding Children's Board – this will be an opportunity to reset its governance and effectiveness

This progress has been achieved due to the support and commitment of the Lead Member and Chief Executive and their modelling of a whole Council approach.

5.4

6. IMPLICATIONS

- 6.1 The cost of the improvement programme can be met from within existing budgets. Resources are available to secure improvement in the immediate and longer term.
- 6.2 The Secretary of State has the power to issue a statutory notice if he is not satisfied that sufficient progress is being made.

7. CONSULTATION

- 7.1 Partner agencies, parents and children will be involved in the improvement activity.

8. NEXT STEPS

- 8.1 This Committee will continue to receive a regular update on progress and the Task and Finish Group will meet monthly to support the improvement.

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 9.1
- Ofsted Inspection of Safeguarding: Peterborough 6th September 2011
 - Ofsted Unannounced Inspection of contact referral and assessment arrangements 3rd March 2011
 - Ofsted Safeguarding and Looked after Children Inspection: Peterborough 21st May 2010

10. APPENDICES

- 10.1 Appendix 1 - Improvement Notice
Appendix 2 - Peterborough City Council Safeguarding Improvement Plan – December 2011



Peterborough City Council

Safeguarding Improvement Plan

December 2011

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Commitment of Improvement Board Members

As members of the Improvement Board, we confirm our commitment to the impacts and actions described in this Improvement Plan. We endorse the actions as appropriate and plausible. We agree to work collaboratively to secure the impacts set out in the plan and to embed the changed practices designed to ensure better and sustainable life chances for the children and young people of Peterborough.

List of Board Members:

Signed.....Dated.....
Jane Held, Independent Chair

Signed.....Dated.....
Cllr John Holdich, Cabinet Member for Education, Skills and University

Signed.....Dated.....
Cllr Sheila Scott, Cabinet Member for Children's Services

Signed.....Dated.....
Gillian Beasley, Chief Executive Peterborough City Council

Signed.....Dated.....
Malcolm Newsam, Executive Director of Children's Services

Signed.....Dated.....
Mark Hopkins, Assistant Chief Constable Cambridgeshire Constabulary

Signed.....Dated.....
Flick Schofield, Chair of Peterborough Safeguarding Children Board

Signed.....Dated.....
Debbie Jenkins, Department for Education

Signed.....Dated.....
Mike Sandeman, Head Teacher of Arthur Mellows Village College

Signed.....Dated.....
Barbara Stuttle, Interim Executive Nurse for NHS Cambridgeshire and Peterborough

Signed.....Dated.....
A Director of Children's Services from another authority

Signed.....Dated.....
Someone from the business community

The Peterborough Improvement Plan

This document describes the planned actions to improve services to children in Peterborough. It outlines immediate as well as longer term actions to embed an understanding of the type of focus that should be maintained, irrespective of various ongoing external and internal challenges.

Partners across a range of agencies including Health, Education, Police and Probation have contributed to this plan and will be actively involved in its achievement.

Governance Arrangements

An Improvement Board was established in November 2011 to support rapid and sustainable improvement of services that safeguard children. Its key roles are to agree, monitor and report progress on the actions in the Improvement Plan. This will include monitoring the targets set out in the Peterborough City Council Improvement Notice issued by the Secretary of State in January 2012. The Board has an independent chair, Jane Held, who has been approved by the Parliamentary Under Secretary of State for the Department for Education. She will report directly to the Minister and the Leader of the Council on progress on a quarterly basis.

The Board will meet monthly and its membership will include:

- Jane Held, Independent Chair
- Cllr Sheila Scott, Cabinet Member for Children's Services
- Cllr John Holdich, Cabinet Member for Education, Skills and University
- Gillian Beasley, Chief Executive, Peterborough City Council
- Malcolm Newsam, Interim Director of Children's Services
- Barbara Stuttle, Interim Executive Nurse for NHS Cambridgeshire and Peterborough
- Mark Hopkins, Assistant Chief Constable Cambridgeshire Constabulary
- Flick Schofield, Independent Chair of Peterborough Safeguarding Children Board
- Debbie Jenkins, Department for Education
- Mike Sandeman, Head Teacher of Arthur Mellows Village College

The Board's work will also be reporting to:

- Peterborough Children's Trust Board
- Peterborough Safeguarding Children's Board
- Members of Peterborough County Council
- NHS PCT Board

Overall Context

Peterborough received a safeguarding and looked after children inspection in March 2010 which found that safeguarding arrangements were inadequate. In February 2011 an unannounced inspection of Peterborough Council's contact and referral arrangements found some areas of improvement from the earlier inspection although 10 areas for development were identified. The purpose of the follow up inspection in August 2011 was to evaluate the progress and contribution made by relevant services in the local area since the previous inspections towards ensuring that children and young people were properly safeguarded. This inspection rated safeguarding services delivered by the partners in Peterborough as inadequate

National and Local Context – Challenges

The demography of Peterborough is rapidly changing. There are 44,300 children and young people aged 0 – 19 years in the council area with 24% of this population living in poverty. There has been a particularly high influx of families from Eastern Europe but other cultures and ethnic groups are represented in the city. Within the current child population 99 different languages are spoken and 27% of school pupils have English as their second language. There are marked differences in the levels of deprivation and affluence in Peterborough with some wards represented in the highest quartile of deprivation and others in the top quartile for affluence

Partnership Vision for Children and Young People

'All children and young people in Peterborough have the right to be safe, to be healthy and happy and to be given the opportunity to achieve their aspirations.'

We recognise that our aspirations for achieving our vision have to be tempered by the reality of the challenges that we face. It is more important than ever that we focus on our core priorities in order to make progress toward our vision. Financial challenges require us to make decisions that will impact on our capacity to achieve our vision. We therefore need to ensure that every penny we spend and every decision we make has the greatest impact on improving children's lives.

Strengths

Despite the inspection judgement of 'inadequate' (including some serious and significant areas of concern) there are many commendable aspects of the service currently in place to support vulnerable children. Inspectors highlighted these in their feedback and report. These included:

- Safeguarding awareness across the partnership is generally good and agencies are appropriately identifying children and young people who may be at risk of harm. Arrangements within schools for safeguarding are suitably robust and processes in health are also effective
- Despite the concerns about capacity, elected members have demonstrated a consistent and sustained commitment to strengthen safeguarding arrangements in Peterborough, including the allocation of additional resources. There is assurance that this commitment will continue as the council and partners respond to the recommendations arising from this inspection
- Caseloads are reducing towards the average target of 25 per social worker
- The council's existing recruitment practice is safe and is continuously reviewed and updated
- Children and young people interviewed as part of the inspection confirmed that they generally felt safe in the community
- There is a strong corporate commitment to community cohesion and safety exemplified by recent proactive work to respond to the potential for riots witnessed elsewhere in the country. Action taken was comprehensive and young people worked well with the Police to communicate positive messages using social networking sites which clearly had an impact in maintaining calm and order in the city
- A good anti-bullying strategy (Becoming Brave) promotes the use of mentors, buddies and the provision of support for children and young people who may be witnessing parental domestic violence at home
- A robust missing from school protocol has been developed and is currently the subject of consultation within the partnership
- Safeguarding in schools has been judged mostly good and some outstanding by Ofsted inspections. All schools, including faith schools have designated and trained safeguarding staff. There is good awareness of safeguarding within schools leading to appropriate contacts and referrals to social care services
- An unannounced inspection of the adoption service in November 2011 rated the service as good.

- An unannounced inspection of the fostering service in November 2011 rated the service as satisfactory overall with some good features
- One children's home has been judged as good and two as outstanding
- One children's centre provides a broad range of preventative services to families in a high quality physical resource

Areas for Improvement

The Improvement Notice has reinforced the Ofsted report recommendations and has stated that the council must demonstrate evidence of improvements by:

Social Care Practice

1. Improving and sustaining the quality and timeliness of assessments and care plans to comply with "Working Together to Safeguard Children 2010" taking appropriate account of risk and recording the views of key agencies and children themselves where appropriate to inform effective decision-making and planning. This should be measured and evidenced through regular case and supervision auditing
2. Reviewing and revising the Council's quality assurance framework and ensure it is in place, in line with standards set out in statutory guidance. The framework must include regular auditing arrangements of the quality of case files with independent challenge and scrutiny; the frequency of which should be agreed by the Board. A report of the results must be made available to the Board which demonstrates how the Council has taken action against the recommendations in order to maintain and to continue to improve the quality of social work practice
3. Using the revised quality assurance framework, ensure effective supervision of social work practice is in place with rigorous management oversight and decision making on individual cases, which will identify strengths and areas for development in practice with a view of improving further the quality of social care practice
4. Reviewing and developing a system that sets out thresholds and criteria for access to children's social care. Ensuring these thresholds and criteria are communicated, understood and applied consistently across all partner agencies
5. Working with partners, develop a preventative and early intervention strategy and as part of this increase the quantity and effectiveness of common and locally agreed shared assessment processes (e.g. CAF) and ensure the Council is monitoring the use and impact of these by partner agencies

6. Ensuring that an implementation plan is in place for the Council's new ICS which includes interim arrangements to ensure that the quality of case recording continues to take place prior to implementing the new system. The Council must present regular updates on the development and implementation to the Improvement Board highlighting where issues have occurred and what action has been take to address them

Capacity and Capability

7. Develop an overall workforce strategy, informed by a service need analysis, to ensure a stable workforce which requires fewer agency staff with a view to improving the quality of services within the Council
8. Taking account of the finding of the Inspections and Diagnostic review, the Council must ensure the social care teams have sufficient numbers of staff and staffing numbers and roles are clearly defined with clear lines of accountability
9. Reviewing social workers' responsibilities and workloads to ensure they are clearly defined and that workloads are manageable' ensuring staff have a manageable range of work and a caseload consistent with their level of experience and competence; and ensure that the Improvement Board receives management information to confirm that this is achieved and sustained
10. Developing and implementing a programme of induction, training and mentoring and continuous professional development for all social care staff and ensuring that staff have access to training and development opportunities that meet their needs and the needs of the service

Partnership and Governance

11. Ensuring the Council sets out clearly its vision and ambition for children's safeguarding services (with a clear set of objectives and timescales) and that this is communicated and implemented with staff and partners such that they have a clear understanding of their roles and responsibilities in delivering this vision, and overall improvement
12. Developing a strong strategy for strengthening the leadership team across the assessment and safeguarding service with clear plans for permanency and effective lines of accountabilities to ensure an effective delivery of children's services
13. Establishing a clear remit for the Improvement Board, Children's Trust and the Local Safeguarding Children Board with clear governance, lines of accountability and specific roles of each body in driving forward improvement
14. Ensure that all elected members of the Council take responsibility and are accountable for improving the quality of the service; ensure there is close oversight and scrutiny in order to be confident that outcomes for children are being delivered

Support Measures

Improvement in these circumstances places additional pressures and higher expectations in terms of the performance of both senior officers and members. Therefore the Council must:

15. Work with representatives of the Children's Improvement Board to formalise a package of sector support to address the issues set out in the inspection and diagnostic review. The package of support should include peer mentoring arrangements for the Lead Member for Children's Services to support her in leading the change required and peer challenge and scrutiny at the Improvement Board. A further package of peer support for managers and front line staff may be considered subject to the direction of the Improvement Board
16. Continue to ensure the scrutiny arrangements that are in place, allow elected members and the LSCB to scrutinise and challenge social care practice once the necessary improvements have been made

Our Approach to Improvement

Our action plan has been built around six pillars of improvement. These are:

Pillar One: Providing confident leadership and management across children's services

- A clear vision and sense of direction
- Modeling professional competence, confidence and self belief
- Providing leadership at every level
- Prioritising and pacing the actions to achieve change so that it is manageable, achievable and sustainable
- Communicating clear expectations throughout the organisation and across the Peterborough Children's Trust partnership
- Supporting, problem solving and listening (including high quality supervision)
- Rewarding and celebrating excellence
- At all levels, holding people to account for poor performance
- Management that is responsible, proactive and solution-focused

Pillar Two: Putting in place effective front-line practice

- Effective multi-agency early intervention and prevention
- Consistent implementation of thresholds, appropriate management of risk and confidence in knowing when to intervene
- A robust, consistent system for responding to referrals, underpinned by high quality practice standards
- A high quality child centered social work assessment service supported by timely decision making
- A high quality family support service
- Building a range of services which support families and their children at the earliest possible point

Pillar Three: Creating an organisation fit for purpose

- Putting in place an effective and sustainable structure
- Ensuring accountability and compliance throughout the organisation
- Establishing clear priorities and aligning resources to meet them
- Promoting a culture that embeds the Peterborough behaviours and competencies
- Ensuring front-line teams receive the infrastructure support they need
- Front door services delivered from offices that are fit for purpose and adequately supported by IT and other systems

Pillar Four: Strengthening partnerships to make a difference

- A shared vision by all partners and a commitment to work together to improve services to safeguard and look after children and young people
- A Children's Trust that drives better outcomes for all children and young people
- A Safeguarding Children's Board that supports high quality safeguarding and is open, challenging and honest across the partnership
- Joint commissioning of services that keep children safe and free from harm

Pillar Five: Becoming the employer of choice in the region

- Effective source and supply of social workers and managers
- A compelling offer (reward package for recruitment and retention)
- Ongoing recruitment and retention actions
- Induction for a range of staff recruited from different countries and at different levels
- Long term focus on the growth and development of the children's workforce
- Sufficient line management and supervision capacity to guide and support front line workers so they feel safe in carrying out their duties
- An excellent supervision, training and development programme for staff at every level in the organisation

Pillar Six: Robustly managing performance

- A comprehensive performance system
- Accurate and timely management information
- A personal accountability structure
- Individual analysis and intervention
- Individual achievement measured
- An effective model of management and supervision
- Supervision and support is informed by management information
- Effective quality assurance of practice

Our Leadership Style to Secure the Improvements

Members and officers are determined to deliver rapid, visible and sustainable improvement to our children's services. Our approach will be steered by the following characteristics:

- **A sense of urgency** – we know that the current situation is unacceptable and we will not rest until services for children are safe
- **Connection to the Front-Line** - listening, understanding, supporting and taking action to assist front-line staff to do a good job
- **An unremitting focus on what is important** - fixing the most important things first
- **Management grip** - driven by strong performance management and tackling problems as they arise in an ongoing way
- **Intolerance of the unacceptable behaviours** - the first step of our improvement journey will be to eradicate unacceptable practice and unacceptable behaviours
- **Complete transparency** - we will produce information that allows elected members, partners, government and the public to understand our progress. Creating a culture of openness to encourage staff to raise concerns/issues

OUR CORE STRATEGY – THE TEN CORE TASKS

This Improvement Plan will deliver sustained improvement across all of children's services leading to improved outcomes for children and young people in Peterborough. Our core strategy, however, focuses on tackling those areas of greatest risk first and laying the foundations for more effective practice. The core tasks are as follows, and will be implemented over the next six months:

1. Bring in additional staff to reduce the number of unallocated cases, reduce numbers of incomplete assessments and restore timely assessment timescales.
2. Restore reasonable workloads by rebasing the establishment to ensure sufficient qualified staff and team managers
3. Strengthening the quality of work undertaken in the assessment teams through better organisation and supported by robust supervision, audit and performance monitoring.
4. Reducing workloads by restoring throughput, pruning caseloads and reducing the number of children in need.
5. Making structural changes for handling contacts referrals and assessments and introducing family support teams.
6. Strengthening leadership, accountability and the quality of supervision through recruitment, training, and performance management.
7. Implementing an effective management information and quality assurance framework.
8. Filling resource gaps by more effective recruitment and putting in place a compelling workforce
9. Building an effective commissioning framework and range of preventive services
10. Providing front line teams with suitable ICT arrangements, business support and working arrangements.

Detailed Actions

OR = Ofsted Report (See appendix one, page 35 of this report)

IN = Improvement Notice (See page 7 of this report)

Pillar One: Providing confident leadership and management across children's services					
Key Objectives: Communication regarding the expectations of leaders and managers; Developing a culture where leaders and managers fulfill their roles and responsibilities and demonstrate recognition that they are accountable for delivering high quality services; Well targeted, clear communications that ensure all staff and stakeholders are informed and able to influence the way forward; Rewarding and celebrating high quality practice; Corporate parenting that is effective.					
Accountable Leads: Malcolm Newsam					
Reference	Actions	Timescale	RAG	Delivery Lead	Targets and Measures
1.1 Outcome: Leaders and managers are clear about expectations and gaps in knowledge and good management practices are identified					
1.1.1 <i>Links to IN10 & 12 OR 1</i>	Conduct and complete a leadership and management survey with senior managers. Engage managers and leaders in identifying leaderships gaps and strengths in order to fulfill their roles in delivering high quality services	31.02.12	G	Sue Westcott	<ul style="list-style-type: none"> A gap analysis completed that will link guidance to practice, against which management can be assessed Will inform middle managers development programme
1.1.2 <i>Links to IN10 & 12 OR 5</i>	Produce and issue clear guidance for leadership and management roles. Principles to include responsibilities and accountabilities for managers and staff	31.03.12	G	Sue Westcott	<ul style="list-style-type: none"> Leadership and management best practice guide published to all managers and supervisors Capability framework published for all managers
1.1.3 <i>Links to</i>	Across the department, put in place a programme which establishes and promotes the new leadership	31.03.12	G	Sue Westcott	<ul style="list-style-type: none"> Programme developed and timetable implemented

<i>IN10 & 12 OR 11</i>	competencies and required behaviours and expectations of leaders, managers and staff to ensure they are clear about what is required				<ul style="list-style-type: none"> Evaluation and review of the impact of the programme informed by staff feedback
1.1.4 <i>Links to IN10 & 12 OR 1</i>	Validate findings from leadership and management survey with mandatory questionnaire	31.03.12	G	Julie Barnard	<ul style="list-style-type: none"> Engage staff in assessment of leadership and management Feedback obtained to inform amendments to leadership and management programme
1.1.5 <i>Links to IN 10 & 12 OR 5</i>	All senior managers to complete 360° assessment based on competency in role	31.03.12	G	Julie Barnard	<ul style="list-style-type: none"> Engagement of senior managers in their continuous professional development
1.2 Outcome – Leadership and management capability is evaluated and action is take to result in improvement as required					
1.2.1 <i>Links to IN 10 & 12 OR 5</i>	Assess leadership and managerial capability at the senior management level via an assessment centre to identify gaps in knowledge	01.06.12	G	Julie Barnard	<ul style="list-style-type: none"> Agreed assessment centre schedule developed and implemented with details of the agreed areas of competency that are to be measured Produce report on findings within two weeks of assessment completion
1.2.1 <i>Links to IN10 & 12 OR6</i>	Deliver targeted performance management workshops for senior managers and team leaders focusing on key performance themes identified through leadership and management survey and outcomes from assessment centre. The workshops will be linked to case studies pertinent and relevant to the	19.09.12	G	Sue Westcott	<ul style="list-style-type: none"> Managers start to personify, demonstrate and communicate high quality leadership behaviours to staff

	delivery of high quality children's services				
1.2.3 <i>Links to IN10 & 12 OR5</i>	Develop a targeted response to identified needs in relation to essential leadership and management skills (for individuals and the management team)	19.09.12	G	Sue Westcott	<ul style="list-style-type: none"> Action plan designed with two weeks of assessment completion
1.2.4 <i>Links to IN10 & 12</i>	Implement individual leadership and management development plans	June 2012	G	Sue Westcott	<ul style="list-style-type: none"> Individual learning and development plans are updated in response to the recommendations of the assessment centre
1.2.5 <i>Links to IN 10 & 12</i>	Provide access to coaching, and/or mentoring for the senior management team.	End July 2012	G	Sue Westcott	<ul style="list-style-type: none"> Coaching/mentoring Sessions offered/delivered to individual staff. Additional sessions offered as appropriate Middle managers development programme established
1.2.6 <i>Links to IN 10 & 12</i>	Develop succession planning/talent management systems to nurture and utilise new leadership/managerial capabilities to meet immediate priorities and plan for continued performance improvement <ul style="list-style-type: none"> Complete HR review of teams to identify staff with potential and underperformance 	31.01.12 – 31.03.12	G	Julie Barnard	<ul style="list-style-type: none"> Existing 'talent' is utilised effectively, good practice is role modeled and shared. To be measured via staff feedback and written evidence of sharing mechanisms/activities and timetables Use newly established Capability framework to inform personal development reports
1.3 Outcome: Staff and stakeholders report that they are kept abreast of developments in the improvement agenda and feel able to influence future developments. Well targeted, clear communications that ensure all staff, partners and service users are informed and able to influence the way forward					
1.3.1 <i>Links to</i>	Produce a communications and engagement strategy including face-to-face and online interaction and written	28.02.12	G	Caroline Parsons	<ul style="list-style-type: none"> Strategy developed and signed off with implementation plan

<i>IN 12</i>	information (Internal and external)				<ul style="list-style-type: none"> • Strategy implemented • Use InSite page to help teams to access practice tools and research.
1.3.2 <i>Links to IN12</i>	Corporate Director, to carry out a series of open forums communicating the improvement plan to all staff	31.03.12	G	Elaine Alexander	<ul style="list-style-type: none"> • Visible leadership in communicating expectations and desire for excellence in safeguarding children to all staff
1.3.3 <i>Links to IN12 & 13</i>	Obtain feedback from staff, partner agencies and service users (including children and young people) and use their views to inform the improvement actions including the re-design of the service	28.02.12 – 31.07.12 Review regularly thereafter	G	Participation Lead Brian Roberts	<ul style="list-style-type: none"> • Feedback gathered and used when improvement actions are being undertaken and when services are being developed or commissioned • Termly meetings established with Head Teachers
1.4 Outcome: Social work staff are engaged in the excellence award process, have aspirations to be part of it, and report that it makes them feel valued					
1.4.1 <i>Links to IN10</i>	Ensure that PCC's excellence awards reward and recognition mechanisms are appropriately, fairly and transparently applied to recognise good/high performance	18.02.12 – 31.03.12	G	Julie Barnard	<ul style="list-style-type: none"> • Surveys confirm that managers and staff are confident that good performance is recognised and reinforced through the reward system
1.4.2 <i>Links to IN10</i>	Encourage managers to recognise individual and team contributions and nominate staff appropriately	28.02.12 onwards	G	Julie Barnard	<ul style="list-style-type: none"> • Recognition mechanisms are understood and supported by staff and feedback confirms this
1.5 Outcome: Elected members and senior officers are provided with information to enable them to understand their roles, responsibilities and accountabilities					
1.5.1 <i>Links to</i>	Induction pack for Elected Members and senior officers developed, outlining corporate parenting responsibilities	31.03.12	G	Sue Westcott	<ul style="list-style-type: none"> • Induction pack produced and distributed • Induction workshops

IN15					agreed and undertaken <ul style="list-style-type: none"> Pattern of visits to front line teams established
1.5.2 <i>Links to IN15</i>	Peer mentoring arrangement to be put in place for the Lead Member	30.12.11	G	Oonagh Aitken	<ul style="list-style-type: none"> Lead member will feel supported in leading change
Pillar Two: Putting in place effective front-line practice					
<p>Key Objectives: High quality, rigorous and consistent front-line practice to safeguard children and young people, including those who are looked after. Appropriate duty and initial assessment arrangements; manageable workloads; robust procedures, processes and actions which analyse risk and lead to consistent plans and actions to manage those risk. Front line staff and managers are clear about the arrangements regarding the throughput of work between teams. Effective child protection conference process to ensure multi-agency working which supports effective plans for children and young people. Improved Care Planning and permanence for Looked After Children. Health Needs of Looked After children and young people are addressed. Improvements in educational outcomes for looked after children</p>					
Accountable Leads: Sue Westcott					
2.1 Outcome – Deliver a robust programme to improve the quality of assessment and casework, and provide qualitative and quantitative information about the impact of services on outcomes for children and young people					
2.1.1 <i>Links to IN2 OR 2 OR 9</i>	<ul style="list-style-type: none"> Managers review open cases and take action to safeguard children Children in Need procedures to be strengthened Ensure that the work required in respect of risk assessment and report writing are completed before cases are presented to case conferences and that work with families is not delayed until the conference is held Follow up processes developed and monitored for all cases judged 	31.03.12 30.12.11	G	Lynn Chesterton Ann Garratt Damian Elcock Christine Bellairs	<ul style="list-style-type: none"> User feedback on the delivery of practice standards to be collated and used to inform delivery protocols. Verification of improved quality to be evidenced over time (specific targets to be developed as the programme embeds).Evidence of use of tools to support communication and focus in work with children and families Performance in terms of numbers of children with a

	<p>Inadequate</p> <ul style="list-style-type: none"> • Children are seen and their views recorded in all assessments • Review current assessment Templates (post Liquidlogic implementation) • Develop and disseminate practice standards for practitioners • Adoption of user friendly conferencing arrangements • Implement quality standard leaflet for parents 	<p>30.04.12</p> <p>31.01.12</p> <p>31.03.12</p> <p>31.03.12</p>			<p>Children in Need plan improves</p> <ul style="list-style-type: none"> • Number of children with a Child Protection Plan are reduced • A package of peer support for managers and front line staff to be considered by the Improvement Board • Secure email in place to support Domestic Violence notifications • Multi-agency response unit arrangements in region supported • DV guidance and risk assessment tools shared with teams
<p>2.1.2</p> <p><i>Links to IN2 OR 2 OR 9</i></p>	<p>Develop and implement mandatory Quality of Practice audits to be undertaken by all managers</p>	<p>28.02.12</p>	<p>G</p>	<p>Ann Garratt Damian Elcock Christine Bellairs</p>	<ul style="list-style-type: none"> • Average of 20 audits per month achieved • Audit results and follow up reported monthly to Performance Monitoring Group and EIB
<p>2.1.3</p> <p><i>Links to IN10 OR 2 OR 9</i></p>	<p>Introduce regular practitioner workshops</p>	<p>31.12.12</p>	<p>G</p>	<p>Sue Westcott</p>	
<p>2.1.4</p> <p><i>Links to</i></p>	<ul style="list-style-type: none"> • Review workforce development strategy • Focus training and support on 	<p>30.01.12</p>	<p>G</p>	<p>Julie Barnard</p>	<ul style="list-style-type: none"> • New strategy is embedded • Improvement in evaluation of social work training

IN 7 OR 2 OR 9	improved analysis in assessment				
2.1.5 <i>Links to IN 1 OR 2 OR 9</i>	Public Law Outline processes strengthened to ensure timely intervention – practice protocols to be strengthened (to include holistic overview of the child)	28.02.12	G	Kim Sawyer	<ul style="list-style-type: none"> Tracking systems in place to track key actions for Child Protection CLA and court proceedings
2.1.6 <i>Links to IN 2</i>	Regular thematic audits undertaken on specific practice areas as defined by QA framework timetable	Rolling programme to be drawn up by 31 January 2012	A	Lynn Chesterton	<ul style="list-style-type: none"> Regular robust reports delivered to Performance Monitoring Group Remedial action is taken within clearly defined timescales
2.1.7 <i>Links to IN13</i>	<ul style="list-style-type: none"> PSCB to establish multi-agency audits as part of the PSCB Quality and Effectiveness Framework Proposal to the Board that one audit should be conducted per quarter QEF subgroup to be established to manage the audit process Performance monitoring and analysis reports to be developed and refined Effective audit tools and processes to be developed 	01.01.12 – 31.03.11	G	Lynn Chesterton Jo Bramwell	<ul style="list-style-type: none"> Plan developed Audits timetables Findings reported to PSCB on a quarterly basis Analysis review of performance data by the PSCB and subgroup will inform single agency audits and increase the timeliness and effectiveness of work undertaken in response to identified areas of poor partnership working
2.1.8 <i>Links to IN 9</i>	Monitor and take action to secure appropriate caseload levels for all social workers by:	Monthly review		Ann Garratt Damian Elcock Christine	<ul style="list-style-type: none"> Performance reporting indicates caseload levels are a maximum of 20 per case holder

	<ul style="list-style-type: none"> Reviewing individual social work caseloads and complete work/transfer/close cases as required Identify capacity needs and address as required 			Bellairs	
2.2 Outcome: Excellent supervision to ensure the quality of casework improves					
2.2.1 <i>Links to IN 3 OR 6 OR 10</i>	<p>Action plan to be developed and implemented in response to the full audit of supervision to include:</p> <ul style="list-style-type: none"> Development of supervision practice guidance to compliment current supervision policy Commissioning of supervision training for managers Further develop observation of supervision practice as part of support to managers Development of practice standards for supervision developed and implemented Supervision Tool to be rolled out and embedded across the service to allow for the active performance management of cases and of staff delivery All actions to include clear recommendations and timescales for implementation Put in place appropriate spans of control to ensure compliance with supervision policy 	31.01.12	G	Lynn Chesterton Julie Barnard Lynn Chesterton Lynn Chesterton Lynn Chesterton	<ul style="list-style-type: none"> Full audit undertaken Evidence of improvement in the quality of supervision identified in QoP monthly audit Deep dive audit to be repeated in 12 months to confirm progress Feedback from supervising managers in respect of the quality of their own supervision
		31.03.12		Sue Westcott	
		31.03.12		Sue Westcott	
2.3 Outcome: Independent Reviewing Officers quality assure the effectiveness of care planning and where appropriate challenge					

casework decisions or delays					
2.3.1 <i>Links to IN 2</i>	<ul style="list-style-type: none"> Each review ensures that required actions are in place and exceptions reported to the appropriate managers and escalated where necessary for resolution Escalation policy developed, implemented and monitored Monitor effectiveness of escalation policy and implement recommendations 	31.01.12 01.01.12 29.02.12	A	Lynn Chesterton Sue Westcott	<ul style="list-style-type: none"> Quarterly report by Independent Reviewing Officers service produced and submitted to Director's Leadership Team Progress on permanence planning, health assessments, core assessments, care plans and Personal Education Plans is measured through performance reporting and demonstrates improvement in key areas
2.3.2 <i>Links to IN 1&2 OR 6</i>	<ul style="list-style-type: none"> Ensure statutory visits are monitored (via monthly/quarterly performance reports), and that there is good recording of information on LAC cases Audits of LAC to be conducted on a monthly basis via Quality of Practice Audits IRO reports produced on a quarterly basis 	03.01.12 – 31.03.12	G	Lyn Chesterton	<ul style="list-style-type: none"> Performance in relation to stat visits improves and is maintained Numbers of LAC routinely audited increases Performance of 16+ monitored, evaluated and reports produced
2.4 Outcome: Strengthen safeguarding of children on a Child Protection Plan. Ensure Child Protection Plans are only in place when there is a clear need for them. Child protection planning processes are effective, responsive to children and young people's needs, facilitate multi-agency working and are robust in ensuring that children are safeguarded					
2.4.1 <i>Links to IN 1</i>	<ul style="list-style-type: none"> Support implementation of strengthened child protection and Children in Need planning processes through multi-agency training Strengthen and re-launch Children in Need procedures Review Children in Need Plan template 	03.01.12 – 31.03.12	G	Sue Westcott Beverley Clarke	<ul style="list-style-type: none"> All children and young people within the social care system have the right level of protection Those children and young people who are subject to a 'children in need' or 'child protection' plan are given an

					<p>appropriate plan with timescale that has clear and focused outcomes which highlight specific needs and risk</p> <ul style="list-style-type: none"> • Multi-agency training programme developed • Programme implemented • Increased confidence of agencies resulting in Children in Need plans replacing Child Protection Plans where appropriate
2.4.2 <i>Links to IN 1,2&3</i>	<ul style="list-style-type: none"> • Reduce the number of children subject to a child protection plan for 18 months or more • Policy to be developed requiring a review of every case beyond the third conference (at the nine month stage) to ensure that robust decisions are made to prevent as many cases as possible from going into conferences beyond 15 months 	03.01.12 – 31.03.12	G	Lynn Chesterton	<ul style="list-style-type: none"> • Review and undertake change promotion work on current cases where children have been subject to a Child Protection Plan for over 18 months • Cohort reduced to below 6% • Performance reporting monitors the number of children who are progressing towards, or have, a child protection plan for 18 months or more • Information used to inform and develop agreed plan to reduce Child Protection Plan cohort
2.4.3 <i>Links to IN 1,2&3</i>	Reduce the number of children who become subject to a Child Protection Plan for a second or subsequent time	03.01.12 – 31.03.13	G	Lynn Chesterton	<ul style="list-style-type: none"> • In collaboration with operational managers produce a report to the Improvement Board setting out a plan for how to reduce the number of children subject to a Child Protection Plan

					<p>for a second or subsequent time to below 14.4%</p> <ul style="list-style-type: none"> • Plan agreed and recommendations implemented • Performance reporting monitors the number of children who are made subject to a plan for a second or subsequent time • The number of children subject to a child protection plan for a second or subsequent time reduced to below 14.4%
2.4.4 <i>Links to IN4</i>	<p>Ensure there is a consistent approach to the application of thresholds:</p> <ul style="list-style-type: none"> • Robust thresholds to be agreed with the Child Protection Plan conference chairs • Thresholds are consistently applied in Child Protection Plan conferences • Multi-agency agreement to be obtained on thresholds for taking children off a Child Protection Plan • Establish process to support hospital discharge arrangements • Ensure Child protection review conferences in timescale • Increase child and family participation from 80% to 90% • Child Protection Coordinators to track and report on core group meetings and presence of appropriate parallel plans 	30.01.12 28.02.12	A	Ann Garratt Lynn Chesterton Karen Moody	<ul style="list-style-type: none"> • Consistent standards are applied to all Child Protection Plans • Audit of conference minutes completed • Agency expectations around thresholds are coherent and constant • The number of children being taken off a Child Protection Plan increases • Reduction of contracts into social care • Reduction in the conversion of contacts to referral • Reduce inappropriate referrals by increasing the number diverted to early intervention • Maintain conversion rate of referrals to Initial Assessments

2.5 Outcome: The Safeguarding Children Board is compliant with statutory requirements, supported by a robust performance framework which enables it to hold agencies to account in ensuring the children of Peterborough are safeguarded					
2.5.1 <i>Links to IN11,12 & 13</i>	<ul style="list-style-type: none"> Membership and Governance Implement the multi-agency audit and performance framework and audit plan 	28.02.12	G	Lynn Chesterton Sue Westcott	<ul style="list-style-type: none"> To be discussed with Chair of Peterborough Safeguarding Children Board Audit programme implemented and audits carried out Audit findings reported to PSCB and used to inform multi-agency response to safeguarding
2.6 Outcome: Children's Services and its partners are well prepared for the next full Ofsted inspection					
2.6.1 <i>Links to IN10</i>	Develop an "inspection ready programme" to prepare for the next full Ofsted inspection	31.05.12	G	Sue Westcott Beverley Clark	<ul style="list-style-type: none"> Programme is implemented and is effective
2.6.2 <i>Links to IN10</i>	<ul style="list-style-type: none"> Undertake mock inspections of Duty and Initial Assessment Teams Address any points of concern/areas requiring improvement; remedial action to be recorded and evidenced 	03.01.12 – 29.02.12	G	Sue Westcott Beverley Clarke	<ul style="list-style-type: none"> Mock inspections find children are appropriately safeguarded Ofsted unannounced inspection is received positively
2.7 Outcome: The Family and Assessment Support Team (FAST) has sufficient capacity, the threshold for access is safe and clear and the processes for reviewing the team's impact on outcomes are explicit					
2.7.1 <i>Links to IN 8 & 9 OR 17</i>	<ul style="list-style-type: none"> Consider how resources can be most effectively deployed to meet the improvement notice objectives and improve outcomes for children and young people. Includes re-provision of contact service and costs of replacement activity to cover life story work and parenting 	30.03.12	G	Sue Westcott Christine Bellairs	<ul style="list-style-type: none"> Contact service in place which has capacity to meet demand for contact Use remaining contact resource in FAST team to build new service to save money on external purchase of sessional

	assessment <ul style="list-style-type: none"> To review potential re-investment of existing resources Align activity of AIM, Multi-Systemic Therapy and Peterborough Safeguarding Board 				staff
Pillar Three: Creating an organisation fit for purpose					
Key Objectives: Appropriate decisions about the responses required to referrals; functioning ICT infrastructure that enables effective use of systems that support practice (including the Integrated Children's System); Logistical working arrangements and office accommodation support social work task. Effective commissioning, procurement and contracting					
Accountable Leads: Sue Westcott					
3.1 Outcome: Contacts are dealt with efficiently and effectively and referrals made to the appropriate service with sufficient information for the right action to be taken					
3.1.1 <i>Links to IN 4 OR 13</i>	<ul style="list-style-type: none"> Complete a comprehensive and detailed audit of all cases that have referred through the contact service and passed to referral and assessment and other teams or services in the past six months Examine whether cases referred to children in need services are appropriately held within that service 	30.01.12	A	Lynn Chesterton Christine Bellairs	<ul style="list-style-type: none"> 190 cases audited findings and learning shared through workshops with teams and cases needing further attention
3.1.2 <i>Links to IN4 OR 4</i>	<ul style="list-style-type: none"> Review the effectiveness of the current initial screening arrangements for social care cases Define the use of contacts and referrals by referring agencies, the standard of recording of contacts and referrals and the process for decision making in respect of each and the actions arising 	03.01.12	C	Ann Garratt	<ul style="list-style-type: none"> Report with recommendations presented to Corporate Management Team) and decision made about appropriate actions Implementation plan developed and agreed recommendations implemented

3.1.3 <i>Links to IN 4</i>	Ensure that staff in the contact centre have a clear understanding of the council's thresholds	Completed subject to monitoring	G	Ann Garratt	<ul style="list-style-type: none"> Staff are able to respond to contacts and referrals appropriately Inappropriate referrals are reduced and will be indicated by rising number of referrals offered early intervention and maintaining conversion of referrals to Initial Assessments at 80%
3.1.4 <i>Links to OR 1 OR 8</i>	Map existing social work establishment against demand and need and ensure there is a coherent and sufficient distribution of fieldwork resources to provide an effective service. Produce a report with outcome of analysis and recommendations for action with clear implementation plan which also includes management and business support capacity	29.02.12	G	Malcolm Newsam	<ul style="list-style-type: none"> Report submitted to CMT outlining recommendations Agreed recommendations implemented
3.1.5 <i>Links to OR 7</i>	Decide on a model and structure for children's social care to enable effective support for children in need	31.03.12	G	Sue Westcott Ann Garratt Damian Elcock	<ul style="list-style-type: none"> Report on recommendations submitted to DCS Agreed recommendations implemented being mindful of the need for safe transfer to the new arrangements
3.1.6 <i>Links to</i>	Protocol document developed outlining roles and responsibilities of new teams as well as transfer arrangements	29.02.12	G	Elaine Alexander	<ul style="list-style-type: none"> Protocol agreed by Children's Social Services Management Team, approved by Managing Director, used as part of implementation of the new structure

3.1.7 <i>Links to OR 6 OR 7</i>	Implement new structure supported by appropriate protocols and procedures	29.02.12	G	Sue Westcott	<ul style="list-style-type: none"> • New structure in place and work safely managed during restructuring • Procedures/protocols published for all staff • Performance reporting indicates that caseloads, staffing levels and supervisory capacity are at appropriate levels • Performance report confirms new arrangements are facilitating timely assessments and good practice
3.2 Outcome: Peterborough's ICT systems effectively support practitioners and managers to carry out their role. Practitioners and managers are accountable for recording case work decisions and ensuring that this is used to influence decision making					
3.2.1 <i>Links to</i>	<ul style="list-style-type: none"> • Implementation of the new Integrated Case Management System • Agree the business processes underpinning the ICS, create procedures and practice guidelines that stipulate responsibilities across all levels of the organisation • Agree management sign-off functions in ICS • Full and comprehensive training programme for all staff including managers • Provide in-house support for the ICS • Provide ICS user manuals 	03.01.12 – 31.03.12	G	Elaine Alexander	<ul style="list-style-type: none"> • Robust implementation plan is in place • Regular updates on the development and progress of the plan to be given to the Improvement Board
3.2.2 <i>Links to</i>	<ul style="list-style-type: none"> • Review the function and role of administrative staff in relation to the use of ICS and address capacity 	03.01.12 – 31.03.12	G	Elaine Alexander	<ul style="list-style-type: none"> • Business requirement for the recording of children's case information is embedded in

	implications if applicable <ul style="list-style-type: none"> Appoint floor walkers to support the successful implementation of ICS 				Peterborough's Information recording system
3.2.3 <i>Links to OR 6</i>	Performance reporting is utilised to confirm that the systems are being used to support effective recording and managerial input	31.03.12	G	Marcus Richardson	<ul style="list-style-type: none"> Audit reports on system usage are produced quarterly on agreed areas (logins, user generated reports, signoff, field completion) Data quality reports on errors or blanks in data recording are reported monthly. Data quality errors/blanks do not exceed 5% of the total number of entries per field
3.2.4 <i>Links to</i>	Develop a broader ICT strategy that takes account of desktop hardware and mobile technology	03.01.12 – 31.03.12	G	Elaine Alexander	<ul style="list-style-type: none"> ICT Strategy developed and presented to the Performance Monitoring Group/Improvement Governance Board
3.3 Outcome: Users complaints and representation are dealt with in a timely fashion with regular reviews to identify trends which are then acted upon					
3.3.1 <i>Links to OR 17</i>	<ul style="list-style-type: none"> Senior Leadership Team to report on timeliness Current Service Level agreement and procedures to be reviewed 	01.01.12	R	Malcolm Newsam Jonathan Lewis Wendi Ogle-Welbourn Sue Westcott Mandy Pullen	<ul style="list-style-type: none"> Complaints are responded to within statutory timescales
3.4 Outcome: The vision for the service is implemented across the department					
3.4.1 <i>Links to</i>	Ensure that 'Making Every Day Count' is implemented across children's services	03.01.12 – 31.03.03	G	Jonathan Lewis Wendi Ogle-Welbourn	All staff and partners have a clear understanding of the ambition and vision for the Council and how they contribute to the overall

				Sue Westcott	improvement
Pillar Four: Strengthening partnerships to make a difference					
Key Objectives: Development of the Peterborough Children's Trust and the Peterborough Safeguarding Children Board (PSCB) to meet their statutory requirements; Improve the effectiveness of the Safeguarding Children Board; Secure Multi-agency understanding about the range of services available and when they should be used to respond to children and their families; Clear multi-agency referral pathways that are responsive to children's needs; Regular and robust auditing of multi-agency practice including good use of performance information					
Accountable Leads: Wendi Ogle-Welbourn					
4.1 Outcomes: The Common Assessment Framework (CAF) process operates effectively: the number of CAFs increases, there is greater and more effective participation by partner agencies, and the impact of CAFs is improved in terms of ensuring that children with additional needs are responded to before their needs become acute and require specialist children's services. Clear baselines and outcomes to be put in place around delivery for every Team Around the Child					
4.1.1 <i>Links to OR 6</i>	<ul style="list-style-type: none"> CAF arrangements are strengthened to ensure that children with additional needs are responded to before their needs become acute and require specialist children services Review of the access and allocation processes (screening and Single Point of Access) to ensure efficient and timely identification of Team Around the Child/Family Transfer procedures between CSS and CAF to be embedded to ensure that children and families are effectively supported in the community when they are closed to CSS Access and allocation arrangements are streamlined and guidance and protocols developed and disseminated Establish a baseline of the time 	12.12.11 – 31.03.12 (review)	G	Karen Moody Ann Garratt	<ul style="list-style-type: none"> Increase in understanding and confidence of partner agencies in applying the Threshold Criteria Increase in total number of CAFs by 10% in a ratio of 80.8 per 10,000 over the 2012/13 financial year in comparison to 2011/12 Reduction of contacts into social care through establishing early intervention link to contact centre Reduction in the conversion of contacts to referral Reduction in the proportion of referrals going on to Initial Assessment Positive feedback from providers and services e.g.

	<p>taken from the CAF assessment to the first TAC and set guideline timescales</p> <ul style="list-style-type: none"> Identify top 100 families that require a TAC and put in place TAC arrangements Establish baseline for number of cases being transferred to TACs following CSS case closure and identify targets to reduce re-referral rates for these cases 				<p>schools that children's needs are being met</p> <ul style="list-style-type: none"> Relaunch of updated threshold document through multiagency workshops Quarterly multi-agency performance management report to be sent to SCS POSC
4.1.2 <i>Links to</i>	<ul style="list-style-type: none"> Develop and introduce method for collection of outcome information against CAF action plans Termly monitoring of CAF update and outcomes is reported to the Improvement Board, and key Partner boards User-friendly CAF recording system to be included in ICS replacement and rolled out across PCC and partner agencies CAF/TAC audit on outcomes to be undertaken to inform the revised CAF Action Plan Outcome information to be monitored to ensure that the CAF process is making a difference to children and families 	12.12.11 – 31.03.12 (review)	G	Karen Moody	<ul style="list-style-type: none"> Relevant Boards identified and in receipt of reports Reporting proforma agreed Regular monthly reports produced Reports reviewed and monitored by the PSCB
4.1.3 <i>Links to OR 14</i>	<ul style="list-style-type: none"> The Early Intervention and Preventative Strategy developed outlining the role of universal, targeted and specialist services and is clear about when a CAF should be completed 	12.12.11 – 31.03.12 (review)	G	Karen Moody	<ul style="list-style-type: none"> Staff and partner agencies have clear guidance about when CAFs should be completed Key partners receive and adhere to Strategy framework

	<ul style="list-style-type: none"> • Above effectively disseminated across partners communicated using a variety of methods • Action plan implemented 				<ul style="list-style-type: none"> • Role of the LSCB to be agreed
4.2 Outcome: A Children's Services Joint Commissioning Group is developed for commissioning early intervention and family support services					
4.2.1 <i>Links to</i>	Develop a commissioning, procurement and contracting framework to secure appropriate placements for looked after children and young people in order to secure better value for money and greater responsiveness to need	28.02.12	G	Sherry Peck	<ul style="list-style-type: none"> • Report proposing the new framework produced and presented to Children's Social Services Management Team and Managing Director • Commissioning framework implemented which results in reduction of spot purchasing
4.2.2 <i>Links to</i>	Joint Commissioning Framework developed for commissioning early intervention and family support services	28.02.12	G	Wendi Ogle-Welbourn	<ul style="list-style-type: none"> • Consult with partners • Report on draft framework to Peterborough Children's Trust for agreement and sign off
4.3 Outcome: Practitioners are able to access information on range of interventions and services available with clear indications of when best to use (e.g. age group; universal, targeted or specialist), evaluation findings and cost effectiveness. Secure multi-agency understanding about the range of services available and when they should be used to respond to children and their families					
4.3.1 <i>Links to</i>	In collaboration with partners, complete the development of the Early Intervention and Preventative Strategy which outlines the services available at universal targeted and specialist levels	03.01.12 – 31.03.12 Review	G	Karen Moody	<ul style="list-style-type: none"> • Report on proposals and implementation plan submitted to Peterborough Children's Trust • Recommendations agreed and implemented
4.3.2 <i>Links to</i>	Address the accessibility of the multi-agency Directory of Services (which outline local services) and make it available to all professionals and parents in Peterborough	31.03.12	G	Sherry Peck Karen Moody	<ul style="list-style-type: none"> • Web based resource directory implemented which ensures existing resource directories are joined and replaced
4.3.3	Develop a commissioning register and keep it up to date and available to	31.03.12	G	Sherry Peck	<ul style="list-style-type: none"> • Register established with links to Adult Services Register

<i>Links to</i>	Children Services practitioners				
4.4 Outcome: Staff across all agencies are clear about referral pathways and report that these are responsive to children's needs					
4.4.1 <i>Links to Links to OR 3</i>	Peterborough Safeguarding Children Board and the Children's Trust agree thresholds for intervention at various levels, including those for social care intervention	31.03.12	G	Flick Schofield	<ul style="list-style-type: none"> Eligibility and threshold protocol agreed and signed off by the Children's Trust and PSCB, including implementation plan
4.4.2 <i>Links to OR 3</i>	Launch of the eligibility criteria for children's social services and secure understanding of thresholds, eligibility, referral and assessment processes (Including linkage with CAF) through multi-agency, localised workshops	01.01.12	R	Karen Moody Ann Garratt	<ul style="list-style-type: none"> Eligibility and threshold criteria implemented Multi-agency staff survey undertaken
4.4.4 <i>Links to</i>	Work with multi- agency partners to ensure the correct understanding about what constitutes appropriate referrals to children's social services (making use of the new eligibility and threshold criteria)	30.04.12	G	Karen Moody Alison Sunley	<ul style="list-style-type: none"> Multi-agency referral form and clear guidance about criteria for referral to Specialist Services produced, launched and action taken to ensure that it is embedded Workshop with the PSCB resulting in plans being produced by represented agencies about the actions they will take to communicate the criteria for referrals to specialist services
4.4.5 <i>Links to</i>	Embed multi-agency implementation of the Common Assessment framework including the Lead Professional role	03.01.12 – 03.03.12 and review	G	Karen Moody	<ul style="list-style-type: none"> The number of CAFs undertaken increase across a variety of partner agencies
4.4.6 <i>Links to</i>	Establish clear remits for the Improvement Board, Children's Trust and the LSCB	31.03.12	G	Malcolm Newsam Wendi Ogle- Welbourn	<ul style="list-style-type: none"> Partners are aware of the overall governance, lines of accountability and specific roles of each in driving forward

					improvement <ul style="list-style-type: none"> • Scrutiny arrangements are in place to allow Members and the LSCB to monitor and challenge social care practice once the necessary improvements have been made
4.5 Outcome: Arrangements for jointly managing domestic abuse cases are reviewed to ensure notifications are sufficiently comprehensive, joint assessment of risk is robust and actions arising are appropriately implemented and monitored					
4.5.1 <i>Links to OR 15</i>	<ul style="list-style-type: none"> • Identify and implement shared processes to support the risk assessment of domestic abuse notifications • Agree threshold to trigger core assessment for notifications assessed as high risk • Review information sharing arrangements with partner agencies including schools 	31.01.12 29.02.12 31.01.12	A	Ann Garrett Damian Elcock Sue Westcott	<ul style="list-style-type: none"> • Risk tools disseminated to staff and communicated through staff briefings • Collaboration with MARU
Pillar Five: Becoming the employer of choice in the region					
Key Objectives: Permanent staff are attracted to working and remaining in Peterborough, actions to find and supply locum social work staff are prompt when there are temporary gaps in permanent staffing levels, high calibre front-line staff are selected by managers with the appropriate standards and expertise, induction is responsive to the different cohorts of new recruits, professional development and opportunities are effective in addressing areas for development					
Accountable Leads: Mandy Pullen					
5.1 Outcome: Peterborough recruits and retains a balance of experienced and newly qualified staff and has a qualified social worker vacancy rate of 10% or less					
5.1.1 <i>Links to OR 6</i>	<ul style="list-style-type: none"> • Monitor the impact of the recruitment and retention strategy, compelling offer and marketing campaigns to ensure there is adequate capacity to meet workload • Reduction in the number of 	03.01.12 – 31.03.12	G	Julie Barnard Sue Westcott	<ul style="list-style-type: none"> • Performance reports show a consistent reduction of qualified social work vacancy rate to 10% or below • ‘Temperature checks’ conducted to gauge the impact of

	agency staff				<ul style="list-style-type: none"> the compelling offer with staff • Bi-monthly reports tracking impact to be submitted to improvement governance bodies • Agency staff reduced by 30%
5.1.2 <i>Links to</i>	<ul style="list-style-type: none"> • Review social workers' responsibilities and workloads to ensure they are clearly defined 	June 2012	G	Mandy Pullen Sue Westcott	<ul style="list-style-type: none"> • Workloads are measured and manageable • Improvement Board receives management information to confirm the improvements are achieved and sustained
5.1.3 <i>Links to</i>	Review recruitment process to ensure a positive experience for applicants	03.01.12 – 31.03.12	G	Julie Barnard	<ul style="list-style-type: none"> • Review of recruitment process to be undertaken
5.1.4 <i>Links to</i>	Review selection process	28.02.12	G	Julie Barnard	<ul style="list-style-type: none"> • New structure for selection process provides more opportunity to "sell" PCC to applicants • New structure allows applicants to give feedback on process and improve it • New 'standard' based assessment provides more consistency and quality in appointment decisions
5.1.5 <i>Links to</i>	Act on exit interview feedback	03.01.12	R	Mandy Pullen	<ul style="list-style-type: none"> • Information from exit interviews helps improve recruitment and retention
5.1.6 <i>Links to</i>	Review the workforce and take the necessary steps to address capacity and capability shortfalls	03.01.12 – 30.09.12 and review	G	Sue Westcott	<ul style="list-style-type: none"> • Assess the recruitment and retention strategy to ensure Peterborough is maintaining adequate capacity to meet

					workload requirements
5.1.7 <i>Links to</i>	Review recruitment planning	03.01.12 – 31.03.12 and review	G	Julie Barnard	<ul style="list-style-type: none"> • Vacancies and staff turnover monitored monthly, and action plans amended to improve progress • Monitoring data used to develop annual recruitment plan
5.2 Outcome: Induction programme aligns with expectations and approaches in practice					
5.2.1 <i>Links to</i>	Review current arrangements, and materials including staff booklets, and report with proposals	03.01.12 – 31.03.12 and review	G	Julie Barnard	<ul style="list-style-type: none"> • Induction process fit for purpose including induction of overseas staff
5.2.2 <i>Links to</i>	Reinforce workplace induction to ensure staff have reasonable facilities	31.03.12	G	Julie Barnard	<ul style="list-style-type: none"> • New staff feel valued and retention rate improved
5.3 Outcome: The learning and development programme is needs driven and is responsive to new and existing areas for improvement, identified risk and issues associated with the potential for significant harm as well as new developments in social work practice					
5.3.1 <i>Links to OR 12</i>	Complete a training needs analysis that is informed by information about the areas for attention outlined by inspection findings and other information	03.01.12 – 30.06.12	G	Julie Barnard	<ul style="list-style-type: none"> • Analysis produced and new development programme for implementation developed
Pillar Six: Robustly managing performance					
Key Objectives: Practice and management across the council and partners is supported by an effective performance and accountability framework to ensure business intelligence and information is shared and exploited in order to achieve better outcomes for children, young people and their families in Peterborough; Managers understand accountabilities and ensure tools are used effectively to meet performance requirements; Strong performance management culture and an understanding of how performance management is used effectively					
Accountable Leads: Marcus Richardson					
6.1 Outcome: A comprehensive framework is developed in consultation with managers and is supported by clear governance					

arrangements					
6.1.1 <i>Links to OR 6</i>	Develop a comprehensive children's services performance management framework which links with the wider Council's and partnerships' performance	31.03.12	G	Malcolm Newsam Mark Garratt	<ul style="list-style-type: none"> • Senior and operational managers consulted in development of performance framework • Performance framework developed to include governance arrangements • Performance framework developed and signed off by DCS and Senior Management Team
6.1.2 <i>Links to OR 6</i>	Develop an operational model (report card) for the delivery of the performance framework, which includes the quality assurance, data quality and reporting principles framework	31.03.12	G	Malcolm Newsam Mark Garratt	<ul style="list-style-type: none"> • Operational model developed, with corporate input, and agreed by DCS, Director's Leadership Team and Children's Social Services Management Team
6.1.3 <i>Links to OR 6</i>	Implement operational model for the delivery of the performance framework	31.03.12	G	Sue Westcott	<ul style="list-style-type: none"> • Implementation programme developed • Operational model is implemented • Consultation (including workshops and survey) with managers/Elected Members to refine operational model • Model refined accordingly
6.2 Operational: Performance measures are in place and managers know how to access reports to support strategic and operational actions. Staff, managers and Elected Members are provided with performance information with analysis, which enables them to understand the impact of service delivery on outcomes for children and young people					
6.2.1 <i>Links to OR 6</i>	In collaboration with managers, develop an agreed set of targets and measures which reflect appropriate aspects of practice and management	31.03.12	G	Malcolm Newsam Sue Westcott	<ul style="list-style-type: none"> • Targets and measures are established and reflected in the report card

6.2.2 <i>Links to OR 6</i>	An agreed suite of performance monitoring reports is developed	31.12.11	C	Malcolm Newsam Mark Garratt	<ul style="list-style-type: none"> Performance monitoring reports developed and made available to managers at all levels
6.2.3 <i>Links to OR 6</i>	Within the performance framework, incorporate the requirement to analyse the data to inform actions taken to improve and develop services	31.11.12	C	Malcolm Newsam Sue Westcott	<ul style="list-style-type: none"> Performance framework incorporates requirement to analyse data
6.2.4 <i>Links to OR 6</i>	Delivery of training to managers on the use of data and the importance of good data quality. Training to include focus on how to formulate questioning, analyse information and take action	Starts 03.01.12 on a rolling programme	G	Sue Westcott Beverley Clarke	<ul style="list-style-type: none"> Training delivered and needs analysed to result in action being taken to prevent any ongoing difficulty Ongoing support is provided to address any technical difficulties with obtaining performance reports/information
6.3 Outcomes: A strengthened quality assurance framework is in place which ensures rigorous quality assurance processes across the service and across the range of agencies responsible for safeguarding and looking after children and young people. The framework ensures transparent reporting to operational managers, senior managers and the Safeguarding Children Board					
6.3.1 <i>Links to OR 6</i>	<ul style="list-style-type: none"> In collaboration with managers develop a comprehensive quality assurance framework (as part of the overall performance framework) which includes peer and multi-agency auditing and audits of referrals. Supervision is incorporated in all aspects of quality assurance Establish a strong safeguarding leadership team The proportion of cases to be audited is to be agreed by the Improvement Board A report of the results of the 	28.02.12 31.04.12		Lynn Chesterton	<ul style="list-style-type: none"> Quality assurance framework agreed by the Children's Social Services Management Team Quality assurance framework includes regular auditing arrangements of case files with independent challenge and scrutiny The council will demonstrate how they have taken action to maintain and continue to improve the quality of social work practice

	auditing process to be made available to the Improvement Board for consideration				<ul style="list-style-type: none"> Leadership team has clear and effective lines of accountabilities to ensure an effective delivery of service
6.3.2	Ensure that all management oversight and decision making on cases is set out in details on each case file and audit management information confirms that this has been carried out satisfactorily			Ann Garratt Damian Elcock	<ul style="list-style-type: none"> File audit indicates compliance with recording of management decisions

Ofsted Recommendations

Areas for Improvement

Immediately:

1. Review staffing and management capacity within the contact service to ensure the service is able to respond to the range of contacts and referrals in an informed manner. The review should also evaluate the potential for closer working with the Police and health colleagues to increase the effectiveness of contact arrangements
2. Ensure that the work required in respect of risk assessment and report writing are completed before cases are presented to case conferences and that work with families is not delayed until the conference is held
3. Ensure that thresholds for service access are clearly understood across the partnership
4. Define the use of contacts and referrals by referring agencies, the standard of recording of contacts and referrals and the process for decision making in respect of each and the actions arising
5. Ensure that management accountabilities for decision making are explicitly defined so that actions in relation to contact, referral, assessment and care planning are clear and consistently implemented
6. Strengthen the use of the performance monitoring framework and audit tools to ensure that service quality, service impact and safeguarding outcomes are routinely evaluated and reported to the Improvement Board
7. Establish a monitoring framework for work flow between contact, referral and assessment teams and subsequent teams to ensure work transfer is timely and conducted in the interests of children and young people

Within three months:

8. Complete an evaluation of staffing capacity within the contact centre, referral and assessment and other teams to ensure staff working in these services are sufficiently experienced and have adequate support to respond to need and risk appropriately
9. Facilitate the engagement of users in case conferences through more user friendly conferencing arrangements
10. Monitor the frequency and quality of staff supervision and ensure that remedial action is taken where required
11. Monitor the quality of management decision making and ensure case decisions and plans are routinely recorded and fully supported by a clear management narrative
12. Develop specific joint training on risk identification and issues associated with the potential for significant harm

Within six months:

13. Complete a comprehensive and detailed audit of all cases that have been referred through the contact service and passed to referral and assessment and other teams or services in the past six months. As part of the audit also examine whether cases referred to children in need services are appropriately held within that service
14. Develop an overarching preventative strategy, including the use of the common assessment framework (CAF)
15. Review the current arrangements for jointly managing domestic abuse cases to ensure notifications are sufficiently comprehensive, joint assessments of risk are robust and actions arising are appropriately implemented and monitored
16. Review capacity within the Family and Assessment Support Team (FAST), to ensure that the threshold for access to this service is safe and clear and that processes for reviewing the team's impact on outcomes are explicit
17. Strengthen processes for user complaints and representations to ensure these are dealt with in a timely fashion and that complaint trends are regularly reviewed and acted upon
18. Complete a review of arrangements for the notification and referral of domestic abuse to ensure improved consistency of response and quality of outcomes for children at risk of harm

Appendix 2

Leads and Job Titles

(First name alphabetical order)

Ann Garratt	Interim Service Manager for Referral and Assessment
Beverley Clarke	Improvement Consultant
Brian Roberts	Head of Learning and Opportunity for Children in Care
Christine Bellairs	Interim Service Manager for Family First Response
Damian Elcock	Service Manager for Integrated Case Management
Deborah Glassbrook	Interim Service Manager for Provider Services
Elaine Alexander	Head of Projects and Change Management
Flick Schofield	Chair of Peterborough Safeguarding Board
Iain Easton	Head of Youth Offending Service
Jackie Coventry	Service Manager for Referral and Assessment
Wendi Ogle-Welbourn	Assistant Director for Strategic Commissioning and Prevention
Jo Bramwell	Team Manager, Quality Assurance
Jonathan Lewis	Assistant Director for Education and Resources
Julie Barnard	Workforce Development Manager
Karen Moody	Head of Early Intervention and Prevention
Kim Sawyer	Head of Legal Services
Lyn Chesterton	Service Manager, Safeguarding and Quality Assurance
Malcolm Newsam	Executive Director of Children's Service's
Mandy Pullen	HR Manager for Children's Services
Marcus Richardson	Performance and Information Analysis Manager
Mark Garratt	Performance Manager
Oonagh Aitken	

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Improvement Notice

To: Name PETERBOROUGH CITY COUNCIL ("the Council")
Address TOWN HALL, BRIDGE STREET, PETERBOROUGH, PE1 1HL

This Improvement Notice is being issued due to poor performance in:

Children's social care services

on the basis of evidence contained in:

- the report of the inspection of safeguarding children's services carried out by Ofsted (published September 2011) which judged the overall effectiveness and capacity for improvement of Peterborough's safeguarding services to be 'inadequate'; and
- the diagnostic review carried out by Peterborough Council.

The following measure(s) are needed for you to comply with this Improvement Notice:

The Council must take action to:

- (i) put in place arrangements to sustain and build on the improvements secured; and
- (ii) improve the areas of weakness identified in the Ofsted inspection report having regard to the recommendations contained therein.

In respect of (ii) above the Council must demonstrate evidence of improvement in outcomes by:

Social Care Practice

- Improving and sustaining the quality and timeliness of assessments and care plans to comply with 'Working Together to Safeguard Children 2010' taking appropriate account of risk and recording the views of key agencies and children themselves where appropriate to inform effective decision-making and planning. This should be measured and evidenced through regular case and supervision auditing.
- Reviewing and revising the Council's quality assurance framework and ensure it is in place, in line with standards set out in statutory guidance. The framework must include regular auditing arrangements of the quality of case files with independent challenge and scrutiny; the frequency of which should be agreed by the Board. A report of the

results must be made available to the Board which demonstrates how the Council has taken action against the recommendations in order to maintain and to continue to improve the quality of social work practice;

- Using the revised quality assurance framework, ensure effective supervision of social work practice is in place with rigorous management oversight and decision making on individual cases, which will identify strengths and areas for development in practice with a view of improving further the quality of social care practice;
- Reviewing and developing a system that sets out thresholds and criteria for access to children's social care. Ensuring these thresholds and criteria are communicated, understood and applied consistently across all partner agencies;
- Working with partners, develop a preventative and early intervention strategy and as part of this increase the quantity and effectiveness of common and locally agreed shared assessment processes (e.g. CAF) and ensure the Council is monitoring the use and impact of these by partner agencies
- Ensuring that an implementation plan is in place for the Council's new ICS which includes interim arrangements to ensure that the quality of case recording continues to take place prior to implementing the new system. The Council must present regular updates on the development and implementation to the Improvement Board highlighting where issues have occurred what action has been taken to address them.

Capacity and Capability

- Develop an overall workforce strategy, informed by a service need analysis, to ensure a stable workforce which requires fewer agency staff with a view to improving the quality of services within the Council.
- Taking account of the findings of the Inspections and Diagnostic review, the Council must ensure the social care teams have sufficient numbers of staff and staffing numbers and roles are clearly defined with clear lines of accountability;
- Reviewing social workers' responsibilities and workloads to ensure they are clearly defined and that workloads are manageable; ensuring staff have a manageable range of work and a caseload consistent with their level of experience and competence; and ensure that the Improvement Board receives management information to confirm that this is achieved and sustained;
- Developing and implementing a programme of induction, training and mentoring and continuous professional development for all social care staff and ensuring that staff have access to training and development opportunities that meet their needs and the needs of the service.

Partnership and Governance

- Ensuring the Council sets out clearly its **vision and ambition** for children's safeguarding services (with a clear set of objectives and timescales) and that this is communicated and implemented with staff and partners such that they have a clear understanding of their roles and responsibilities in delivering this vision, and overall improvement;
- Developing a strong strategy for strengthening the leadership team across the assessment and safeguarding service with clear plans for permanency and effective lines of accountabilities to ensure an effective delivery of children's services;
- Establishing a clear remit for the Improvement Board, Children's Trust and the Local Safeguarding Children Board with clear governance, lines of accountability and specific roles of each body in driving forward improvement;
- Ensure that all elected members of the Council take responsibility and are accountable for improving the quality of the service; ensure there is close oversight and scrutiny in order to be confident that outcomes for children are being delivered.

Support measures

Improvement in these circumstances places additional pressures and higher expectations in terms of the performance of both senior officers and members. Therefore the Council must:

- Work with representatives of the Children's Improvement Board to formalise a package of sector support to address the issues set out in the inspection and diagnostic review. The package of support should include peer mentoring arrangements for the Lead Member for Children's Services to support her in leading the change required and peer challenge and scrutiny at the Improvement Board. A further package of peer support for managers and front line staff may be considered subject to the direction of the Improvement Board;
- Continue to ensure the scrutiny arrangements that are in place, allow elected members and the LSCB to scrutinise and challenge social care practice once the necessary improvements have been made

Taking account of the measures set out in this Improvement Notice

With members of the Improvement Board, the Council must agree a dataset of performance targets with clear and realistic targets and timescales. Targets should be set at 6, 12 and 18 months intervals. The Council must report to the Improvement Board on progress against this, and reporting must include analysis of performance trends that are failing to meet the targets and timescales set. The Council should aim for all targets to be met by **July 2013**. The performance targets will form part of the discussion at the formal review

meetings with the Department for Education.

We expect the Council to put in place an Improvement Board which shall have an Independent Chair and which we expect will meet once a month and include in its membership key partners and agencies. An official from the Department for Education will attend as an observer.

The Improvement Plan should be developed with partners and agencies to carry out the recommendations identified in the Ofsted inspection report, diagnostic review and those set out in this Improvement Notice. This plan should be approved by the Improvement Board by the end of February 2012.

Improvement against the above measures will be assessed as follows:

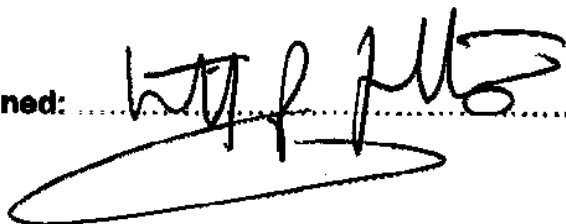
The Chair should provide an initial report within six weeks of this Improvement Notice to the Parliamentary Under Secretary of State for Children and Families setting out the challenges and plans the Council has put in place, followed by quarterly progress reports including specific commentary against the targets set out in this notice. Additional external validation of progress, such as a peer review, should be commissioned and carried out before the end of this notice to inform decisions on next steps.

The progress reports from the Chair will inform the formal reviews of progress will take place after six and twelve months with a further review planned within 18 months of issuing the Improvement Notice which will be supported by the external validation of progress. The six month review should be supplemented by a report on progress from the Leader. Such reviews may result in further action being required.

Failure to comply with this Improvement Notice by the assessment dates may lead to:

The Secretary of State for Education using statutory powers of intervention (s497A Education Act 1996) directing the Council to enter into an appropriate arrangement to secure the necessary and rapid improvements required in children's services.

Signed:

A handwritten signature in black ink, appearing to be 'W. J. P. M. S.', written over a dotted line. Below the signature is a large, hand-drawn oval scribble.

Date:

5/2/12

CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE	Agenda Item No. 9
12 MARCH 2012	Public Report

Report of the Solicitor to the Council

Report Author – Paulina Ford, Senior Governance Officer, Scrutiny

Contact Details – 01733 452508 or email paulina.ford@peterborough.gov.uk

FORWARD PLAN OF EXECUTIVE DECISIONS

1. PURPOSE

- 1.1 This is a regular report to the Creating Opportunities and Tackling Inequalities Scrutiny Committee outlining the content of the Council's Forward Plan.

2. RECOMMENDATIONS

- 2.1 That the Committee identifies any relevant items for inclusion within their work programme.

3. BACKGROUND

- 3.1 The latest version of the Forward Plan is attached at Appendix 1. The Plan contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) will be making over the next four months.
- 3.2 The information in the Forward Plan provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated within the work programme.

4. CONSULTATION

- 4.1 Details of any consultation on individual decisions are contained within the Forward Plan.

5. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

None

6. APPENDICES

Appendix 1 – Forward Plan of Executive Decisions

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**PETERBOROUGH CITY
COUNCIL'S FORWARD PLAN
1 MARCH 2012 TO 30 JUNE 2012**

FORWARD PLAN OF KEY DECISIONS - 1 MARCH 2012 TO 30 JUNE 2012

During the period from 1 March 2012 To 30 June 2012 Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. The dates detailed within the Plan are subject to change and those items amended or identified for decision more than one month in advance will be carried over to forthcoming plans. Each new plan supersedes the previous plan. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Alex Daynes, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483). Alternatively, you can submit your views via e-mail to alexander.daynes@peterborough.gov.uk or by telephone on 01733 452447.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the papers listed on the Plan can be viewed free of charge although there will be a postage and photocopying charge for any copies made. All decisions will be posted on the Council's website: www.peterborough.gov.uk. If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Governance Support Officer using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this plan.

NEW ITEMS THIS MONTH:

Award of a Framework for Temporary Staff for Children's Services - KEY/04MAR/12

Section 75 Agreement with NHS Peterborough for Drugs and Alcohol Services - KEY/05MAR/12

Award of Framework for Supply of Utilities - KEY/06MAR/12

Supporting People - Specific Grant Agreements for Accommodation Based Housing Related Support - KEY/07MAR/12

Extension to various Highways Related Contracts to July 2013 - KEY/08MAR/12

Organic and Food Waste Treatment Services Contract - KEY/01MAY/12

MARCH

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Delivery of the Council's Capital Receipt Programme through the Sale of Land and Buildings - Vawser Lodge Thorpe Road - KEY/04DEC/10 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Vawser Lodge</p>	<p>March 2012</p>	<p>Cabinet Member for Resources</p>	<p>Sustainable Growth</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate</p>	<p>Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken</p>
<p>Energy Services Company - KEY/03JUL/11 To consider potential future developments of energy related products.</p>	<p>March 2012</p>	<p>Cabinet Member for Environment Capital, Cabinet Member for Resources</p>	<p>Environment Capital</p>	<p>Internal and External Stakeholders</p>	<p>John Harrison Executive Director-Strategic Resources Tel: 01733 452398 john.harrison@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Sale of surplus former residential care home - Eye - KEY/01OCT/11 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member for Resources, to negotiate and conclude the sale of a former care home now surplus to requirement -The Croft, Eye.</p>	March 2012	Cabinet Member for Resources	Sustainable Growth	Consultation will take place with the Cabinet Member, & Ward councillors, as appropriate	Simon Webber Capital Receipts Officer Tel: 01733 384545 simon.webber@peterborough.gov.uk	A public report will be available from the Governance team one week before the decision is taken.
<p>Section 75 agreement with Cambridge and Peterborough Foundation Trust - KEY/03OCT/11 To approve the section 75 agreement with CPFT for the provision of mental health services.</p>	March 2012	Cabinet Member for Adult Social Care	Health Issues	Internal and external stakeholders as appropriate.	Terry Rich Executive Director Adult Social Services (interim) Tel: 01733 758444 terry.rich@peterboroughpct.nhs.uk	A public report will be available from the Governance Team one week before the decision is taken.
<p>Hampton Community School - KEY/07OCT/11 To vary the Ormiston Bushfield Academy (OBA) Design and Build Contract with Kier Eastern to allow for the design and build of Hampton Community School.</p>	March 2012	Cabinet Member for Education, Skills and University, Cabinet Member for Resources	Creating Opportunities and Tackling Inequalities	Public, ward councillors and internal departments	Brian Howard Programme Manager - Secondary Schools Development Tel: 01733 863976 brian.howard@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken

<p>Peterborough's Transport Partnership Policy for pupils aged 4-16 years - KEY/01NOV/11 To approve the new policy for September 2012.</p>	March 2012	<p>Cabinet Member for Education, Skills and University</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and public consultation</p>	<p>Isabel Clark Head of Assets and School Place Planning Tel: 01733 863914 isabel.clark@peterborough.gov.uk</p>	<p>A public report will be available from the Governance team one week before the decision is taken.</p>
<p>Children's Centres Commissioning - KEY04/NOV/11 To approve the award of contracts for the management and operation of 12 Children Centres in Peterborough.</p>	March 2012	<p>Cabinet Member for Children's Services</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Providers, Councillors, Staff,</p>	<p>Pam Setterfield Assistant Head of Children & Families Services (0-13) Tel: 01733 863897 pam.setterfield@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Traffic Signals LED Project - award of contract - KEY/03SEP/11 Contract to replace all traffic signal head lamps in Peterborough with LED Heads.</p>	March 2012	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>Environment Capital</p>	<p>Internal and external stakeholders as appropriate</p>	<p>Amy Wardell Team Manager - Passenger Transport Projects Tel: 01733 317481 amy.wardell@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>City of Peterborough Academy – Free School Academy and free special school - KEY/03JAN/12 To procure a design and build contractor to carry out remodelling and refurbishment works to the existing school buildings and design and build a new special school building at the former Hereward Community College site, Reeves Way</p>	March 2012	<p>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</p>	Creating Opportunities and Tackling Inequalities	Ward Councillors and local residents.	<p>Brian Howard Programme Manager - Secondary Schools Development Tel: 01733 863976 brian.howard@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.
<p>Cowgate Enhancement Scheme - KEY/05JAN/12 To award the contract to undertake engineering works as part of the Cowgate Enhancement Scheme.</p>	March 2012	<p>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement</p>	Sustainable Growth / Strong and Supportive Communities	Relevant internal and external stakeholders	<p>Stuart Mounfield Senior Engineer Tel: 01733 453598 stuart.mounfield@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.
<p>Local Broadband Plan - KEY/06JAN/12 To approve the Local Broadband Plan for Peterborough and Cambridgeshire to release funding for Superfast Broadband.</p>	March 2012	<p>Cabinet Member for Resources</p>	Sustainable Growth	Relevant internal and external stakeholders.	<p>Heather Darwin Head of Service Improvement Tel: 01733 452495 heather.darwin@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.

<p>Eye C of E Primary School Extension - KEY/02FEB/12 Award of contract for 3 additional classrooms and an additional staffroom with refurbishment of reception area.</p>	March 2012	Cabinet Member for Education, Skills and University	Creating Opportunities and Tackling Inequalities	Relevant Internal and External Stakeholders.	Sharon Bishop Assets Officer Tel: 01733 863997 sharon.bishop@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.
<p>All Saints Junior School - Extension of Age Range - KEY/03FEB/12 To commission a new all through Voluntary Aided Primary School to enable the extension of the age range of All Saints Junior School.</p>	March 2012	Cabinet Member for Education, Skills and University	Creating Opportunities and Tackling Inequalities	Relevant internal stakeholders as appropriate.	Alison Chambers Principal Assets Officer (Schools) Tel: 01733 863975 alison.chambers@peterborough.gov.uk	A public report will be available from the Governance team one week before the decision is taken.
<p>Single Equality Scheme - KEY/02SEP/11 To approve the Single Equality Scheme.</p>	March 2012	Cabinet	Creating Opportunities and Tackling Inequalities.	Public consultation via stakeholders and partnerships.	Paul Phillipson Executive Director Operations Tel: 01733 453455 paul.phillipson@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.

<p>Local Transport Plan Capital Programme of Works (CPW) 2012/13 - KEY/01MAR/12 To approve the Capital Programme of Works for financial year 2012/13.</p>	March 2012	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	Sustainable Growth	Neighbourhood Committees, internal and external stakeholders.	<p>Michael Stevenson Project Engineer Tel: 01733 317473 michael.stevenson@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Statement of Community Involvement (including Neighbourhood Planning guidance) - draft - KEY/02MAR/12 To approve the draft Statement of Community Involvement (including Neighbourhood Planning guidance) for public consultation.</p>	March 2012	<p>Cabinet</p>	Sustainable Growth	Internal and external as appropriate.	<p>Richard Kay Policy and Strategy Manager richard.kay@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Award of a Framework for Temporary Staff for Children's Services - KEY/04MAR/12 To expand the current framework for temporary staff to support Children's Services improvement following the ofsted inspection.</p>	March 2012	<p>Cabinet Member for Community Cohesion and Safety</p>	Creating Opportunities and Tackling Inequalities	Internal and external stakeholders as appropriate including social care staff.	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Section 75 Agreement with NHS Peterborough for Drugs and Alcohol Services - KEY/05MAR/12 To approve the 75 agreement with NHS Peterborough for the transfer of funds for the provision of Adult drugs and alcohol services.</p>	March 2012	<p>Cabinet Member for Community Cohesion and Safety</p>	Health Issues	Internal and external stakeholders as appropriate.	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Award of Framework for Supply of Utilities - KEY/06MAR/12 Enter into a framework agreement with Government Procurement Service for the supply of utilities to council properties.</p>	March 2012	<p>Cabinet Member for Resources</p>	Sustainable Growth	Internal and external stakeholders	<p>Andrew Cox Senior Category Manager andy.cox@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p>Supporting People - Specific Grant Agreements for Accommodation Based Housing Related Support - KEY/07MAR/12 Award of specific grant agreements for the continued provision of accommodation based housing related support funded by the Supporting People programme.</p>	March 2012	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	Strong and Supportive Communities	Internal and external stakeholders as appropriate.	<p>Sharon Malia Housing Programmes Manager Tel: 01733 863764 sharon.malia@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Extension to various Highways Related Contracts to July 2013 - KEY/08MAR/12 To extend the existing Highways Maintenance, Professional Services, Street Lighting and Gully Cleansing Contracts until July 2013 pending the review of alternative procurement options.</p>	<p>March 2012</p>	<p>Cabinet Member for Resources</p>	<p>Sustainable Growth</p>	<p>Consultation with senior officers has been undertaken including the Director of Operations and Head of Business Transformation.</p>	<p>Simon Machen Head of Planning, Transport and Engineering Services Tel: 01733 453475 simon.machen@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
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APRIL

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Award of Contract - Bus Shelter Provision and Maintenance - KEY/01APR/12 Award of contract for the provision, installation, cleaning and maintenance of Bus Shelters.</p>	<p>April 2012</p>	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>Sustainable Growth</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Darren Deadman Travel Information and Monitoring Officer Tel: 01733 317464 darren.deadman@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p>Award of Transport Contracts - KEY/02APR/12 To award contracts for Mainstream, Special Educational Needs, Children in Social Care and Public Transport.</p>	<p>April 2012</p>	<p>Cabinet Member for Education, Skills and University, Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>Sustainable Growth</p>	<p>Internal departments as appropriate.</p>	<p>Cathy Summers Team Manager - Passenger Transport Contracts and Planning Tel: 01733 317463 cathy.summers@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
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MAY

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Organic and Food Waste Treatment Services Contract - KEY/01MAY/12 To Award a contract for Organic and Food Waste Treatment Services.</p>	<p>May 2012</p>	<p>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</p>	<p>Sustainable Growth</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Amy Nebel Recycling Contracts Officer Tel: 01733 864727 amy.nebel@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team on week before the decision is taken.</p>

JUNE

There are currently no Key Decisions scheduled for June.

CHIEF EXECUTIVE'S DEPARTMENT Town Hall, Bridge Street, Peterborough, PE1 1HG

Communications
Strategic Growth and Development Services
Legal and Democratic Services
Policy and Research
Economic and Community Regeneration
HR Business Relations, Training & Development, Occupational Health & Reward & Policy

STRATEGIC RESOURCES DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Finance
Internal Audit
Information Communications Technology (ICT)
Business Transformation
Strategic Improvement
Strategic Property
Waste
Customer Services
Business Support
Shared Transactional Services
Cultural Trust Client

CHILDRENS' SERVICES DEPARTMENT Bayard Place, Broadway, PE1 1FB

Safeguarding, Family & Communities
Education & Resources
Children's Community Health

OPERATIONS DEPARTMENT Bridge House, Town Bridge, PE1 1HB

Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management)
Commercial Operations (Resilience, Strategic Parking and Commercial CCTV, City Centre, Markets & Commercial Trading, Passenger Transport)
Neighbourhoods (Strategic Regulatory Services, Safer Peterborough, Strategic Housing, Cohesion, Social Inclusion)
Operations Business Support (Finance)
Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management)