

## CHILDREN AND EDUCATION SCRUTINY COMMITTEE

THURSDAY 7 SEPTEMBER 2017  
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 a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification " that has been disclosed to the Solicitor to the Council.

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 3 July 2017**

3 - 10

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 the relevant Scrutiny Committee. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee.

5. **Annual Children's Social Care Statutory Complaints Report 2016-17**

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6. **Education Review**

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7. **Restructure of Education Services**

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8. **Self-Assessment of Children's Services in Peterborough**

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9. **Monitoring Scrutiny Recommendations**

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10. **Forward Plan of Executive Decisions**

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There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Paulina Ford on 01733 452508 as soon as possible.

12. **Date of next meeting:**

Thursday, 9 November 2017

**Emergency Evacuation Procedure – Outside Normal Office Hours**

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**Committee Members:**

Councillors: J Goodwin (Chairman), D Over (Vice Chairman), R Bisby, G Casey, A Dowson, D Fower, A Iqbal, J Johnson, M Mahabadi, B Rush and B Saltmarsh

Substitutes: Councillors: C Harper, A Ellis, S Barkham

**Co-opted Members**

**Note:** The following **Education Co-opted members** are Members of the Scrutiny Committee and vote when education matters are discussed.

Liz Youngman, Peterborough Diocesan Board of Education

Flavio Vettese, (Deputy Director of Schools), Roman Catholic Church, Diocese of East Anglia  
Vacancy, Parent Governor Representative

Vacancy, Parent Governor Representative

Julie O'Connor, Roman Catholic Diocese of East Anglia (sub for Flavio Vettese)

Miranda Robinson, Peterborough Diocesan Board of Education (sub for Liz Youngman)

**Non Statutory Co-optees**

Alistair Kingsley, Independent Co-opted Member (Non-voting)

Rizwan Rehmatullah, Independent Co-opted Member (Non-voting)

Parish Councillor Susie Lucas, Independent Co-opted Member (Non-voting)

Parish Councillor Margaret Palmer, Substitute Independent Co-opted Member (Non-voting)

Further information about this meeting can be obtained from Paulina Ford on telephone 01733 452508 or by email [paulina.ford@peterborough.gov.uk](mailto:paulina.ford@peterborough.gov.uk)

**MINUTES OF A MEETING OF THE CHILDREN AND EDUCATION SCRUTINY  
COMMITTEE  
HELD AT 7PM ON 3 JULY 2017  
BOURGES/VIERSEN ROOM, TOWN HALL, PETERBOROUGH**

Committee Members Present: Councillors J Goodwin (Chairman), D Over (Vice Chairman), R Bisby, G Casey, B Rush, A Dowson, D Fower, A Iqbal, J Johnson, M Mahabadi, B Saltmarsh  
Liz Youngman, Education Co-opted Member  
Alistair Kingsley, Co-opted Member  
Rizwan Rehmatullah – Co-opted Member  
Susie Lucas – Parish Councillor, Co-opted Member

Also Present: Councillor Sam Smith, Cabinet Member for Children’s Services  
Councillor June Stokes, Cabinet Advisor for Children’s Safeguarding and Education  
Councillor Ed Murphy, Labour Party Group Leader

Officers in Attendance: Wendi Ogle-Welbourn, Corporate Director People and Communities  
Gary Perkins, Assistant Director, Education  
Terry Reynolds, Service Director, Education  
Lou Williams, Service Director for Children’s Services and Safeguarding  
Brian Howard, Head of School Infrastructure  
Paulina Ford, Senior Democratic Services Officer  
Joanna Morley, Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

**2. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS**

There were no declarations of interest or whipping declarations.

**3. MINUTES OF MEETING HELD ON 13 MARCH 2017**

The minutes of the meeting held on 13 March 2017 were approved.

**4. CALL IN OF ANY CABINET, CABINET MEMBER OR KEY OFFICER DECISIONS**

There were no requests for call-in to consider.

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

The Senior Democratic Services Officer introduced the report. The purpose of the report was to propose the appointment of two non-voting Co-opted Members to the Committee. The addition of co-opted members would allow a wider, more diverse input to discussion, drawing on the relevant expertise of the additional members.

The Committee agreed unanimously to appoint Alistair Kingsley and Rizwan Rehmatullah as non-voting Co-opted members of the Committee for municipal year 2017/2018 to be reviewed on an annual basis.

The nominated persons were in attendance at the meeting and the Chairman invited both Alistair Kingsley and Rizwan Rehmatullah to join the Committee for the remainder of the meeting.

### **ACTIONS AGREED**

1. That Alistair Kingsley be retained as a non-voting independent co-optee member of the Committee for the municipal year 2017/2018. This to be reviewed on an annual basis.
2. That Rizwan Rehmatullah be appointed as a non-voting co-opted member to represent the Muslim Communities for the municipal year 2017/2018. This appointment to be reviewed at the beginning of the 2018/2019 municipal year and then annually going forward.

## **6. PETERBOROUGH READING STRATEGY 2017 - 2020**

The Service Director for Education introduced the report which provided an update on the joint development of the Reading Strategy with Vivacity, the National Literacy Trust and Peterborough City Council.

The Committee debated the report and in summary, key points raised and responses to questions included:

- In light of the poor KS2 reading results from last year Vivacity had approached the Council about formulating a Reading Strategy to engage readers. The benefits of such a strategy would not only lead to better outcomes in schools but also in the long term, improve results in the workplace.
- Members of the business community would be encouraged to engage in and support this scheme.
- The final Reading Strategy would come before Cabinet in September.
- 2018 had been designated as the Year of Reading and Peterborough needed to be actively involved in this by trying to recruit a large cohort of reading buddies from all of the different communities in the City.
- The purpose of the pledge was to engage organisations. Businesses would be required to identify at least one person to be trained as a reading buddy. The idea was to start off slowly and gradually increase the numbers. Organisations would also be asked to encourage whole family reading not just school children therefore encouraging their staff to read more.
- It was not proposed that there would be any reduction in the use of mobile libraries. The strategy was to enhance library services.
- The Reading Strategy was designed to complement existing reading programmes and not to duplicate or substitute schemes that were already in place.
- There was no intention to ignore visual literacy and digital reading material but the central core of the strategy would be the engagement with whole traditional texts, fiction and non-fiction books.
- The strategy would provide a defined objective and organisational framework for the next three years.
- Although the target levels for attainment and progress in reading appeared to be low they needed to be realistic. At the same time the targets were aspirational as they were twice the rate of improvement of the national average.
- Reading was a central skill and if improved it would benefit other areas for example difficulties with Maths often involved the comprehension of questions.

- Achievement in reading in Peterborough was significantly lower than national averages, partly because the number of children moving into and leaving Peterborough schools at non-standard times was the second highest in the country and had a disruptive impact. The Council wanted and needed to run twice as fast with initiatives such as the Reading Strategy in order to catch up.
- The strategy would be taken out to schools in order to get refinement through further comments and suggestions.
- The use of the word 'will' within the report was to engender confidence.
- The outcomes would be measured by national tests and other factors such as increased library membership and usage, readiness surveys and the number of reading buddies recruited.
- It was absolutely critical that reading levels were improved and especially for children where English was not their first language. Different communities across Peterborough would be encouraged to take part in the reading initiatives and use of libraries.
- There was a need to ensure that parents were involved in the scheme as it was recognised that children who were read to from a young age developed a better vocabulary.
- Thorough engagement with early year providers was also advocated.

### **ACTIONS AGREED**

1. The Committee noted the report and requested that a progress report be presented at the November meeting of the Scrutiny Committee. This date would allow for schools to respond to the strategy in September at the start of the new academic year and their response to be included in the report.
2. The Committee requested that the strategy take into account digital reading material.

## **7. SCHOOL ORGANISATION PLAN 2015 - 2020**

The Head of Schools Infrastructure introduced the report which provided the Committee with an update on school place planning across primary and secondary education within Peterborough.

The Committee debated the report and in summary, key points raised and responses to questions included:

- School place planning within Peterborough was especially challenging because of migration levels and also the City's aspirations to grow.
- Increasing secondary school places was a problem with the main challenge occurring in 2019. Alongside the proposed new Paston Reserve secondary school there were plans to expand both Ken Stimpson and City of Peterborough Academy.
- There were currently feasibility studies being undertaken to look at the possibility of expanding Stanground Academy, Newark Hill, Parnwell, Woodston and John Clare.
- There was approximately 5% spare capacity in primary schools at present however the greatest pressure for school places in the primary sector came from 'In Year' demand. If numbers continued at the present rate then bulge years would have to be considered which often meant the installation of mobile classrooms.
- School Place planning had previously operated with one resource but recently the Council had joined forces with the Cambridgeshire School Place Planning Team to improve the service and provide more resilience.
- The Free Schools bid for the Paston Reserve primary school had been approved in April. The Council was waiting for the Government to announce Wave 13 of Free School funding to put in a bid for the proposed Paston Reserve secondary school and had scheduled 2020 as a realistic target (for both schools to open).
- Catchment areas still existed nationally but there were also other allocation considerations such as parent preferences and subject to the distance from the school allocated places.

- The sites of current village primary schools in the main tended to restrict further expansion.
- The 125 year lease generally granted to academies contained several clauses that restricted the use of the buildings and land. These clauses stated that the land could only be used for educational and community purposes. Any abuse of the terms of the lease could be referred up to the Regional Schools Commissioner and then on to the Secretary of State for Education.
- Approval for 80 additional homes had just been granted in Barnack. However there were no plans to expand the village school, in particular due to the site constraints. There was potential to expand John Clare which would mean that children from Helpston may in the future be more likely go to John Clare rather than Barnack. This would free up places at Barnack for the children from the village including those from the new development.
- The greatest demand for places had always been from the central area of Peterborough. The schools in this area were the most difficult to expand because of the housing density and lack of available land. The easier schools to expand where they had the land had already been done and the Council was now looking at new ways to expand the more difficult sites.

### **ACTIONS AGREED**

1. The Committee noted the present status of the School Organisation Plan (2015-2020) as updated and published in January 2017 and requested that in future reports an Executive Summary be provided at the front of the plan which would include any significant changes.
2. The Committee requested Officers provide a briefing note on school place provision for new developments such as Cardea and that Officers investigate why the needs of such developments had been much greater than anticipated.

### **8. ATTENDANCE AT SCHOOL – OUTCOMES 2016**

The Assistant Director for Education introduced the report which informed the Committee of the rates of absence at Peterborough schools in 2015/16.

The Committee debated the report and in summary, key points raised and responses to questions included:

- The biggest challenge to improved attendance at school was around the rates of persistent absence especially in secondary schools.
- Most schools including Academy Trusts were receptive to receiving support and guidance from the Council regarding improving attendance rates.
- The Council endeavoured to allocate places at the same school for children from the same family but unfortunately sometimes this was not possible. Transport was provided for those children who had to travel further away and hopefully this ensured that late arrival did not become a problem for children of families who had to deliver children to two different sites.
- Comparative data at an individual school level could not be provided as it was not produced. Attendance data was released very late in the year which was why data for each individual school had not been included in the report.
- 75% of secondary schools were Academies and they had their own attendance officers in place and programmes for dealing with persistent absentees. Academies tended only to liaise and consult with the Council about the legal aspects of persistent absenteeism. The majority of primary schools accessed attendance support from the Council. Each school held contextual data regarding the reasons for absence.
- The number of penalty notices issued was much higher now compared to five years ago. The Code of Conduct for penalty notices would be changed in light of the Platt v. Isle of Wight judgement. The Law stated that where there was an absence which was not exceptional each parent of each child could be issued a penalty notice. If there were exceptional reasons then there would be no legal recourse. There were three reasons why

a penalty notice could be issued: 1) a leave of absence of at least two consecutive school days which was neither for exceptional or unavoidable reasons, 2) persistent absence of at least 10% over an eight week period, 3) the child being present in a public place in the hours of school whilst being excluded.

Councillor Murphy, Labour Group Leader was in attendance and made the following comments:

- There was now a significant number of young people aged 16 who were in school and were not in receipt of an education allowance and sought clarification as to whether this had had an effect on the number of absences from school.
- Clarification was also sought as to whether the increased number of home schooled pupils had had an impact on resources and whether officers could be sure that the children were being educated at home.
- The Officer advised that in recent months there had been an increase in children being home educated. The Council had an Elective Home Education Officer who arranged annual visits to these children. All visits were recorded and monitored and if it was felt necessary additional visits would be put in place. The Council had a statutory duty to make sure that home school provision met acceptable standards. The Local Authority did not receive funding for home educated children.
- There had been no impact on the number of absences for students aged 16 as the data only covered students up to the age of sixteen and not post 16 students.
- Most academies adopted the Council's attendance policy and monitored attendance in the same way that maintained schools did.

#### **ACTIONS AGREED**

1. The Committee noted the report and acknowledged the outcomes stated in the report and offered their support to relevant officers in pursuing actions to promote continued improvement in attendance at school.
2. The Committee requested a briefing note giving information on the number of fines issued over the past three years, detailing the specific reasons they were handed out, which schools issued fines and whether those that did saw an improvement in attendance levels.

8.41pm Councillor Fower left the meeting.

#### **9. CORPORATE PARENTING 6 MONTHLY REPORT**

The Service Director for Children and Safeguarding presented the bi-annual Corporate Parenting update report to the Committee in accordance with its current Terms of Reference: Part 3, delegations, Section 2 – Regulatory Committee Functions 2.4.4.2 PERFORMANCE MONITORING, paragraph 2.4.4.4.

The Committee debated the report and in summary, key points raised and responses to questions included:

- The Corporate Parenting Committee held both informal and formal meetings. Children in care could attend the informal meetings without the presence of the press and members of the public. The Children who attended seemed impressed that Members were committed to supporting them.
- Those children who wanted to contribute to a debate about their care made their voices heard at meetings or to officers who went out into the community and listened to their concerns.
- Children in Care could also contribute directly via an app that the Council used called MOMO (Mind of My Own) Application. It was designed to support Children in Care

participation.

- Children had been asked where they wanted meetings held and they had requested the Council meeting rooms. The Town Hall was centrally located and therefore made access by public transport easier on those occasions when social workers and the minibus were unavailable.
- Due to the reduced frequency of the formal Corporate Parenting meetings it was proposed that the report to scrutiny be presented annually rather than six monthly. The Committee agreed that an annual report rather than a six monthly report would be acceptable but the timing of its presentation to the Committee was critical as it needed to be considered alongside such things as the educational attainment figures.

#### **ACTIONS AGREED**

1. The Committee noted that the report was an accurate reflection of the work of the Corporate Parenting Committee over the last 6 months.
2. The Committee agreed that the Corporate Parenting Committee report to Scrutiny would be presented on an annual basis going forward.

### **10. REVIEW OF 2016/17 AND WORK PROGRAMME FOR 2017/18**

The Senior Democratic Services Officer presented the report which considered the 2016/17 year in review and looked at the work programme for the new municipal year 2017/18 to determine priorities and agree the proposed way forward for monitoring future recommendations.

#### **RECOMMENDATION**

The Committee recommended that the monitoring of future recommendations as proposed in paragraph 5.2 of the report be agreed and that a report be provided at each meeting to note the outcome of any recommendations made at the previous meeting held thereby providing an opportunity for the Committee to request further monitoring of the recommendation should this be required. The Committee also requested that the Senior Democratic Officer would ask officers to provide a more comprehensive response to any recommendations going forward.

#### **ACTIONS AGREED**

1. The Committee noted the report and requested that Officers provide a briefing note on some of the final destinations of Peterborough school pupils and to explore the possibility of having Opportunity Peterborough who organised the successful careers fair for young people report to the Committee.
2. The Committee approved the draft work programme for 2017/18.
3. The Committee noted the Terms of Reference for the Committee as set out in Part 3, Section 4, Overview and Scrutiny Functions and in particular paragraph 2.1 item 1 Children and Education Scrutiny Committee as attached at Appendix 3.

### **11. FORWARD PLAN OF EXECUTIVE DECISIONS**

The Committee received the latest version of the Council's Forward Plan of Executive Decisions, 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 Forward Plan and where appropriate, identify any relevant areas for inclusion in the Committee's work programme.

#### **ACTIONS AGREED:**



1. The Committee noted the Forward Plan of Executive Decisions and requested that the Corporate Director provide a briefing note on the remit of the Regional Schools Commissioner.

**12. Date of Next Meeting**

- Thursday, 7 September 2017

CHAIRMAN  
7.00 – 9.11pm

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<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 5
<b>7 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

Report of:	Director of Children's Services and Safeguarding	
Cabinet Member(s) responsible:	Cabinet Member for Children's Services	
Contact Officer(s):	Belinda Evans, Customer Services Manager	Tel. 01733 296331

**ANNUAL CHILDREN'S SOCIAL CARE STATUTORY COMPLAINTS REPORT 2016-17**

<b>R E C O M M E N D A T I O N S</b>	
<b>FROM:</b> Customer Services Manager	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>1. Consider the report and make recommendations for further scrutiny if deemed appropriate</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 Report has been requested as a recurring Annual item for scrutiny.

**2. PURPOSE AND REASON FOR REPORT**

2.1 This is an Annual requirement and the report is for the Children and Education Scrutiny Committee to scrutinise complaints received under the Children's (Social Care) Services statutory complaints process.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council :

- Children's Services including
- a) Social Care of Children;
  - b) Safeguarding; and
  - c) Children's Health.

2.3 This report links to Corporate Priority: Safeguard Vulnerable Children and Adults

2.4 The Children in Care Pledge includes a promise to give children in care information on how to make a complaint or to give a compliment. This report provides evidence that children in care are being given the required information as complaints are being received from children in care and are being satisfactorily resolved.

### 3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	
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### 4. **BACKGROUND AND KEY ISSUES**

#### **Background**

- 4.1 The statutory complaints process covered by this report applies to complaints presented by or on behalf of ‘children in need’ or ‘looked after’ (meaning in the council’s care) as defined by the Children Act 1989. Effectively this means those children in receipt of social care services.
- 4.2 The complaints process aims to provide additional safeguards for children and young people and to empower them to express their views about services they receive. A young person may make a complaint directly or an adult (parent, carer, relative or advocate) may act on their behalf. This council provides an independent advocacy service, as required by law, and therefore a number of children are supported through that service.

There are three stages to the statutory complaints process:

- Stage 1, requiring a response within 10 working days and a maximum of 20 if a delay is unavoidable
  - Stage 2, requiring independent investigation within 25 working days and a maximum of 65 in exceptional circumstances
  - Stage 3, requiring presentation to an independent complaint review panel within 30 working days.
- 4.3 Where a complaint is not resolved at Stage 3, the complainant may appeal to the Local Government Ombudsman who may choose to investigate and may agree with or overturn the local authority’s response
- 4.4 Complaints data contributes evidence to the Annual Performance Assessment and Ofsted inspections of services. This information demonstrates how far the concerns of service users are reflected in changes to services which improve outcomes for children and young people. Evidence that children and families know how to complain and do make complaints is seen as positive evidence of their empowerment. Complaints therefore must always be investigated in a spirit of openness and learning, although of course not all complaints will be justified and upheld.
- 4.5 The Central Complaints Office has been responsible for the statutory complaints process for Children’s Social Care since 2010. The team are able to provide performance data on a regular basis to the senior management team within social care to ensure overdue complaint responses are prioritised. Their role involves talking with service users who want to complain in order to provide guidance and support, and to make sure the complaint is passed through to the relevant manager for a response and to ensure that timescales are monitored. If the customer is not happy at any part of the complaints process the complaints team continue to provide help and support until the issue is finally resolved or referral to the Local Government Ombudsman is made. One of the important aspects to the role of the Complaint Manager is the ability to make decisions about which complaints made to the service meet the criteria to be considered under the statutory process. There are a number of reasons why complaints may not be accepted under the Children’s Social Care statutory process
- 4.6 There were 48 complaints made to the service which were not accepted in 2016-17 Table 1 below gives the detail of the complaints which were rejected and the reasons that they were not accepted. It is important that all complaints are analysed to ensure they are eligible to use the statutory process. As the experience of the complaints team has increased over the past 5 years this function is becoming increasingly important – ensuring that only eligible complaints are

accepted for the service and ensuring children’s social care management are able to focus on the statutory complaints received from children and young people, as well as from concerned parents and advocates who have a right to have their concerns considered under the statutory process.

Table 1 – Rejected complaints

<b>Reason Rejected</b>	<b>2015-16</b>	<b>2016-17</b>
Court Related	7	12
Child Protection	4	9
Insufficient Interest	9	11
Alternative Process	7	5
General Enquiries	16	11
<b>Totals</b>	<b>43</b>	<b>48</b>

- 4.7 Where a complaint is not accepted the complainant will be advised of the reason why they are not eligible to use the statutory complaints process and what other process may be open to them. If a complaint is about matters which are under the jurisdiction of the court they will be advised of this. If the complaint is about a case which is subject to Child Protection investigation or criminal investigation the complainant will be advised that the complaint cannot be considered at the same time but that they may approach the complaints service again when the other matter is concluded if they still have areas of complaint which they would like to be considered

## **COMPLAINT VOLUMES AND PERFORMANCE**

Table 2 - Statutory Complaints recorded for Children’s Social Care Services:

<b>Total Complaints Received in 2015-16</b>			
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Informal Complaint – Resolved within 72 hours	5	12	5
Stage 1 complaint – Logged as formal complaints	105	83	74
Frozen Not accepted due to court action	0	0	0
Withdrawn	4	2	4
Straight to Stage 2	2	0	0
Only reviewed at LGO	0	0	1
<b>TOTAL</b>	<b>116</b>	<b>97</b>	<b>84</b>

- 4.8 There has been a continuing decrease in the number of complaints registered for Children's Social Care this year. As shown last year this is partly due to an increase in the number of complaints assessed by the Complaint Manager as not eligible, but there has also been a decrease in the number of concerns being raised overall. This may be contributable to improved practice overall within Children's Social Care.
- 4.9 Only 6% of complaints were resolved informally this year, which is a drop from the previous year. It is often impractical for a Team Manager to contact and resolve a complaint within three working days due to other work pressures, however, where the Complaints Team feel there is a possibility of resolving the matter quickly they will have a conversation with the Team Manager to try and facilitate this. The majority of complaints cannot be resolved in this way and these will be recorded and sent to the appropriate Team Manager on the day of receipt. The Team Manager will be given a deadline for response and the complainant will be sent a written acknowledgement from the Complaints Team by Day 3. The Team Manager will investigate the matter, and in most cases should make contact with the complainant to discuss their concerns and will then produce a letter responding to the concerns raised. Complainants have access to the complaints team whilst they are waiting for the response.
- 4.10 Sometimes complaints are made and then withdrawn before a response is made and this can be for a variety of reasons. This year four complaints were withdrawn by the complainants, one of which was due to lack of consent by a young person for their Mother to make a complaint on their behalf. It is the role of the Complaints Team to make sure that where a child is old enough or has the capacity to give consent to a complaint being made on their behalf, that this happens.
- 4.11 **Stage 1 Complaints Performance**
- There has been an improvement this year in the average number of days to respond to a complaint at Stage 1. This has reduced slightly to 15 working days on average in the past year from an average of 16 working days the year before. Performance is monitored weekly against this target by the senior management team. The regulations require that the majority of complaints at Stage 1 of the process should be responded to within 10 working days and the aim is to bring the average down to this level.

Table 4 – Stage 1 Complaint Outcomes

<b>OUTCOME OF STAGE 1 COMPLAINTS</b>				
<b>OUTCOME</b>	<b>Complaints</b>	<b>Not Upheld</b>	<b>Partially Upheld</b>	<b>Upheld</b>
Adoption	4	3	1	0
Children in Care & Leaving Care	28	14	10	4
0-25 Service	5	1	2	2
Conferencing & Review Team	1	1	0	0
Family Support	17	6	9	2
First Response	15	4	9	2
Fostering	4	2	2	0
<b>TOTALS</b>	<b>74</b>	<b>31 (42%)</b>	<b>33 (44.5%)</b>	<b>10 (13.5%)</b>

4.12 Compared to 2015/16 the percentage of complaints upheld, partially upheld and not upheld has not changed substantially in the current year.

4.13 Although the number of complaints being received by the department overall has fallen there has been some variations this year in the services receiving the majority of complaints. There has been a considerable reduction in complaints about First Response and Family Support as both services saw their complaint volumes reduce by approximately 50%. The number of complaints received by the combined Children in Care and Leaving care service has risen by 40% as well as an increase in complaints for Adoption service from one complaint in 2015/16 to four in 2016/17.

### **COMPLAINT ESCALATIONS**

4.14 The conciliation process was established in 2012 to give complainants the opportunity to meet with a senior manager along with the complaint manager if they were unhappy with the response to their complaint received at Stage 1. The aim is to try to reach a resolution as early as possible without the need to progress to independent investigation (Stage 2). This process is being successfully used to resolve complaints where complainants agree to use it. There were nine complainants who requested a further review of their complaint having been dissatisfied with the first response. All of these were offered a conciliation meeting which is optional for the customer and seven complainants agreed to engage with this process. In four of these cases the complaint was resolved at the meeting without further escalation.

4.15 There were 5 cases that were escalated to Stage 2 this year. This is comparable to the numbers seen in the previous two years. Stage 2 complaints are investigated by two independent persons working in collaboration and commissioned by the Complaint Manager. They interview the complainant and interview staff and other witnesses. They write a report of their findings and submit this for adjudication by a senior manager within Children’s social care. Of the five cases

where the complainants requested a Stage 2 investigation one customer withdrew their complaint. The four remaining cases are currently under investigation.

4.16 Stage 3 panels are the final stage of the process and can be requested by a complainant who is not satisfied with the outcome of the independent investigation which is conducted at Stage 2. If a complaint is escalated through every stage of the complaints process it can take in excess of six months before it is considered at Stage 3. In 2016/17 there was only 1 complaint panel held. This was in regard to a complaint that was investigated in the previous year. The findings of the investigation were that the complaint should be partially upheld. The Panel agreed with this outcome. As the complainant remained dissatisfied they referred their complaint to the Local Government Ombudsman service who were satisfied with the Council's decision and declined to investigate the matter further.

4.17 When a complainant is not happy with the outcome of their complaint at the end of the complaints process they have the right to approach the Local Government Ombudsman (LGO) with their concerns. The LGO is independent and can make various decisions in respect of the complaints his office receives. The LGO made decisions in two cases where decisions were made to investigate Children's Social Care services in Peterborough in 2016-17. Both cases were upheld and resulted in apologies by Children's Services and agreement to pay compensation.

## ACCESSIBILITY

<b>Table 5. Who is making Complaints?</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Children/Young People	18	10	6
LAC			16
Parents/Guardians	84	73	52
Carers	1	0	1
Foster Carers	1	3	2
Prospective Adopters	1	0	0
Adoptive Parents			3
LAC (now Adult)	2	0	1
Friend	0	2	1
Relatives	9	7	1
<b>Total</b>	<b>116</b>	<b>95</b>	<b>84</b>

4.18 There has been a substantial increase this year in the percentage of complaints received from young people, which represented 26% of the overall complaints received. This is the highest percentage direct from young people by Children's Social Care in recent years. Of the 22 complaints received from young people – 16 were young people currently in care and 6 were other young people. These were made up of Leaving Care young people and some young people who were on Children in Need plans. All but one of the 22 complainants who were categorised as Children/Young People were teenagers.

4.19 Currently Peterborough see a higher volume of complaints from young people than other Local Authorities in the Eastern Region. The complaint manager meets with the complaint managers from other Authorities in the Eastern Region on a quarterly basis and they are generally concerned with the lack of complaints from young people and they are looking for ways to improve



the accessibility of the complaints process in their Local Authorities. They are interested in the mobile App that has recently been introduced for Peterborough Children in Care. This is loaded onto a mobile phone and allows a young person to give general feedback to the service which includes complaints. This has already been used by a young person to make a complaint in 2016/17, and a further two in the current year. In this way Peterborough is further improving the accessibility of the complaints process for young people.

4.20 In common with the majority of Local Authorities, complainants using this process continue to be mainly parents of children receiving Children’s Social Care services. Under the statutory process the right of complaint is by a child or by an adult on their behalf about services they are receiving. The complaints team have a duty to ensure that when complaints are received by parents or carers on behalf of a child that the person has ‘sufficient interest’ and are complaining in the best interests of the child. If a child or young person has capacity to make their own decisions they are contacted to ensure they are in agreement to make the complaint or have signed a consent form.

4.21 Independent Advocacy support is available for any young person considering a complaint. This service is currently provided by National Youth Advocacy Service (NYAS). In 2016-17 10 young people were supported by NYAS in raising their complaints which is an increase from the previous year. This illustrates that the availability of NYAS advocacy is welcomed by many young people and some are asking for their help, whilst some feel able to make their complaints independently.

## COMPLAINT CATEGORIES

Table 6: Complaint Categories

<b>Nature of Complaint</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
About Legislation	0	0	0
About Policy	3	5	4
Breach of Confidentiality	4	5	1
Broken Promise/Appointment	1	3	7
Delay/Failed Service	64	46	28
Denial/Withdrawal/Change Service	6	3	9
Lack of /Incorrect Information	3	1	3
Not to Standard	16	6	14
Staff Attitude/Conduct	19	27	13
Other	0	1	5
<b>Total</b>	<b>116</b>	<b>97</b>	<b>84</b>

4.22 Table 6 above shows how complaints were categorised into 10 nationally recognised categories by the complaints service to help identify why complaints occur and to allow focus on the main areas of contention. Further analysis by team and by outcome allows the identification of themes which may impact on specific teams or across the service and allows for tailored improvement plans.

4.23 Appendix A gives more detailed analysis on the type of complaints received.

## **SERVICE IMPROVEMENTS**

4.24 Where a complaint is upheld either fully or partially it is often necessary for some remedial action to be undertaken to rectify the problem. Sometimes there may also be a recommendation from the investigating manager to improve the service for the future. This could, for example, be in relation to a change in the service delivery or a procedure. This information is captured by complaints team and reported to the Quality Assurance team on a quarterly basis to monitor that actions are taken and improvements are made. The details of actions taken and service improvements identified in 2016-2017 are detailed in Appendix B.

## **COMPLIMENTS**

4.25 In the past it has not been possible to report on the number of compliments received by the department as there was not a clear process for recording these centrally. There is now a Quality Assurance team who ensure that any compliments received by the service are sent through to complaints team to record – therefore compliments are now being recorded more consistently.

4.26 There were 12 compliments received in the past year. Compliments are categorised into “External” which are those received from service users (members of the public) or “Internal” which are those received from other professionals that workers come into contact with.

The compliments received are detailed in Appendix C.

## **5. CONSULTATION**

5.1 None Required

## **6. ANTICIPATED OUTCOMES OR IMPACT**

6.1 That the report will highlight areas for service improvement.

## **7. REASON FOR THE RECOMMENDATION**

7.1 The Scrutiny Committee are requested to consider the report and make recommendations for further scrutiny if deemed appropriate.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

8.1 Not Applicable.

## **9. IMPLICATIONS**

### **Financial Implications**

9.1 No Financial Implications

### **Legal Implications**

9.2 The processes used by the Complaints Team when investigating complaints fully comply with the Children Act 1989 Representations Procedure (England) Regulations 2006 and the statutory guidance (link below) which has been issued by the DfE under the Local Authority Social Services Act 1970.

## **Equalities Implications**

- 9.3 No Equalities implications, as the processes followed by the Complaints Team ensure that service users are treated equally.

## **Rural Implications**

- 9.4 No rural implications

## **10. BACKGROUND DOCUMENTS**

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

- 10.1 <https://www.gov.uk/government/publications/childrens-social-care-getting-the-best-from-complaints>

## **11. APPENDICES**

- 11.1
- Appendix A – Category Analysis 2016-17
  - Appendix B - Service Improvements 2016-17
  - Appendix C – Compliments 2016-17.

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## Appendix A – Further Category Analysis

### 8.2 Further Category Analysis

Complaints about Children's Social Care in 2016-17 were being received about three main categories:

- Delayed Failed Service
- Staff Attitude/Conduct
- Not to Standard

These are the same top 3 categories as the previous two years.

### 8.3 Delayed/Failed Service Complaints

The most common cause of complaint was Delayed/Failed Service.

28 complaints were received where the customer believed that there had been a delay or a failure in the service they were expecting. Although the complaint numbers have reduced further this year this category still equates to a third of all complaints.

8.4 Illustrated in Table 7 are the 3 teams within Children's Social Care that receive the majority of these complaints this remains unchanged from the previous year.

Table 7.

<b>Delayed/Failed Service Complaints</b>					
Team	Complaints Received	Complaint Upheld	Complaint Partially Upheld	Complaint Not Upheld	No Finding/Withdrawn
Family Support	5	1	2	2	0
0-25 Service	4	1	1	1	1
Children in Care & Leaving Care	14	2	2	8	2

#### 8.4.1 Children In Care and Leaving Care Team

In the past year the Leaving Care and Children in Care teams were joined together as one service. They now represent the service with the largest volume of complaints about Delays and Failed Service. A lower volume of these complaints were upheld than last year. Of the 4 that were upheld or partially upheld the following are some of the complaints made:

- Young person unhappy that holiday allowance had not been paid
- Young person unhappy that placement with current foster carer had not been made permanent when this had been promised 2 years ago
- Delay in applying for citizenship for a young person

#### 8.4.2 Family Support

A much lower volume of complaints about delay had been received by Family Support this year. Only 2 complaints of this type were upheld or partially upheld this year for Family Support and these were about the following.

- Social worker not completing tasks within expected timeframes
- Lack of contact from social worker for 3 weeks and not receiving notes of a meeting within a reasonable timeframe

#### 8.4.3 0-25 Service (formally Children with Disabilities)

This service had four complaints about Delays and Failed service. Two of the complaints were upheld and both were about a lack of support from the service.

#### 8.5 **Staff Conduct/Attitude Complaints**

The number of complaints received in this category have decreased substantially from 27 complaints last year to 13 this year.

There were three teams who received complaints of this type this year as shown in the table below:

Table 8

<b>Staff Conduct/Attitude</b>					
Team	Complaints Received	Complaint Upheld	Complaint Partially Upheld	Complaint Not Upheld	No Finding
Family Support	5	0	3	1	1
First Response	5	0	3	2	0
Looked After and Leaving Care	2	1	1	0	0

The finding from the upheld case was

- Young person not kept informed by social worker about the arrangements for an important contact meeting with mother and sister

The partially upheld cases involved such findings as

- A family not being informed of a new social worker promptly and the social worker was unprepared on her first visit.
- Social worker not sharing a conference report until evening before the next meeting.

### 8.7 'Not to Standard' Complaints

This year this category has risen from third most common to second. This is where the customer is generally dissatisfied with the service provided and does not think it is acceptable. There were 14 complaints in this category which is twice as many as the previous year.

The following table shows the complaint outcomes for the 3 teams with the majority of these complaints.

<b>Not To Standard</b>					
Team	Complaints Received	Complaint Upheld	Complaint Partially Upheld	Complaint Not Upheld	No Finding
Family Support	7	1	3	2	1
First Response	3	0	2	1	0
Looked After and Leaving Care	3	0	2	1	0

One complaint was upheld with the following outcome

- Apology given for the delay in allocating a specialised piece of work and the distress caused to the family.

There were 7 cases partially upheld in this category. An example of some of the outcomes included the following:

- Apology for late assessment and spelling inaccuracies in the report.
- Apologies for errors in minutes of a Children in Need meeting
- Apology that there was inconsistency in the advice given to estranged parents about contact arrangements.

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## Service Improvements and Outcome Actions 2016-17

## Appendix B

Ref	Description	Stage 1 Final response	S1 Outcome	S1 Action Details	S1 Svc Improvements
CS16/044	Circumstances and finances are less than when the adoption went through and have been declined further financial support.	07/11/2016	Partially Upheld	A review of adoption allowance will be conducted. Apology offered for data breach and risk assessment will be carried out	
CS16/005	Complainant unhappy with SW conduct and arrangements for contact.	18/04/2016	Upheld	Confirmed matter should have been brought to TM and IRO attention earlier. Understood that customer not made aware that desire for 2 night stay had not been agreed. Agreement was not shared as it should have been. Confirmed staff could have been clearer about their thinking. SW will apologise directly to complainant. Confirmed upheld as complainant could have been more involved with the planning and it could have been made clearer at a earlier time	
CS16/017	Unhappy with conduct of 2 Social Workers. Also unhappy PEP meeting went ahead without interpreter for Mother	09/08/2016	Partially Upheld	Accept that the interpreter should have been booked for a sufficient length of time to cover both the CCR and the PEP meeting. Apologised to the family for any upset and inconvenience and would like to assure both the young person and the family that this will not happen again.	
CS16/027	Unhappy with delay in notification that Foster Carer dropped child resulting in child fracturing leg. Also unhappy not received hospital notes detailing incident	09/08/2016	Partially Upheld	Apology offered for family not being notified on the day of the incident	
CS16/035	Unhappy with proposal to cease staying put arrangements for young person	28/09/2016	Partially Upheld	Staying put payment agreed and panel have agreed similar arrangements should be available for other care leavers	
CS16/037	Young Person not happy with his new Social Worker.	28/10/2016	Partially Upheld	Change of Social Worker Agreed	
CS16/057	Complaint made by NYAS on behalf of YP in care. YP care plan states that he will remain in long term foster placement with his current carer this was 2 years ago and the LA have failed to arrange.	01/12/2016	Upheld	SW to file papers to court by for young person to remain with his foster carer instead of continuing on an adoption plan.	

## Service Improvements and Outcome Actions 2016-17

## Appendix B

Ref	Description	Stage 1 Final response	S1 Outcome	S1 Action Details	S1 Svc Improvements
CS16/021	Complainant is unhappy allegedly with what appears to be a lack of interest by SW in her family. Complainant alleges SW are aware of her family's needs and situation.	08/07/2016	Partially Upheld	Agreed lack of decisive action from the services prior to case moving to 0-25 Team must have been very concerning. Apology offered from Family Support Team for family not receiving help or appropriate visiting after CP conference. Apologised change of SW caused unacceptable delay. Acknowledged help could have been started earlier	
CS16/067	The complaint is regarding a lack of support for child who has extra needs. Complainant is not happy with SW and feels the recent C&F Assessment contains information which is factually untrue and also that an insufficient amount of time was spent with the child in order to carry out a proper assessment.	16/02/2017	Partially Upheld	Inaccuracies in assessment to be corrected and resent	
CS16/006	Customer has requested a new SW as they believe the current one is holding them back as they are not doing their work to the correct time frame. Customer also feels SW does not like them and they would like a SW that will stick to what they say.	27/04/2016	Partially Upheld	Team manager agreed that initially there was some delay in SW arranging observation of contact with the child , however when SW tried to re-arrange this it was turned down by mother.	
CS16/030	Unhappy with current SW, they find it very difficult to work alongside her.	14/09/2016	Partially Upheld	Apology that customer did not feel supported or understood at the time or matters were not explained to her properly. .New SW allocated.	Comments which will be used as a learning experience in order to prevent further similar situations in the future.
CS16/031	Unhappy with lack of professionalism and knowledge of staff. Requesting reasonable timescales to complete their action plan and risk assessment.	15/09/2016	Upheld	Apology offered for delay in allocating piece of specialised work. Apologised for the inconvenience and stress that it has caused the family	
CS16/036	Parents unhappy with social worker	03/10/2016	Partially Upheld	Apology offered that SW did not share conference report until evening before conference which does not give customer	

## Service Improvements and Outcome Actions 2016-17

## Appendix B

Ref	Description	Stage 1 Final response	S1 Outcome	S1 Action Details	S1 Svc Improvements
				sufficient time to digest the information and reflect on events	
CS16/039	Unhappy with inaccuracies in report, conduct of SW and time taken to complete risk assessment	02/11/2016	Partially Upheld	Apology offered for assessment being late and for spelling error and inaccuracy in report	Raise these issues with social worker to inform better practice in the future.
CS16/048	Alleging inaccurate notes taken in CIN meeting	03/11/2016	Partially Upheld	Acknowledged there was error on CIN minutes. Case note added to reflect true account of events.	
CS16/052	Unhappy that there has been no contact from SW for 3wks and also feels CSC is not acting in child's best interest. Has been hung up on - on the phone and has requested a call from a team manager and hasn't received a call back. Has also not received notes from a meeting.	22/11/2016	Upheld	New SW allocated to child.	
CS16/079	Would like to complain about their children's SW and that they have still not received information about their children's CIN status.	11/04/2017	Partially Upheld	Feedback given to social worker about being better organised and keeping parent informed	
CS16/009	Complainant is unhappy with her SW, she believes the SW has removed her children to their father under false pretences, and SW has not returned her children to her care as agreed.. Also alleges SW has shared her information with her children's father and struggles to make contact with SW as she is a part time worker. Complaint further relates to Manager of SW as complainant alleges Manager is failing to return her calls.	08/06/2016	Partially Upheld	Apology offered for lack of communication	
CS16/012	Complainant unhappy with original SW and the initial report the SW made regarding their family as they believe there are inaccuracies that need changing. They are also unhappy as they requested SW's TM to call back but	20/06/2016	Partially Upheld	Agreed lack of substantive evidence in SW assessments. Agreed the need for social workers to share their reports with families before they are authorised by the Team Manager. Agreed family should have been informed of newly allocated SW. Apology offered that SW was not	Spoken to SW about the importance of engaging with families in a manner that encourages dialogue and checking interpretations and will ask her supervisor to continue to monitor this as part of her ongoing professional development.

## Service Improvements and Outcome Actions 2016-17

## Appendix B

Ref	Description	Stage 1 Final response	S1 Outcome	S1 Action Details	S1 Svc Improvements
	they never received the call.			prepared for visit. Agreed not acceptable for SW to not respond to all calls. Apology offered by TM for not responding to one telephone contact.	Reinforces the need for social workers to share their reports with families before they are authorised by the Team Manager and will ensure that this expectation is reiterated to all social workers in service area and that this is monitored by the Team Managers going forward. Next Management meeting will reinforce the need to let families know about newly allocated SW's. Apologised if the communication with social workers was less than helpful and would seek to reassure that the learning from this complaint will be shared with the staff as a whole.
CS16/014	Customer is unhappy with issues surrounding his SW. Customer was assured his daughter would be allocated an early years nursery place but due to issue with a form to be completed , child is still not attending nursery. Customer also alleges SW never appeared for an appointment and failed to contact them..	06/07/2016	Partially Upheld	Apologised report made customer feel let down, however, advised customer had not highlighted inaccuracies in order for the report to be amended. Apology offered for the way meeting took place with SW, however this was deemed the most suitable way considering the circumstances. Apology offered for leading customer to believe that funding would be provided immediately. Apologised given incorrect information by SW team. Agreed miscommunication between SW's and customer and they offered apologies for this.	Both SW's acknowledge they need to have clear and effective communication in order to minimise similar event occurring again
CS16/015	Professionalism of the SW. Process and whether this was followed. Inaccurate information and SW not making requested amendments. School not being advised of outcome. Their CSC record / access to particular documents / record being removed / impact on their futures. Lack of an apology / recognition of impact	08/07/2016	Partially Upheld	SW apologised for talking about her workload and impact on her own family. Apology that SW did not process errors in report as agreed and did not respond appropriately.	Should similar case happen again it is agreed the CSC department would review all additional information daily to ensure the most appropriate decisions are made. Addressed with the team that all agencies involved in assessments be notified of the outcome.
CS16/023	Father unhappy CSC not taking action following several referrals about the safety of his son when in care of the	27/07/2016	Partially Upheld	Apology received if customer did not receive letters confirming actions taken and explaining the outcome of CSC involvement	TM has spoken with team and informed them that parents should always receive a letter explaining the outcome of our

## Service Improvements and Outcome Actions 2016-17

## Appendix B

Ref	Description	Stage 1 Final response	S1 Outcome	S1 Action Details	S1 Svc Improvements
	mother.				involvement. In future TM has asked team to ensure that both parents' views are obtained to assist CSC in their decision making and to feedback to both parents and to ensure that parents are clear why CSC have made their decisions and that letters are sent, so parents have a written record of CSC involvement and outcome.
CS16/026	Unhappy SW did not respond following customer sending a letter detailing parts of assessment customer was unhappy with	10/08/2016	Upheld	SW will be spoken to as customers comments not noted on case file and that their communication with customer was less than helpful.	Learning from this complaint will be shared with staff as a whole.
CS16/047	Parent claims that information about an abusive partner was withheld and this lead to her suffering incidents that were unnecessary.	22/11/2016	Partially Upheld	Apology given that the move into a place of safety was not more supportive	
CS16/071	Complaint that CSC have acted inconsistently in how they have responded to allegations towards him and allegations towards the child's mother. Complainant feels the SW is biased and gives preferential treatment to the child's mother.	03/04/2017	Partially Upheld	Apology Given	
CS16/022	Unhappy with PASP decision to cease funding for young person once they reached 18 years of age	03/08/2016	Partially Upheld	Agreed to fund carers element of the Staying Put	
CS16/053	Young Person complained they didn't receive savings when leaving foster care	23/11/2016	Partially Upheld	Payment made to complainant	

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## **Children's Social Care Compliments Received 2016-2017 - Appendix C**

### **External Compliments**

- Compliment received on 16.01.17 from an Independent Chair relayed to them by a young person who told her how much he would miss the social worker he was working with as she had been the only consistent thing in his life for some time and he felt she genuinely cared for him and wanted the best for him.
- Compliment received on 14.11.16 from a father thanking the social worker for all her efforts in reuniting the family and working closely with the Home Office.
- Compliment received on 05.10.16 from a parent to a social worker and her team manager for their support in court proceedings.
- Compliment received on 12.09.16 from a parent about the promptness of sending her the minutes of a meeting and the professional and unbiased approach by the social worker
- Compliment received in Nov 2016 from a parent about the friendly and approachable nature of the social worker.
- Compliment received in Nov 2016 from a parent about their competence and organisational skills when chairing a meeting
- Compliment received in Nov 2016 from a parent about the hard work put into the case by a social worker

### **Internal Compliments**

- Two internal compliments recorded in November 2016 from Conference Chairs to Social workers about their analysis and presentations to conference.
- Compliment received on 31.1.17, from Independent Chair, acknowledging the quality of Workers report for Young Persons review. Advised report should be shared as a standard for others to aspire to. Children in Care & Leaving Care Team 2
- Compliment received on 1.2.17, from Home Manager advising it has been great to work with all at Peterborough. Team has been very proactive with ensuring meetings are held and been prompt in replying to emails and queries where feasible.
- Compliment received on 08.06.16 from an Inclusion Manager at a primary school in regard to the hard work and commitment shown by a social worker in regard to a challenging case. They stated that the social workers reports were comprehensive and accurate and meetings were always held to timescale. She stated that this social worker had been one of the most effective she had ever worked with and it had been a pleasure working with her

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<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 6
<b>7 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

Report of: Lynne Ayres	Cabinet Member for Education, Skills and University	
Executive Director People & Communities	Wendi Ogle-Welbourn	07920160458

**EDUCATION REVIEW**

R E C O M M E N D A T I O N S	
<b>FROM:</b> Cabinet Member for Education, Skills and University	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>1. Note and comment on the Executive Summary and Education Review report as attached at appendix 1 and 2.</li> <li>2. Endorse the recommendations within the Executive Summary attached at appendix 1 for approval at Cabinet and make any further recommendations.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 The report is brought to the Committee at the request of the Leader, Councillor Holdich and the Cabinet Member for Education, Skills and University, Councillor Lynne Ayres.

**2. PURPOSE AND REASON FOR REPORT**

2.1 In January 2017 Councillor John Holdich, Leader of the Council and then Cabinet Member for Education, Skills and University requested that Councillor Lynne Ayres undertake a review of Education in Peterborough. This was in response to the contrasting picture of 91% of Primary and 92% of Secondary schools being rated good or outstanding by Ofsted and Key Stage 2 Results being one of the lowest in the country. This being against a backdrop of a number seemingly unique challenges in the City such as a very high level of students with English as a second language and in year churn of students.

To aid Councillor Ayres, a review was commissioned from the Nullam Group, as recommended by the national education charity Success for All, to consider the challenges identified by the City Council and to confirm if it has identified these correctly. It was also to consider whether the interventions and actions currently in place to support improvement in schools are the most effective and if there is anything else the Council could reasonably do.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council :

Education, including

- a) University and Higher Education;
- b) Youth Service;

- c) Careers; and
- d) Special Needs and Inclusion.

2.3 This report links to the Corporate Priority : Improve educational attainment and skills

2.4 This report links into the Children in care Pledge: Support Children in Care to have a good education.

### 3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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### 4. **BACKGROUND AND KEY ISSUES**

4.1 The background and key issues are identified in the reports attached at appendix 1 and 2.

### 5. **CONSULTATION**

5.1 Any consultation that has taken place will be referred to in appendix 1 and 2.

### 6. **ANTICIPATED OUTCOMES OR IMPACT**

6.1 The recommendations from this report will form the basis of a detailed action plan to be overseen by the Executive Director for People and Communities.

### 7. **REASON FOR THE RECOMMENDATION**

7.1 The recommendations are drawn from evidence and findings in the review report by Councillor Ayres, supported by John Harris Consulting. The recommendations support improving attainment, progress and the quality of education in Peterborough schools and settings.

### 8. **ALTERNATIVE OPTIONS CONSIDERED**

8.1 None considered.

### 9. **IMPLICATIONS**

#### **Financial**

9.1 None known at this point, any financial implications will be considered as part of the detailed action plan.

#### **Legal Implications**

9.2 The recommendations in this report are in the context of the current legislation and associated statutory guidance in respect of local authority education functions.

#### **Equalities Implications**

9.3 The review report recognises the inequalities in educational attainment and seeks to address these.

#### **Rural Implications**

9.4 None

### 10. **BACKGROUND DOCUMENTS**

10.1 Listed in Appendix 2 Review Report

**11. APPENDICES**

- 11.1 Appendix 1 Executive Summary
- Appendix 2 Review Report

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## **Executive Summary of Education Review August 2017**

### **Purpose of Report**

On December the 8<sup>th</sup> 2016 the Leader of the Council, Councillor John Holdich OBE publically announced that he had commissioned a critical and objective appraisal of Peterborough City Council's action plan to support teaching and learning in the local authority area.

Fundamentally I was tasked with reviewing our role within education and the support we currently provide and whether there is anything further we can do to improve the education offered to our children and young people. There was also a desire to test whether the challenges the Council felt exist in Peterborough's education system are accurate and exhaustive.

The review was commissioned against the context of changing national legislation which dramatically altered the City Council's role and responsibilities in relation to the management of schools and the publication of Key Stage 2 results which placed Peterborough 151st out of 152 local authorities in England.

Peterborough was faced with the scenario of being one of the best areas of the country for the number of schools judged good or outstanding by Ofsted, yet attainment being one of the weakest.

To aid my task, a review was commissioned from the Nullam Group, as recommended by the national education charity Success for All, to consider the challenges identified by the City Council and to confirm if it has identified these correctly. It was also to consider whether the interventions and actions currently in place to support improvement in schools are the most effective and if there is anything else the Council could reasonably do.

In addition I was supported by John Harris Consulting who reviewed organisational structures to deliver school improvement, John took me through the review he had concluded towards the end of 2016.

The present government introduced changes to education funding that have reduced income received by local authorities for their statutory roles. Furthermore, general local government funding has reduced substantially whilst service demands have increased. This has led to the creation of more shared education services between Peterborough City Council and Cambridgeshire County Council, this includes the sharing of the Service Director role. This new model of working has been supported by the Regional Schools Commissioner's Office which is now the responsible body for all Academy Schools in the Local Authority.

### **Key Findings**

Conducting this extensive review has led me to believe that Peterborough faces what can only be described as a unique set of challenges. These mean that schools face more of a challenge than their counterparts in other areas of the country to achieve expected standards for pupils.

Paul Brooker, Regional Director for Ofsted in the East of England has said that Peterborough could be uniquely challenged.

As part of the review the outgoing Regional Schools Commissioner, Dr Tim Coulson, commented that “the structures set up within Peterborough are very good and could be more utilised within Cambridgeshire itself. Peterborough however was more challenged in its schools due to a diverse pupil population.”

The Nullam report commented further on the present situation within Peterborough:

*“Peterborough has a much greater share of children who have English as an additional language (EAL) than is the case nationally. At both primary and secondary level this is now approximately double the rate seen for England as a whole, both at primary and secondary level.*

*“EAL rates have consistently been above those for England as a whole since 2003/4, the earliest year looked at, but these have pulled away from the national figure in the intervening period, particularly at primary level.*

*“Such a trend will, without question, have placed extra demands on schools in Peterborough – which may not have been reflected fully in the amount of funding available to the authority, and to schools in the area.”*

*“The mid-year movement into and between Peterborough schools is significantly above the national average”*

*“School population growth in Peterborough has been at a rate well above that nationally. Between 2005 and 2016 primary population rose by 29% in Peterborough versus 10% for England as a whole”*

This extensive review that I have undertaken has led me to believe that Peterborough does most certainly have a unique set of challenges that cannot be denied.

My in depth review has resulted in a number of key recommendations:

- Introduce a more systematic arrangement for collecting, analysing and using data to enable targeting of school improvement activity
- Work together as a system to tackle the challenges (local authority, schools, teaching schools, Regional Schools Commissioner’s office, Ofsted, wider children and adult services and other education providers)
- Introduce a more transparent process for setting school based targets that are owned by the system
- Schools demonstrate a strong commitment to the Peterborough Self-Improving Network; look to remodel this to more effectively respond to the challenges that have been identified; drawing on best practice from elsewhere, Teaching Schools and the wider system

- Increase the number of Teaching Schools in the city. These are strong schools that offer support and training to other local schools
- Identify leading head teachers from the primary and secondary sectors to work closely with the Local Authority and Regional Schools Commissioner's Office
- Focus attention on improving recruitment and retention of teachers
- Focus attention on narrowing the gap between free school meal and SEN students and students in all primary schools
- Focus attention on where churn is having the most impact and agree as a whole education system what to do about this
- Embark on a high profile campaign to raise public awareness about the importance of education achievement

It is clear that we all have to unite and work together to address the issues that we face. Only by coming together can we agree to one common commitment and vision for education in Peterborough.

I believe that we can achieve that by establishing a Strategic Board for Education, Further Education and Skills to ensure a bold educational strategy across the whole authority area. Similar boards are being set up in Leicester, Doncaster and Hounslow.

This board would represent all stakeholders and importantly would bring unity across our schools. It would promote data sharing, local improvement priorities such as how we can support one another in dealing with high levels of churn, how we can better support vulnerable learners, and how we can all meet national priorities. It would offer a united approach to education.

Another of my key recommendations is to develop a clear vision and mission for education locally. The vision should be to Educate Together and the mission should be to Improve Education Together - both reflecting the united approach that is so crucial. It will require the full support of every school, every governor and every parent of every child.

This clear strategy should support 'an education system that works for all children in Peterborough'.

A close working relationship between the City Council's Education Department and the Regional Schools Commissioner's Office is absolutely vital to achieve our goal of improved attainment.

The City Council continues to have a statutory responsibility for monitoring, challenging and supporting in relation to local authority maintained schools causing concern. The council officers and schools need to have transparent targets and plans to achieve these together.

The Local Authority also has a role to play in supporting the recruitment of good quality teachers. I recommend that the Council, along with the Regional Schools Commissioner, promotes the establishment of additional Teaching Schools in Peterborough, which can support new and experienced school staff with high-quality training and development.

In addition, schools should be involved in the Teach East Programme, or another

programme of the same ilk as training locally is obviously very effective to obtain newly qualified trained teachers. Teach East was set up by the Council in partnership with a number of schools and has just been rated Good by Ofsted. In the last academic year, 29 trainees successfully qualified and gained employment.

## **Conclusion**

In conclusion, it is clear that there is real ambition from everyone involved in education in Peterborough to provide the very best education possible for every student. No one should underestimate the hard work that is already underway or how much time and effort is being devoted to an unrelenting focus on all our challenges.

The review carried out by Nullam saw examples of outstanding practice in schools which now needs to be better shared across schools to encourage adoption of best practice.

Many of the comments made by our school leaders can be addressed by a new strategic direction for education in Peterborough, which will see everyone pulling together for one common aim - to provide our children with the best education possible, given the circumstances that many of our children and young people face.

In addition, the Executive Director for People and Communities has already arranged for a conference to take place on 20 September 2017 where it is intended to bring as many head teachers and relevant council officers together with the Regional Schools Commissioner and Ofsted to discuss a new Vision and Mission for education in the city.

The local authority, given its role in education today, cannot achieve the success that our children and young people deserve on its own. However it can work as part of a united system to achieve the improvements in attainment that are so critical.

I want to thank everyone who contributed to my report. Let's move forward together.



# **PETERBOROUGH CITY COUNCIL**

## **EDUCATION REVIEW**

By

Councillor Lynne Ayres

August 2017



Peterborough City Council  
Town Hall  
Bridge Street  
Peterborough  
PE1 1HQ

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## **A. INTRODUCTION**

### **Setting the Scene**

1. When the Key Stage 2 results were published in November 2016 it became apparent that there was a crisis in the education of many children in Peterborough. The KS2 performance tables placed Peterborough 151<sup>st</sup> out of 152 local authorities in England.
2. Understandably, this caused great concern - not only within the local authority itself but also with the Regional School Commissioner (RSC), the headteachers and teachers of the affected schools, the parents, governors and naturally the pupils themselves. The local Member of Parliament, Stewart Jackson, expressed the major concern of all parties in the local newspaper, the Peterborough Telegraph - this despite the fact that at the time Peterborough City Council was Conservative group controlled.
3. The Local Authority Education Department had many hypotheses why this circumstance had arisen and was particularly taken by surprise since the Ofsted inspection outcomes in the previous two years had shown that the schools within the LA - both maintained and academy schools - had achieved either good or outstanding in approximately 91% of cases. How could it be that the inspections results were so good and covered so many pupils within the region and yet the attainment scores at Year 6 were so poor?
4. The Leader of PCC determined that there should be a review of education across the Unitary Authority and, in conjunction with the Chief Executive Officer Gillian Beasley, requested that I carry out such a review. I am not an educationalist but a local solicitor of some 46 years experience and am used to enquiring into different circumstances and assessing the evidence obtained. In order to assist me - since obviously many assessments relating to methods of education and examinations would be required – John Harris was commissioned as my professional adviser.

5. John Harris has recent and relevant experience in education as Chair of the Hounslow Learning Partnership, Chair of a multi-academy Free School Trust, and as a School Governor. He chaired the South Gloucestershire Education Commission in 2013 and prepared its report. He has extensive experience in working with Peterborough schools, having been contracted by the City Council to establish the Peterborough Self-Improving Schools Network in 2013. Previously he had been Director of Children's Services in Hertfordshire from 2003-2011 and Director of Education in Westminster from 1999-2003.

### **Terms of Reference**

6. These were formulated by the Corporate Director of People and Communities, Wendi Ogle-Welbourn, in conjunction with the Leader of Peterborough City Council, John Holdich OBE, as follows:-

#### Review One

7. *'John Harris Consulting Limited has just completed a review on Education in Peterborough and Cambridgeshire and we would like John Harris to take you through this and for you to be assured that this review was thorough and evidence based, drawing conclusions about the way forward which are based on evidence.'*

8. Review Two

*'Commission Success for All UK to do a deep dive into the challenges facing Peterborough - this should consider the challenges we as a Local Authority have identified and confirm if we have identified the right challenges, and if there are any more; also consider whether the interventions we currently have in place to support improvement in schools are the most effective and if there is anything else we could reasonably do.'*

9. Inevitably there has been a large concentration on the key issues relating to primary schools in the Local Authority as there has only been a short time to reach conclusions across the whole area of education. Many recommendations however apply to both Primary and Secondary Schools and the major considerations are applicable for both.
10. I have attempted a broad remit of looking at the strategic level in this review and have brought into consideration the advice of John Harris and the recommendations received from the Nullam Group, the commercial arm of Success for All. The latter have advised on certain matters relevant to both Reviews as set out in the terms of reference.

### **Basis of Report**

#### 11. Professional Advice from John Harris

Many meetings have been held with him and information and advice obtained. In particular, he has given in depth assessment to many reports to assess most acutely the workings of the self improvement system for schools in the area.

#### 12. Meetings and Discussions

In addition, I have interviewed and had assistance from the following over both Reviews:-

- (1) Several interviews with the Leader of Peterborough City Council - Councillor John Holdich OBE
- (2) Several interviews and information provided by the Assistant Director for Education - Gary Perkins
- (3) Meetings with the Director for People and Communities within Peterborough City Council - Wendi Ogle-Welbourn

- (4) Meeting jointly with others with the Interim Director of Education for Peterborough City Council - Terry Reynolds
- (5) Meeting jointly with others the Regional Director of Ofsted - Paul Brooker
- (6) Meeting jointly with others Heather Yaxley - Senior HMI for Schools
- (7) Meeting with Stewart Jackson - MP for Peterborough
- (8) Meeting with Shailesh Vara - MP for North West Cambridgeshire
- (9) Meeting with Matt Ditchfield - CEO of Success for All, an Educational Charity
- (10) Meeting with the Regional Schools Commissioner - Dr Tim Coulson, together with the Deputy RSC Jonathon Lewis
- (11) Meetings with Councillor June Stokes - Cabinet Adviser for Education and Safeguarding
- (12) Meetings with, and request for information and reports in relation to Collaboratives - Eric Winstone, Chairman of the School Improvement Board
- (13) Meeting with Mark Woods - CEO of Cambridge Meridian Academy Trust and Mike Sandeman – Headteacher Arthur Mellows Village College
- (14) Meeting with the Cabinet Member for Children’s Services - Councillor Sam Smith
- (15) Meeting with CEO of Nullam Group - Eddie Austin, together with their independent consultant Tony Ryan
- (16) Meeting with the Headteacher of the Peterborough Virtual School for Children in Care - Dee Glover

(17) Meetings with Sheelagh Sullivan–Head of SEN and Inclusion, Brian Howard–  
Head of School Infrastructure and Karen Hingston–Manager of EYFS &  
Childrens Centres

13. I have attended meetings of the School Improvement Board during a full day, in conjunction with (inter alia) its Chairman, Eric Winstone, and seven Lead Headteachers of the Collaboratives.
14. I have attended a meeting of the National Literacy Trust Literacy Hub Steering Group.
15. I have not visited schools in the local authority separately as Councillor June Stokes is in the process of carrying this out in her position as Cabinet Adviser.
16. A list of the principal documents I have read or have been considered by John Harris and myself is attached as Appendix (2)



## B. EDUCATION REVIEW ONE

### Discussion

1. I have held meetings with John Harris, the author of the report entitled 'Strategic Review of Education Services in Cambridgeshire and Peterborough'. The review carried out was extensive following the decision by Peterborough City Council to share the services of its Director, Wendi Ogle-Welbourn, with Cambridgeshire County Council which he concluded in December 2016.

The purpose of the report was to decide upon the following matters:-

- (i) *To take account of existing Change Programmes already underway in both Peterborough and Cambridgeshire; and*
- (ii) *For both Peterborough and Cambridgeshire to review current and any proposed organisational arrangement for delivering education services, statutory and non statutory. This was to include:*
  - (a) *Admissions, Passenger Transport and schools infrastructure;*
  - (b) *SEND Services, including 0-25 years;*
  - (c) *School Improvement;*
  - (d) *Attendance, the Virtual School and Governor Services;*
  - (e) *Early Years; and*
  - (f) *Pupil Referral Service*
- (ii) *to provide options for more efficient organisation of those services in both Authorities and in particular to identify the opportunities for joint working.*

2. I have had the opportunity of looking through the entire report together with a Scene Setting Analysis Grid provided by John Harris.

The report rehearses many of the changes which occurred in the educational field in the previous two years, and in the political arena mentioning the Combined Authority for Cambridgeshire and Peterborough, which has since then been formed.

The report recommends that in order to re-direct the present different assumptions in the two Authorities in relation to organisation of education, change and timetables there was the need for:-

- (1) A joint strategic development of education in Cambridgeshire and Peterborough, which required there to be an agreement for key working assumptions about the local authority's role in education;
- (2) The need to establish a single Strategic Director for Education across the two Local Authorities with each Local Authority having an Assistant Director for Education reporting to the Strategic Director
- (3) The need to develop and agree a shared underpinning framework for the four Local Authority education functions, which would encompass school improvement and other work to support children and families
- (4) The need to establish a partnership governance framework fit for a "School led System"
- (5) The need to establish and promote systematic arrangements for a self improving school system
- (6) The need to establish an enabling framework to support the establishment of Multi Academy Trusts (MATs) building on existing collaboration between schools

- (7) Promote opportunities for joint working across the two Local Authorities for all education functions
3. The most important aspect of leadership is dealt with in the report concerning the education field for both Authorities. The aspect of an organisational arrangement which covers all of Children's Services under one Director is approved. This person would appoint a single Strategic Director for Education across the two Local Authorities in order to drive forward joint strategic development. There were further very important recommendations for establishing a different way of working with schools to support school improvement.
4. The suggestion of establishing a Strategic Director for Education who would drive forward joint strategic development is an imperative. This person would be a Strategic Director for Education. The report further determines that this single Strategic Director would have two Assistant Directors for Education reporting to him/her; one for each Authority. At the time of this Review the principal leader has not been appointed - but should be as soon as possible, in my opinion. The appointment of Gary Perkins as Assistant Director for Education in Peterborough becomes substantive on 1 September 2017 thus giving the vital leadership necessary for Peterborough.
5. The Nullam Report also addresses the prospect of a service with a Strategic Director and comments:

*'The challenge for the City, should it consider the development of any such collaborative service, is within its current senior leadership team structure and its capacity, experience and current knowledge resources to successfully establish a fully functioning operational service.*

*This post, operating across Peterborough and associated counties, such as Cambridgeshire, would offer greater capacity and capability to lead the current and*

*future strategic and operational direction for all services in Education. Furthermore, a Shared Services Director could, and should, offer a more objective and considered approach in the development of the collaborative, system led environment that stakeholders and their teams are now demanding. The newly appointed colleague should also be able to demonstrate a proactive approach towards peer-to peer networking amongst other LAs, ensuring that best practice strategies and models are measured, tested and costed for internal suitability.'*

6. I have had a lengthy meeting with the Director of People and Communities and discussed with her the prospects, in particular the joint working prospects, and it follows more efficient organisation of the services over the two Authorities.
7. John Harris had concluded his report by commenting upon six functional aspects in relation to School Improvement, "Access to Education, Special Educational Needs and Disability/Vulnerable Pupils, Behaviour, Attendance, Early Years and Traded Services" with regard to each of the Local Authorities.
8. The six functions he commented upon were: strategy/legislation, improving performance, capacity and sustainability, financial implications and risks and then a conclusion in each case. The document gives RAG ratings with regard to each of those areas in respect of their readiness to meet new expectations - green being the best, i.e. that the current arrangements anticipate and fully meet new expectations, and red being the worst in that current expectations are not met. The complexity of his report and the detail of it also provided an assessment of the scope of joint arrangements between the functional areas in the two Local Authorities based upon a continuum of 1-4, 4 being that a single service management system or policy would be possible.

9. John Harris concluded in relation to Access to Education and Traded Services there was a prospect for immediate joint working. However, encouragingly, in none of the areas was the situation stated to be “Current Expectations Not Met” in either authority. However, the situation in the Authorities is very different under several of the headings and much work would be needed in order to make them come together to meet the new expectations of joint working. Inevitably, he reported that the two Councils had evolved separately, politically, strategically and culturally. Fortunately, one of the areas, namely School Improvement which is so important for Peterborough, is RAG rated as blue in both authorities and both have the same level 2 indicating that they can cooperate on certain aspects.
10. In discussion with the Director for People and Communities the following became apparent:-
- One can conclude from looking at the areas where joint working is possible that this would be a fairly long process, but definitely possible.
  - Service Directors have already been informed and have given a positive response to the idea that there should be shared Service Directors in all areas of both authorities. In June 2017 Peterborough City Council and Cambridgeshire County Council agreed the sharing of all five Service Director Posts that sit within the People and Communities Directorate. The RSC, Dr Tim Coulson, agreed with this proposal when I met with him in January 2017.
  - On inspecting all of the areas and their RAG ratings I consider that, although the RAG ratings and the continuum finding may be different in certain areas, they are close enough to enable joint working to take place.
11. Part of the report commissioned from Success for All UK, deals with certain aspects that were previously considered in the report by John Harris. The Nullam Report

concur with many of the conclusions in the review undertaken by John Harris, in particular the appointment of a Strategic Director and his views on the current impact and further development of the Peterborough Self Improving Schools Network (PSISN).

12. The Nullam Report makes a number of important additional recommendations, relating to school performance data and its use, and school place planning. In respect of school performance data, the Nullam report notes:

*'data sharing protocol is not clear, making it difficult for officers to gain access to and analyse data to determine key trends and areas for concern. Schools have received poor Ofsted outcomes where data trends should have been identified long before they became defining for the school, and where intervening conversations and interventions could have been put in place. This 'lack of sharpness' results from:-*

- a) schools' performance data being dispersed across a number of platforms making data mining and analysis difficult to impossible*
- b) no one that we could identify in post with the sole job of 'schools data manager' whose responsibility it is to collect school data, arrange this in a manner that makes data mining and analysis easy and who can then produce reports for key officers at pre-determined intervals.'*

13. In respect of school place planning, the Nullam report finds that:

*'place planning is an ongoing issue given the current levels of family movement in and out of the city. Council officers require current data (ensuring that offers made to families have in fact been taken up) and also need to dynamically project expected growth/decline over a 3-5-year period,' and suggests 'a city place planning group is formed involving key officers, the LA person responsible for place planning and representative Heads from mainstream primary and secondary schools and*

academies. The Group to meet once per term (to be revised) in order to look at movement in and out of the city and to prepare projections for future years.'

14. The Nullam Report highlights an important concern about capacity within the Education Department, noting :

'a challenge...around the fragility and sustainability of the current succession planning in all teams. Within certain teams there is an assumption that any capacity issues can be mitigated through the exporting of additional workload to colleagues in Cambridgeshire. This is an over reliant assumption and does not consider any capacity or capability that may or may not exist in Cambridgeshire.'

15. Conclusion

The Nullam Report came to the following view:

*'[The] proposed plan and restructure has the correct level of assumptions that would allow the department and City Council to adjust service provision in light of changes to LA responsibilities set by government, and funding changes aligned to this. The proposed changes set out within the document appear to position the LA to meet all statutory requirements. It is suggested that once the restructure has taken place, the LA will need to outline its new offer in a separate document and ensure that the detail within this is communicated to all stakeholders.*

*Officers clearly recognise the need for impact from the new structure and, where possible, have mitigated any significant barriers to successful implementation.*

*Capacity planning to ensure delivery of statutory requirements has been tested and should be able to meet current demands.'*

16. The report of John Harris Consulting Limited is both well founded and well thought through. It assumes a "work in progress" which is ever continuing but gives a firm foundation on which to work. Changes are occurring again since the report was

concluded with regard to the legal responsibilities of the Local Authorities which will inevitably alter some of the recommendations and will need to be reviewed continually.

My view is that the report is to be highly recommended.



## C. EDUCATION REVIEW TWO

### Discussion

1. This review specifically deals with education in Peterborough and its support for school improvement.
2. There have been continual changes in the expectations of government regarding the local authority role in education since 2010. A brief chronology is as follows:

(a) 2010

National policy changed requiring autonomous schools, i.e. academisation. The Local Authorities Statutory duties were confined. Schools had been used to being linked with a School Improvement Adviser from the local authority who offered challenge and support,

(b) 2013

The LA proceeded with the investigation of a Self-Improvement Board, which would tie in with the autonomy of schools generally, and obviously for those which were becoming academies. There was a considerable reduction in staff within the Education Department of the Local Authority.

March 2013

Following a report to the Creating Opportunity and Tackling Inequality Scrutiny Committee the Education Department were authorised to look into other delivery models for self-improvement, e.g. Wigan which dealt with peer challenges.

### June 2013

John Harris was commissioned to lead and facilitate a conference of Headteachers in conjunction with the former Director of Education, Sue Westcott, and her Deputy Jonathan Lewis. There were a series of different approaches to this in different areas of the country. The conference determined in the end to go for a variation of the Wigan model and a consultancy team led by John Harris was authorised to work with a task group to design a 'Peterborough Model'. There were a series of meetings that took place to design and pilot the model in spring 2014.

### (c) 2014

#### June 2014

The 'Peterborough Model' (known as the Peterborough Self-Improving Schools Network) was signed off by all headteachers and the Director of Children's Services. Eight Lead Headteachers were appointed to take the programme forward. The principle derived by the Headteachers was that there should be support for all schools to drive improvement overall - not just for the weaker schools.

#### September 2014

The peer challenge model proceeds. There are six Primary School Collaboratives and one Secondary School Collaborative and a Special School Collaborative created.

### **The Legal Responsibilities of Local Authorities**

3. In the past six years the context in which local authorities have exercised their statutory responsibilities for education has changed significantly, with local authorities

now expected to work more through influence rather than direct control of schools. This has been brought about as a result of the Government's desire for academisation and self-improvement from within. The economics of the situation have changed insofar as the financial support for Local Authorities has lessened and finally there has been the phased reduction in the Education Services Grant. This grant has previously funded services, such as the commissioning and monitoring of School Improvement support. The sum that has been allocated to Peterborough in 2017/18 is £105,000.

4. The Local Authority is still required to identify, challenge and support schools which are causing concern, and has to work closely with the Regional Schools Commissioner to determine whether they should apply to become Academies. It would appear to me that the most important relationship now following the changes in the responsibilities of Local Authorities and the increase of responsibilities for the RSC is the relationship between those two. There is a need for them to be completely agreed in how to proceed in the future.
5. At the present time Peterborough has 46 maintained and 12 academy Schools in the primary phase. It has three Maintained and nine academy schools in the secondary phase, although all three Maintained Schools are in the process of awaiting academy status. There are in addition six Maintained Special Schools and one academy. It is anticipated that the impact of government changes will mean that within the next three to four years all Secondary, and most primary schools will have become academies.
6. The Local Authority in discussion with the RSC is recommending that schools should join together locally into Academy Trusts, or else to go into Multi Academy Trusts which have been set up separately and include schools in other local authority areas. The benefit of joining together several schools is that a strong school improvement infrastructure can support the weakest schools.

7. The RSC is very keen on Teaching Schools and there are not enough in Peterborough itself. Teaching Schools need to meet key performance indicators and also demonstrate the ability to work in collaboration with other schools to lead developmental work on matters such as quality of teaching, leadership, specialist areas of the curriculum, work with vulnerable groups etc.
8. I am uncertain whether the lack of Teaching Schools in Peterborough is because there are not enough who meet these criteria, or that the current Teaching Schools are not being used in the most effective way to improve educational performance in Peterborough. Whichever - this needs to be sorted.
9. At the present time the Teaching Schools that have been established are Phoenix Special School, Arthur Mellows Village College, Glinton and Hampton Hargate Primary School. We should be aiming for a further one or two as soon as possible. It is encouraging that the Peterborough Teaching Schools are now working with Cambridgeshire counterparts.

#### **Peterborough Self-Improving Schools Network (PSISN)**

10. This system comprises of:-
  - (d) Triads - these comprise of three local schools; either Maintained or Academy. The Headteachers of the three schools review and support each other with the purpose of challenging the school self-assessment to identify strengths, vulnerabilities and support needs, and agree a priority level for support for each school. Each visit results in a short report and priority rating for the school in terms of support for school improvement.
  - (e) School Collaboratives - these comprise of either nine or 12 schools formed from either three or four Triads. The Special School Collaborative comprises of five Special Schools and also includes the Pupil Referral Service. The Collaborative

Groups meet each term also to review the outcomes from school visits and commission any support required. They are accountable to the School Improvement Board.

11. The School Improvement Board has specific Terms of Reference to:-

- promote aspiration in the community
- increase the number of good and outstanding schools
- accelerate the rate of improvement in the attainment and progress for all pupils
- to close the gap in performance for the most vulnerable

12. The Board appointed a Lead Headteacher for each Collaborative. These positions were applied for and required the applicant to be the leader of a good or outstanding school with a track record of collaborative working and credible evidence of leading school improvement beyond their own school. John Harris and a colleague drew up the job description and person specification, interviewed and appointed the Lead Headteachers and also trained them in the role. This occurred in 2014 and they are all still in role. The Board has a stated membership. It also has a stated agenda for each term's meeting.

13. The whole system is supported by a 'School Review and Support Handbook' which contains the terms of reference for the Triads, Collaboratives and the lead Headteachers together with the School Improvement Board. It has set forms for the Triad meeting and Collaborative meetings to try and ensure consistent approach.

### **Scrutiny**

14. The Peterborough Local Authority runs a scrutiny committee in public called (since 2016) the Children and Education Scrutiny Committee. This is a public meeting when

reports are scrutinised by a politically balanced committee. In addition there is a further scrutiny panel which is called the Education Scrutiny and Challenge Group, which is chaired by the Leader of the Council and attended by elected Members, Senior Officers, the Chair of the School Improvement Board and others who have a good knowledge and understanding of individual schools and overall Peterborough performance. It is possible at this internal meeting to take account of many details relating to individual schools and to have discussions about them - which due to confidentiality reasons - could not be discussed in public. Both Scrutiny Groups are important to ensure a vigorous and in depth discussion which requires the officers to account fully and carefully for their work.

### **The Position of Ofsted**

15. The method of inspection by Ofsted is vigorous and is ever present in the mind of the Headteachers and teachers generally. It would seem however that they are particularly focussing on progress in schools as opposed to judging them solely by attainment. Schools in the Peterborough Authority have done well in their reports from Ofsted, despite the poorer attainment which is apparent. In consequence, a meeting with the Regional Director of Ofsted, Paul Brooker, and the Senior HMI for Schools, Heather Yaxley, was convened in January to discuss that situation.
16. The conundrum of the differing attainment in the Peterborough schools and the results of the Ofsted inspections was discussed at length. It was pointed out that the only outside evidence during any year available to Councillors was the result of Ofsted inspections until the attainment scores and examinations are known. It is very important therefore that they reflect what is actually happening in the schools. The Education Department of PCC is very proactive and advises and involves the schools, whether Maintained or Academy, in various projects with outside bodies such as the National Literacy Trust and Success for All. There has been a Reading Project at KS1

and KS2 level dealing with phonics. The Local Authority has been involved in school readiness projects also, which are very popular.

17. An important point was made that the School Improvement Handbook projects four key measures for peer challenge - the first two relate to the Ofsted reports and better results there and the third and fourth relate to attainment. It is only in relation to the first two measures that the local schools have achieved overall.
18. The Regional Director of Ofsted pointed out that the Ofsted reports deal mainly with the progress of schools and many areas which relate to that, and not just attainment. He accepted that it was important in the future to review how this was being dealt with during the inspection process.
19. The Senior HMI for Schools commented that there was a tendency to “teach to the test” and if the schools had not altered their curriculum in accordance with the new test coming, or were relying upon how they had always taught in the past, this may be a reason why the attainment scores in 2016 were not as good.
20. Paul Brooker did accept, following much discussion, that the Peterborough Local Authority could be uniquely challenged and accepted it was important to find this out. If there was a deep dive audit into the schools which was planned to be commissioned, the suggestion of Heather Yaxley was that schools across the country who were experiencing the same challenges - albeit not necessarily all at the same time - could be used to obtain experience of how to deal with those challenges in the future. The Director of Education for Peterborough City Council, Terry Reynolds, emphasised the importance of having a common approach with the RSC.
21. My impression of this meeting is that it was open and transparent with no excuses being made by the Education Department at Peterborough. There is an obvious desire to get things right for the future.

## **Meetings with the MPs and their attitude**

22. I met with the then MP for Peterborough, Stewart Jackson. He had many concerns, which he had expressed publicly, and he felt the time had come when he needed to do so for the benefit of his constituents.

He raised several matters which he felt were important:-

- (1) He did not consider there was any consistency of approach across the Primary Schools in the LEA. He pointed out that if certain schools did not want to carry through projects, they simply did not.
- (2) He felt that the leadership and vision within the LEA was "hit and miss". Certain schools were excellent and others not good enough, and this needed to change.
- (3) He considered that the present Cabinet Member for Education, who was also the Leader of the Council, should be changed since the combination of the two was a very considerable involvement to have. He believed there needed to be a change.
- (4) There were many schools with many pupils having English as a second language, and he did not consider that the efforts to teach EAL were being used sufficiently by some schools.
- (5) He felt that there should be an in-depth survey into what was actually happening within the schools.
- (6) He was being told that there were many behavioural problems within the schools and more help was needed for the teachers from Social Services.
- (7) He suggested that more use should be made of Parental Contracts, which could be used not just for behavioural reasons but also to stop the children being moved, creating more churn of pupils during a year.



- (8) He felt there should be more appraisals in relation to teachers and payment related to performance.
  - (9) Basically, his concern was that there should be more vision and leadership coming from PCC and its officers.
23. I had a later meeting with Shailesh Vara, MP for North West Cambridgeshire. I informed him of the position taken by Stewart Jackson and he confirmed that basically he was in agreement with him. He felt that the Education within the LEA had been far too long at the bottom of the league tables and this needed to be worked upon and changed. He said carrying on in the usual way was not an option and that big changes were required and they had to be implemented quickly. He expressed the view that it was most important for the City to improve the education across the board in order to attract the investment and businesses that were needed to come to Peterborough and the region in the future. It followed that the situation was not just - albeit importantly - required for the individual, but for the whole region and City itself.

#### **The Peterborough Schools inspection and KS2 attainment levels in 2016**

24. John Harris has supplied Appendix 1 being a spreadsheet to compare the Peterborough Schools to Regional and National figures for children meeting the expected level in Reading, Writing and Maths combined for Key Stage 2 in 2016.

#### **Commissioning Nullam Group**

25. It was agreed there should be an extensive review of several areas relating to the Education Department covering existing systems and proposed changes taking place at the present time. The audit proposal for PCC would cover the following areas:-
- (1) A review of the new service proposal which was in prospect following the changes in a Government Directive in relation to financing education within Local Authorities. This review would 'sense check' and identify areas for further

consideration in the event that any had been omitted from the restructuring proposal. This aspect of the review would help identify matters for consideration in Education Review One also. Where this has been the case, references from the Nullam Report are highlighted in that part of my report.

- (2) A 'deep dive' audit to challenge the hypotheses to establish why and where the present situation had arisen within the Local Authority schools dating from 2003/4. This would be an extensive data audit carried out in conjunction with the Fisher Family Trust.
- (3) An audit covering certain schools to look at services and communication and RAG rating of those schools against the hypotheses provided by the City Council and involving consideration of Peterborough's collaborative model of school improvement (the PSISN).

Certain hypotheses were put to Nullam by officers from the City Council for consideration and verification, as follows:-

- Peterborough has a high proportion of "White Other" pupils in its cohorts, predominantly from E Europe, including Roma, but also Portuguese, creating a high EAL cohort.
- The EAL cohort contains a greater proportion of "White Other" and new arrivals from Eastern Europe than many other Local Authorities.
- There has been rapid population growth, from within the UK but mainly from outside the UK.
- This population growth causes excessive demand for school places placing a strain on our schools infrastructure services and also creating very high

levels of in-year admissions, mobility and “churn” which is much higher than other Local Authorities.

- Peterborough has a higher proportion of new arrivals to the UK than many other Local Authorities.
- Peterborough has a high level of deprivation compared to many other areas.
- Peterborough has low attainment on entry to school, with children starting primary school with attainment and school readiness levels which are lower than many other areas, therefore already starting “behind the start line”.
- Peterborough has a low skill, low wage economy, resulting in high numbers of “working poor” - those who do not qualify for FSM but whose children are equally deprived emotionally and in terms of adult contact because family members are working so many hours, often in multiple jobs, and are therefore out of home for long periods.
- Schools which are not full are adversely impacted by in-year “churn” because of constant demand for school places due to sustained high levels of inward migration to the City.

(4) An audit of non-school based service provision mapping the internal service delivery functions and provision to schools. This would involve consideration of SEN, admissions, attendance and transport. There would also be a high level review of teaching staff recruitment and retention. This area again relates to Education Review One concerning non-school based service provision.

26. This review was commissioned in February 2017 and a final overarching audit review report concluded and handed over in August 2017 approving of its content. The report

will be shared with the RSC in order to ensure that the relationship between the local authority and the RSC continues as a vital part of progress for the future.

27. The list of recommendations at the end of this review includes any recommendations made by Nullam which will all have been approved by John Harris and myself - together with others that we consider to be important also.

**Meeting with Dr Tim Coulson, Regional Schools Commissioner and Jonathan Lewis, his Deputy**

28. I had a lengthy meeting with both with a view to discussing the present situation, and in particular to find out whether the RSC believed that the local authority was challenging the schools in the area enough, both Primary and Secondary, and how well the officers at PCC were working together with the RSC and making progress.
29. The Deputy RSC was himself employed as the Assistant, then Services Director for Education at the time when the School Improvement system was being considered and agreed and finally put into implementation. His knowledge of the schools in Peterborough is extensive.
30. Following considerable discussion the main points raised in this meeting were as follows:-
  - (1) The RSC considers that the structures set up within Peterborough are very good and could be more utilised within Cambridgeshire itself. Peterborough however was more challenged in its schools due to a diverse pupil population.
  - (2) The RSC is very keen on target setting, both for individual schools and for the local authority as a whole. Expectations need to be raised, and a wider range of initiatives is required to drive improvement in educational attainment.

- (3) The leadership of School Improvement within the Authority is vital, both at scrutiny level and at Headship level. There is a need to consider this urgently to ensure that the best School Improvement arrangements and the best Headships at individual schools are in place.
- (4) The general spirit within the Local Authority is good, but there is a need to focus on particular schools to encourage them to 'up their game'.
- (5) Certain schools did not belong to the School Improvement system and were not in Triads. They originally were given a choice, but it was necessary to find out why they had not joined during the second year when the system was continuing.
- (6) The RSC believes that the Triads should change every three years at least, as was intended originally, as this would create a greater challenge.
- (7) The RSC had a very good relationship with Peterborough City Council officers, Terry Reynolds and Gary Perkins.
- (8) The local authority will ultimately be aiming to streamline resources and processes once more schools attain Academy status. The most important aspect of schools belonging to Multi Academy Trusts, whether internally or externally led, is the ability to communicate within them and to assist each other.
- (9) They consider that there needs to be excellent Headteachers across the board ultimately, and the same is true of governors.
- (10) The scrutiny by elected members within the Local Authority is vital and all of the political groups should have champions for education.
- (11) They are extremely pleased with the outcome of the Director, Wendi Ogle-Welbourn working within the whole of Cambridgeshire as well as Peterborough.

They consider this has helped across the board. They consider there is a need to focus on things that will make a difference, and this can be by determining just one or two matters on which to determine to improve. Focus is required.

(12) The RSC is concerned to ensure the quality of the triad and Collaborative reports and ensure that the system does not get too 'cosy'.

(13) The setting up of teaching schools is an absolute requirement and they need to be effective. There is an opportunity for the local authority to be proactive by exploiting the opportunities that come from the Department for Education's Strategic School Improvement Fund, working in conjunction with Teaching Schools.

(14) The RSC is keen to promote high quality Nursery and Early Years education, and this should be encouraged. The Local Authority has responsibility for Early Years attainment.

(15) The RSC would be keen to be more involved in the School Improvement system within the Local Authority and would welcome visiting the entire day to understand how it works more fully.

### **Meeting of the School Improvement Board - February 2017**

31. I attended this at their February meeting. Eric Winstone is the Chair of this Board having taken over from a previous Chairman from when it was first set up in September 2014.

32. The meeting is attended by the Headteachers of the eight Collaboratives and others who have a particular interest within the education field. It is only the officers from the local authority who support the Board - namely the Senior Education Officer, the Officer responsible for Early Years, the Officer responsible for Post Sixteen Education

(at the City College) and the Officer responsible for Adult and Continuing Education (ditto) who can attend during the morning session when all of the triad reports and collaborative reports are considered. In my opinion it is necessary to reflect upon the membership of this Board at this juncture. Many of the representatives only attend a shorter afternoon session.

33. The discussions during the morning are free flowing and diverse, with each Collaborative reporting upon its progress and to determine the priority for the future in relation to School Improvement. The arguments are sensible and there is no doubt that the Headteachers present when I attended were well committed to the system and wished to see it work properly and to improve in itself. They all confirmed individually to me that the schools themselves like the support of the Triads and Collaboratives and that this arrangement should continue into the future. They were not blinkered and did consider that the system could be improved upon.
34. There are certain schools within the PCC who do not belong to this self-improvement system.
35. As I will comment upon later, I have been involved with John Harris in extensive consideration of the system and together with recommendations received from Nullam we do have proposals to alter how it will work in the future. Most systems once instituted require consideration after two to three years and that is the case with this present arrangement. In saying this, however, there is no intention to denigrate the system in itself as time given by the best Headteachers to other schools who are struggling or wishing to find and take advice has to be good for education in my opinion. Some of the concerns raised during this meeting were as follows:-
  - To improve attainment should there be more involvement and more engagement in Nursery and Pre School teaching to a high standard. Problems surround

resources and utilising any finances given over to the Secondary Schools to finance this engagement at a younger age would be very difficult indeed in the present financial crisis.

- Much consideration needs to be given to the 'revolving door' or 'churn', particularly of Eastern European families within the City of Peterborough. The question is will this cease or continue post Brexit?
- Concern was expressed over the proposals to join different schools together in Academy Trusts to ensure that the culture would be beneficial for all schools involved.
- Could not the schools who were not engaged in Triads now be encouraged to do so - particularly the achieving schools who could be of such help to the more under achieving schools?
- Concerning the Secondary Schools and Teach East (the local SCITT), some of the schools within Peterborough are not engaging. Understanding why this was the case would be important for the future.
- Recruitment was difficult and much needed to be done to try to encourage good teachers to come to Peterborough.
- I noted that there was no Special School Collaborative report and had discussions subsequently to find out why (see later).

36. My concern is that the morning session of the SIB appears very effective, but the afternoon session is simply a reporting mechanism, rather than an in-depth discussion to determine what is good for School Improvement across the Authority. It is informative, however, and I note particularly comments such as "collaboration is good



in Peterborough". The need to earmark housing for key workers was also brought into the discussion by the Leader of PCC.

### **Meeting of the Education Scrutiny and Challenge Group**

37. The purpose of this Group is to bring together Elected Members, Senior Officers, Governors and other invitees to scrutinise and hold to account senior members of the Education Service within PCC - specifically with regard to the outcomes in schools.
38. I attended their meeting in April and found a wide selection of people in attendance. The discussion was intense with particular comments upon the School Improvement system. This group is able to talk and challenge what appeared to be accepted norms, but also to ensure that the important members of this Group are all aware of exactly where the Local Authority stand in relation to their ability to make changes in an era when there is far less mandatory requirement imposed upon Local Authorities.
39. The Group was concerned at the speed of change over the past few years in relation to education generally and how it affected the ability of the LA to require change from schools. I thought it was noticeable that no one from the Regional Schools Commissioners Office was present at these meetings, despite the fact that many of the schools under discussion were in fact Academies.
40. There was much discussion concerning the reading ability of children and what the LA was doing to try to improve upon this, since generally speaking the main area of disappointment in the KS2 tests in 2016 related to reading, and this badly affected the percentages. There is no doubt that the new test, which was known about from 2014, expected a wider reading experience, and the question was debated whether there had been enough time for schools to give children a wider reading experience to achieve even more. There were comments that some migrant children were able to read, but not necessarily understand what they were reading. There has been an

engagement with Vivacity to ensure that they develop their role looking after the libraries of the Local Authority to create an environment where more reading takes place. The Local Authority is engaging with the Literary Trust and much work is continuing now to try and affect the reading ability of the school children.

41. Concern was expressed that the Local Authority was heavily engaged in looking at the improvement within the school system and would still have the responsibility for doing this without any power to do anything about it.
42. The influence of the Local Authority will need to be great in the future to ensure that areas for improvement within Education do in fact happen. This requires real cooperation and deep understanding between the local community and the RSC.
43. There are known to be huge changes coming along also within the Secondary School system, particularly in relation to GCSEs. Comparisons in the future will be difficult whilst these changes go through at differing times. There will need to be an in-depth understanding of what in fact is happening in order to ensure that the situation is fully scrutinised as it proceeds.

#### **Meeting with Elected Members**

44. I have had discussions with the Cabinet Member for Children's Services, Councillor Sam Smith, and the Cabinet Adviser for Education and Safeguarding, Councillor June Stokes.
45. Councillor Smith's concerns related to the requirement to motivate, not just for schools but the parents and children also. She was concerned to know if all of the teachers in all of the schools were conscious in 2014 of the considerable change in the curriculum and how this would impact on the KS2 results two years later. Even if they did know, her question remained - did the parent of the children know and had they been

informed directly by the schools? Only if the parents had been contacted and became conscious of the need to, for example, read with their children at home, was there likely to be the improvement required. She believes that there should be across the authority system whereby parents are fully informed about the curriculum their children have to deal with.

46. The communication point continued with her in that she wished to ensure that all governors of all the schools were fully conscious of the need to be aware of the changes in the curriculum and what this would mean for the children in their schools.
47. We discussed the method of dealing with the problems which had arisen in certain schools and the need to challenge poor teaching or poor governance and she was completely agreed that the need for the officers of Peterborough City Council and the office of the RSC to get on well was a complete essential for the future.
48. Her further concern related to children in care, and as a result I had a meeting with the Head of the Virtual School, Dee Glover, who leads with the Virtual School for children looked after by the Authority. In relation to the children in care - she was able to utilise the pupil premium in order to obtain a better effect on literacy and this had appeared to be successful in relation to the KS2 results for those children. She was conscious of the fact that the results had been disappointing and how they might affect the KS4 results later on. Since some of the children in care are living in other Local Authority areas and she receives reports from those areas, she was very conscious that in other Local Authorities in 2016 they too had had disappointing results in many areas.
49. I have held meetings with Councillor Stokes and it is our plan for her to continue to visit the schools within the Local Authority area and to ask for responses following the 2017 KS2 and KS4 results, and try to obtain observations which will assist in ensuring that the School Improvement System could be more consistent in future years.

## Meetings with John Harris

50. As stated above, John Harris is well known within the Peterborough City Council Education Department and to schools across the local authority. He has been advising me in relation to any educational matters of which he is expert.
51. I had determined quite early on that it would be necessary to take a view about the progress and impact of the PSISN. I attended a meeting of the School Improvement Board and had a discussion with the Lead Headteachers. It was evident that schools had a strong commitment to the PSISN, as was evidenced by their continuing engagement with the peer challenges in the triads.
52. I requested a sample of Triad and Collaborative reports which were made readily available by the Chair of the School Improvement Board. John Harris reviewed the sample reports and also reflected on his experience in other local authorities where similar arrangements to the PSISN are in operation. From his analysis he identified three key challenge questions in relation to the current effectiveness of the PSISN.
- (1) How effective is the peer challenge process? Is there sufficient focus to the process? Do the reports provide clear enough focus on strengths, areas for development, and key priorities for improvement? Should there be external Quality Assurance? The reports sampled were completed to a variable standard and different formats were in use in the same challenge cycle. Would it be helpful to reduce the number of peer challenges each year from three to two?
  - (2) How effective is the support within the Collaborative/Triad? Sampling of the reports raises questions for me about whether the Collaboratives have the capacity to provide the support needed to accelerate the improvement in

attainment required in schools. There is also a question of variability in effectiveness of the challenge and support in each Collaborative.

- (3) How effective is the School Improvement Board? The original plan for the PSISN was to draw on the findings from peer challenge to identify key themes where the School Improvement Board would commission improvement support across the local authority. How far has there been timely and appropriate identification of key themes for improvement programmes?

53. It seemed to us that there was now the opportunity, after three years, to make some refinements to the PSISN, drawing on the experience of the Lead Headteachers and learning from other local authorities. This is a view that is also taken in the Nullam Report:

*'Officers, closely guided by a team of external consultants, have led school leaders through an in-depth process to establish the Peterborough Self-Improving Schools network (PSISN). The creation of this structure involved school leaders in its construction, and the processes involved were 'tested' through Headteacher conferences at four stages of its development. Documentation around this improvement model was thorough, but the implementation of this has lacked overall ownership and attention to detail. Accountability structures carefully built into the system have not been followed by all, this has led to fragmentation, with the best cluster examples taking the format of a high performing MAT and other headteachers paying lip service only to the PSISN. The issues evident do not appear to emanate from faults within the structure of the PSISN, but are the result of ineffective leadership through the School Improvement Board and the need for all parties to fully engage in this management board. This is in our opinion recoverable, but thought will need to be given to overall leadership and accountability together with how to hold people accountable for measurable key performance indicators.'*

54. We reflected on the current operation and membership of the School Improvement Board, and whether its functions could be built into a more appropriate partnership body. With an increasing number of schools converting to academy status and the fact that funding now goes direct to schools, we discussed the prospect of creating a Strategic Board for Education, Further Education and Skills. Such a body would be quite bold to create, but could have a real impact on education across the Local Authority affecting people's lives from very early years to adulthood. Such a Board would be important and make particular use of the very considerable experience of the best Headteachers in the Authority. This Board would be able to cope with dealing with the "wicked" issues which come to its table and for which there was no obvious immediate answer. It would, however, be very influential. This, too, is an approach favoured in the Nullam Report, which also highlights the importance of learning lessons from the way in which the School Improvement Board had been developed:

*'A clear opportunity is available to Peterborough City Council to create a remodelled brokerage body that represents all stakeholders within the region (Schools, Academies, MATs, LA education improvement boards, Teaching Schools). This body would have the ability to co-ordinate data sharing protocols across the City and associated counties, identify targeted local improvement priorities, support national priorities and design and broker relevant sector led and third-party interventions that are strategic, sustainable and evidence based. It will be important to identify why the current SIB failed to make the impact intended before restructuring this brokerage body, in order to ensure that mistakes are not repeated.'*

## Audit of Pupil Demography

55. I have taken into account the changing demographic profile of pupils in Peterborough, which is summarised below from the Nullam Report.

### ***'Pupil background***

#### *Language and ethnicity*

*Peterborough has a much greater share of children who have English as an additional language (EAL) than is the case nationally. At both primary and secondary level this is now approximately double the rate seen for England as a whole, both at primary and secondary level.*

*EAL rates have consistently been above those for England as a whole since 2003/4, the earliest year looked at, but these have pulled away from the national figure in the intervening period, particularly at primary level.*

*Such a trend will, without question, have placed extra demands on schools in Peterborough – which may not have been reflected fully in the amount of funding available to the authority, and to schools in the area.*

*Looked at by ethnicity, Peterborough has a much greater share of children from a background other than white British than is the case for the country as a whole – in recent years, driven by a particular growth in the number of children from 'other' white background.*

*In 2016, other white pupils became the second largest group by ethnicity at primary level, after white British; and the same is likely to be true of Peterborough's secondary schools in the near future<sup>1</sup>.*

*School population growth in Peterborough has been at a rate well above that nationally. Between 2005 and 2016, primary populations rose by 29% in Peterborough, versus 10% for England as a whole, while at secondary level nationally the number of pupils declined by 5%, but there was a 13% increase in Peterborough.*

*Trends in ethnicity data suggest that much of this growth in numbers is children newly arrived in the country, or the children of recent migrants.*

#### **Special education needs**

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<sup>1</sup> Gypsy/Roma is identified as a distinct group in published figures – included within our *other white* group – but published data does not record them as being a particularly large grouping. Published figures record there only being 181 Gypsy/Roma children within Peterborough's mainstream state-funded primaries, and 183 in mainstream state-funded secondaries, in 2016.

*The proportion of children with a statement of special educational needs (SEN) or an education, health and care plan (EHCP) in any education setting in Peterborough has been markedly above the rate seen nationally since at least 2004.*

*Since 2014 there has, however, been a decline in the share of children in Peterborough with a SEN statement or an EHCP, bringing the rate closer to the national average.'*

## **Special Educational Needs**

56. I met with the Head of SEN and Inclusion, Sheelagh Sullivan, and she explained to me that, following her employment as the lead officer some 18 months ago she has been working with schools to establish more resilient arrangements for supporting children with special educational needs in mainstream schools. The creation of a hub network of 11 SEN hubs is central to this approach, along with improved support for SENCOs, increased and more appropriate specialist help for schools in aspects such as sensory support and autism, and a significantly increased and appropriate learning and development offer that includes an annual Peterborough SEND Conference. These developments are part of a drive by the local authority to promote more effective educational inclusion for children with SEN.
57. The local authority has worked hard with schools, wider services and parents to develop guidance for schools about when to apply for a statutory Education Health and Care assessment. The guidance and its application has been in operation for approximately twelve months. Feedback gathered as part of the Nullam Report suggests that some schools are still adapting to the new arrangements.

*'SEN numbers across the City are above national averages but the gap between Peterborough and national statistics has been reducing since 2014 to a point where it is at its lowest point in years at 0.5%. There is no doubt that the 2014 Code of Practice has placed additional burdens on schools and SENCOs specifically. Schools generally appear to be coping with these pressures with many assigning clerical support to SEN*



*leads in schools to allow them to spend as much time as possible with students and their parents. School leaders report that the structures and qualifying criteria for reporting suspected SEN need are such that in many cases they simply “roll their sleeves up and do the best that they can.” ...Anecdotal evidence from school leaders suggests that this is currently not the case, resulting in many schools simply “rolling their sleeves up” and doing the best they can, without looking for the additional support that might often be in the best interest of the student concerned.’*

58. Sheelagh Sullivan has advised that an evaluation of the impact of the new arrangements for supporting children with SEN is planned for the autumn term. This will be an important opportunity to take feedback from schools and other stakeholders and make any necessary adjustments.

### **National Literacy Trust**

59. The Local Authority in Peterborough has been engaged in working with this national entity to considerable effect in past years. There are regular meetings chaired by the CEO Gillian Beasley to continue to emphasise the importance of improving literacy in the LA area. The meeting I attended was both vibrant and full of new ideas how to engage the children and parents to improve literacy in the future.
60. School readiness is part of the discussion and the Peterborough LA has developed a programme for this with most attractive pamphlets to engage with communities called ‘Ready to START School’. This is to be highly commended together with a programme called ‘Early Words Together’.
61. Vivacity is also starting to engage through the libraries with a Reading Strategy in conjunction with the LA Education Department which will become important not just for children but for parents also.

## **Governors**

62. Although my remit did not cover this item in particular I do think it is worth commenting at this stage on the great importance of getting the right Governors for our schools .It is the job of the Cabinet member to approve all local authority governors for maintained schools and their input and impact cannot be overstated. In my opinion the importance of getting the right people with different skill bases is vital. Governing bodies should be encouraged and supported in undertaking regular skills audits, and should also commission external reviews of their effectiveness (for example by the National Governors Association).
63. Governors need to be involved in the school improvement push for schools within the Peterborough LA and in particular be informed by the Heads of any changes in legislation and curriculum which may affect outcomes –such as has been happening in more recent years.

## **Nursery & Pre-School**

64. I do believe that this area of education is very important indeed. Done correctly it provides a strong foundation for children’s learning and wider personal development. In the Peterborough local authority area we have one maintained nursery school at Caverstede. Abbotsmede, Brewster Avenue, Old Fletton, Thorpe and Fulbridge schools all have pre-school classes. The rest of provision in the authority -106 settings - is made through private, voluntary and community organisations. In addition there are 152 childminders registered with the local authority
65. My understanding is that the funding rates provided for the 15 hour free pre-schooling are higher than many local authorities including Cambridgeshire. The majority of our pre-schools have signed up for the 30 hour provision also which is beneficial to the children within the authority boundaries. .

66. In relation to vulnerable and SEN children the local authority has established an SEN Inclusion Fund. This is from the early years funding provided by the Government and has to be claimed by the early years provider. It does mean that there is some additional funding for these children to support early years settings in meeting their needs.
67. Caverstede Nursery will be the Early Years hub setting for SEN Provision. The local authority is particularly concerned for there to be recognition of early years SEND. Children in their pre-school years who have complex SEND needs are supported via the Early Support Pathway process. When this support is provided by one of the private/voluntary early years settings there is a process in place for informing primary schools about children who have been on the Early Support Pathway so that there is an effective transition into Reception.
68. A Market Position Statement is formulated annually which is a great asset for all to consider. Although there is no capital funding available for new nurseries the authority has set aside extra funding to assist with the provision of the extra 15 hours requirement which seems to me to be excellent.

## D. EDUCATION REVIEW RECOMMENDATIONS

### Vision and Direction

- (1) There is a need for a new Vision and Mission for the Local Authority in relation to education from Early Years to Secondary level. The Vision should support 'an Education System that works for all children in Peterborough' There needs to be a system leadership approach to self-improvement that permeates through the professional system, children, young people and families.. The process for developing the vision and then turning it into a workable strategy and plan are key. The Vision should be to Educate Together and the Mission should be to Improve Education Together.

In giving effect to this recommendation, the Nullam Report has suggested:

*'.....consideration be given to creating a tangible and far reaching strategic goal for all stakeholders within Peterborough City Council, irrespective of department. In previous discussions with officers and members we talked around the introduction of a "Target 100" goal that could be aligned to the proposed overarching vision. In principle, the concept is to have shared goal that all stakeholders can relate to and work towards. We used the number 100 to reflect an aspiration to move from the current council league position to number 100. This goal requires visibility around the key milestones and benchmarks that have to be achieved to be seen as an evolving council moving up any associated league tables, once the initial goal is achieved then a new target is set using the milestones and benchmark model. The "Target 100" is a top down initiative that offers easy stakeholder buy-in and strengthens internal communication.'*

and:

*'Ensure that the process for setting school based targets is completely transparent to school leaders; they need to 'buy into' the process and vision, and success will be the result of school leaders truly owning these school based challenges. Following a top down-bottom up approach to setting targets a gap analysis should take place to ensure challenge is delivered appropriately and that support is effectively targeted towards need.'*

- (2) There should be a conference called to discuss and workshops run to debate the need for the Vision and Mission and the general target for the Local Authority in relation to Education over the course of the next 5-10 years. A “hearts and minds” approach is required from all taking part.
- (3) Togetherness being the theme, the togetherness of the Vision and Mission of the Education Department in Peterborough should be exactly the same as the functional requirements of the Regional Schools Commissioner and his/her Officers. If there is any visible disagreement between the two, the Vision and Mission will not succeed, or have greater difficulty in succeeding.
- (4) A high profile media campaign should be carried out to raise public awareness of the successes of – and the challenges for – education in Peterborough. The public should be more fully informed on a regular basis in order that a knowledge of the work carried out by the local authority, and the office of the RSC is better understood.
- (5) Consideration should be given to having a ‘leading headteacher’ for each phase of education who would work with local authority officers and the RSC to champion the Peterborough locally maintained schools. This could be a role for

the headteachers who chair the primary and secondary headteacher meetings currently.

### **Leadership and Governance**

- (6) Consideration should be given to establishing a Strategic Board for Education, Further Education and Skills to ensure a bold educational strategy across the whole Authority. Similar Boards are being set up in Doncaster, Leicester and Hounslow, for example. The functions of the Board would need to be worked out alongside the RSC's sub-regional arrangements to ensure alignment of approach and to avoid duplication. This would also entail the abolition of the SIB to and the incorporation of its functions within the Strategic Board.

### **Improving Challenge and Support for Self-Improving Schools**

- (7) The local authority continues to have a statutory responsibility for monitoring, challenge and support in relation to schools causing concern. Local authority officers should work with schools to ensure that the associated processes are clear, transparent and consistently applied.

The findings from the Nullam report are important here:

*'The processes for the LA monitoring and challenging school leaders and governors on school performance needs to be clear and transparent. School leaders need to be absolutely clear on why this process is necessary (and the LA's obligations here), how this will work in practice, the identity of key LA staff involving themselves in this process and the various types of intervention available to schools where it is identified that additional support may be required. The LA must make the actions that it may take, where concerns are identified, absolutely clear, this possibly involving RSC, Diocesan Authorities, MAT CEOs etc.'*

- (8) The local authority should provide more systematic arrangements for collecting, analysing and using data to support school improvement.

The Nullam Report suggests:

*'a fully integrated and accessible data sharing portal, one that would improve the process for educational leaders and impact the quality of education and services they provide. A key recommendation in this area is the need for a scoping exercise with relevant stakeholders drawing out a detailed ICT needs analysis. Data warehousing should also be a consideration, allowing system administrators to migrate key trending information from the current multiple systems....We would also recommend that consideration be given to introducing the post of schools data analyst. This person to be responsible for the structured input of data to a MIS and working closely with officers to produce trend and current performance reports to better inform conversations with school leaders and to enable the authority to adopt a proactive approach to identifying potential performance issues and pointing interventions towards these.'*

- (9) Schools demonstrate a strong commitment to the PSISN. I would recommend working with the Lead Headteachers and local authority officers to remodel aspects of the PSISN, responding to the challenges identified by John Harris and the findings in the Nullam Report.

- (10) Review the composition of the School Improvement Board, e.g. the Assistant Director of Education at Peterborough should have a permanent seat on the Board and not be a mere invitee. It is vital that the Chair is determined and

appropriately experienced and the question of any succession planning for the future needs to be considered.

- (11) More teaching Schools are required and this will mean the best schools putting themselves forward to attain this standard. A concerted proposal by the Local Authority and the RSC to individual schools may be required to obtain more collaboration in this regard.

### **Tackling Barriers to Learning**

- (12) As part of the drive to improve educational outcomes in Peterborough, the local authority should work with schools to develop a strategic approach to improving the attainment of vulnerable learners. The Nullam Report outlines a possible approach:

*'.....concentrate attention on narrowing the gap between free school meal students and all students in all primary schools, and working with Teaching Schools to put appropriate interventions in place in schools where this gap is clearly widening over a three-year trend. We recommend assessment of an annualised local and national trends strategy that focuses on narrowing the gap and to monitor carefully the impact of the pupil premium grant.*

*It is clear that Peterborough City Council would benefit from working closely with schools in order to better define its most 'at risk' learners. The process of identifying these students and families is becoming ever more complex.*

*We would suggest that **PCC should commission a research group involving key PCC Officers and school Early Years, primary and secondary school leaders, to investigate and identify who the most vulnerable learners are within Peterborough Schools and suggest strategies for better supporting these students and their families.***



- (13) The churn of pupils through the schools is the major problem within certain schools in the City of Peterborough. The local authority should adopt a more strategic approach to the issue of mobility in schools, examining pupil mobility in its schools against the wider national and local context.

Nullam comments here:-

*[The local authority] should identify the particular causes and characteristics of mobility in Peterborough and their implications for schools and the LA in seeking to raise achievement. Our recommendation can be managed in two ways.*

- The first being through a survey of the views of Peterborough headteachers. Findings should allow the LA to gain a deeper understanding of the administrative, pastoral and teaching and learning issues which face schools with high levels of mobility, and to identify strategies that minimise the effects of mobility on achievement.*
- The second should involve an analysis of available statistical and documentary information relating to the scale, pattern and dynamics of mobility in the school system, together with interviews with headteachers and staff in its high mobility schools, and local authority staff in Education, Housing and Social Services whose roles and responsibilities can provide further insights into different aspects of mobility.*

### **Building Capacity**

- (14) The Corporate Director and senior leaders need to ensure that there is a strategic approach to succession planning and capacity building within the service to ensure the sustainability of the local authority's Education functions. The Nullam report highlights this as a key operational requirement.

*'We anticipate that there could be several phases of development and growth within the School Standards and Effectiveness division. If this is case, officers should be considering their approach to internal recruitment and retention as well as their ability to attract suitable external candidates. HoS concerns on workforce demographic issues should be modelled and addressed where possible. Officers should ensure that capacity assumptions are fully explored and aligned to the perceived solutions.'*

- (15) Teacher recruitment is absolutely vital and obtaining this in Peterborough is not easy. Schools should be involved in the Teach East Programme, or another programme of the same ilk as training locally is obviously very effective to obtain newly qualified trained teachers. Again, the Nullam Report concurs with this recommendation:-

*'Our attention was brought to the successful TEACH EAST SCITT and its most recent high conversion of NQTs placed into local schools, some 87%. Schools should be encouraged to engage with the TEACH EAST programme at a much earlier stage to ensure potentially "outstanding" teachers are not recruited by out of borough schools.'*

Appendix 1 – Peterborough City Council – Education Review – Comparison Spreadsheet Meeting Expected Standard at Key Stage 2 2016

Percentage of Pupils Meeting Expected Standard at Key Stage 2 2016														
	Bedford Borough	Cambs	Central Beds	Essex	Herts	Luton	Norfolk	Peterborough	Southend	Suffolk	Thurrock	Eastern Region	England	
% achieving expected standard in reading	59	66	65	67	72	56	64	55	67	63	63	66	66	
% achieving expected standard in grammar, punctuation and spelling	68	70	68	74	77	71	66	65	73	68	72	71	73	
% achieving expected standard in Maths	59	67	65	71	73	64	62	61	71	64	68	68	70	
% achieving expected standard in writing	68	72	77	76	79	70	77	72	79	71	76	75	74	
% achieving expected standard in reading, writing and Maths (RWM)	42	53	51	56	59	45	50	43	56	49	51	53	54	
LA national ranking for % achieving standard in RWM	152	84	106	50	24	147	119	151	50	123	106			

*Appendix 2 – Peterborough City Council – Education Review***List of Principal Documents considered by Councillor Lynne Ayres**

<b>Document No.</b>	<b>Document Name</b>	<b>Date</b>
1	Strategic Review of Education Services in Cambridgeshire and Peterborough – Final Report by John Harris Consulting Limited	Dec 2016
2	Nullam Final Executive Report Peterborough City Council Education and Support Service Provision Audit	Aug 2017
3	PCC Education Services Briefing Discussion Paper	23 <sup>rd</sup> Feb 2017
4	PCC School Improvement Board Membership & Governance Paper	Undated
5	PCC School Improvement Board Terms of Reference	Undated
6	PCC School Improvement Strategy	Sept 2016-2017
7	PCC School Review and Support Handbook	Sept 2014
8	PCC In-School Support Offer for Schools, “Helping children to be the Best They Can Be”	2016-2017
9	PCC Education Scrutiny and Challenge Group Purpose and Aims	Undated
10	DOE Schools Causing Concern	Mar 2016
11	Early Years Market Position Statement – Being reviewed	Mar 2017
12	Special Educational Needs and Disabilities (SEND) Inclusion Policy	2016-2019
13	A Guide to Peterborough Hub Network	Jun 2017
14	Update to the School Organisation Plan	2015-2020

<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 7
<b>7 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

Report of:	Wendi Ogle Welbourn - Executive Director, People and Communities	
Cabinet Member(s) responsible:	Cllr Lynne Ayres - Lead Cabinet Member - Education	
Contact Officer(s):	Gary Perkins - Assistant Director (Education)	07920 160285

## RESTRUCTURE OF EDUCATION SERVICES

RECOMMENDATIONS	
<b>FROM:</b> Gary Perkins, Assistant Director (Education)	<b>Deadline date:</b> 7th September 2017
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>Note that the previously discussed restructure of Education Services has now been completed.</li> </ol>	

### 1. ORIGIN OF REPORT

- 1.1 This report is offered at the recommendation of the Assistant Director (Education) to update and inform the committee.

### 2. PURPOSE AND REASON FOR REPORT

- 2.1 This reported is presented to confirm to the Committee that the Education Services restructure has been completed.
- 2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council :
- Education, including
- University and Higher Education;
  - Youth Service;
  - Careers; and
  - Special Needs and Inclusion.
- 2.4 This report links to the Corporate Priority: Improve educational attainment and skills
- 2.5 This report links to the Children in Care Pledge: Support children in care to have a good education

### 3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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#### **4. BACKGROUND AND KEY ISSUES**

4.1 On 5th January 2017 the committee were apprised of the likely changed statutory duties of the local authority in relation to education, and the proposals for a restructure of the Education Services division.

It has been the policy of the last three governments to change the role and responsibilities of local authorities in relation to their work with schools. Along with reforms to promote the financial and governance independence of schools, there have been reforms to limit the statutory responsibilities of local authorities. In addition, other more recent reforms have been more prescriptive about the roles of local authorities and how those roles are to be discharged.

The present government has also introduced changes to education funding that have reduced funding received by local authorities for its statutory roles. In addition, general local government funding has reduced substantially while service demands have increased.

As a result, it has been necessary to review what the local authority needs to do to discharge its statutory functions for education services, how it is organised to do this, and how it pays for these.

The fundamental approach is that, as the champion of children and families in Peterborough, the authority will continue to promote the best possible education, with a particular focus on disadvantaged children and families.

The statutory duties of Education Services in relation to schools are:

- The provision of school and pre-school places;
- Buildings and Asset Management;
- Admissions to Schools;
- Home to School Transport;
- SEND referral and assessment;
- The Local Offer SEND 0-25;
- Being the champion of children and families, especially the most vulnerable, including the Virtual School for Children in Care;
- Promoting good school attendance;
- Functions in relation to the exclusions of pupils from schools;
- Monitoring and moderation of national curriculum testing and assessment EYFS, Y1, Y2 and Y6;
- Intervening, in conjunction with the Regional Schools Commissioner, in local authority maintained Schools Causing Concern.

4.2 The statutory duties as outlined in that report remain unchanged.

4.3 As a result of national economic and education policy, it is confirmed that a restructure of the Education Services division has now been completed.

4.4 Consultation with professional associations and unions commenced on 24th April 2017, and with staff on 26th April 2017. This consultation concluded on 26th May 2017 and the outcome was released to staff and others on 7th June 2017. All suggestions and comments offered via consultation were acknowledged and considered. The vast majority of these were implemented in the final restructure.

4.5 As a result of the restructure, the Schools Infrastructure and Early Years Quality and Sufficiency Teams have remained unchanged.

4.6 The Special Educational Needs and Inclusion Team has been restructured to better reflect best practice. There is now a much sharper focus on statutory assessment and monitoring and a reshaping of specialist services for visual and hearing impairment. Please note the structure chart attached to this report as Appendix 1.

- 4.7 Within SEN/Inclusion, a process that began more than 12 months ago to de-centralise services in response to new legislation and SEN reform has continued. Services are moving from “school-facing” to “parent and child focused”, which means schools taking more responsibility for the services they need to provide to pupils rather than relying on a centralised pool of local authority SEN staff.
- 4.8 Improving educational attainment for vulnerable children and young people, including those with special educational needs (SEN), is a key priority for the council as it strives to improve outcomes and life chances for all children and young people in Peterborough. The changes made to SEN and Inclusion Services are proposed in the spirit of this aspiration. The intention is to ensure that service provision matches local need, as well as national requirements, in the interests of better outcomes for children and young people with SEN.
- 4.9 The changes implemented are in line with Peterborough’s Inclusion Strategy and the SEN and Inclusion Service Action Plan. The intention of the the change is to further develop services that put children and young people at the centre of commissioning and delivery and ensure that schools have the knowledge, resources and support required to directly meet the day to day needs of children and young people with SEN. Specifically this involves a move away from centralised and/or process-driven services to family-facing services that support but also challenge settings in the interests of better outcomes for children and young people with SEN.
- 4.10 The team has been restructured based upon the experience and learning from the last two years following implementation of the new Code of Practice. The implications of this new legislation require a service that is primarily focussed upon, and responsive to, children, young people and their families rather than the statutory administrative process. This demands particular skills and experience that have been invested in the development of Education, Health and Care Plan (EHCP) Coordinators. These posts work directly with families and settings. The proposals confirm the current increase in the numbers of permanent EHCP Coordinators.
- In addition, the increased complexity and demands upon the service have required a review of the management support and structure within the team. The changes confirm the requirement for two deputy posts to oversee the ‘assessment’ and ‘monitoring’ arms of the service. A new role has been created to lead the service that better reflects the increased complexity and responsibility of the role.
- 4.11 **Sensory and Physical Support Service**
- The needs of the service have developed over a period of time along with a number of posts being vacated which led to incremental service changes.
- In order to align Sensory and Physical Support Services within the scope of one management role has led to the creation of a new role.
- The duties of the Lead Teacher of the Deaf are incorporated into the role of Head of Specialist Teaching Services (Sensory and Physical Support Service).
- 4.12 The School Improvement Team has been restructured to better reflect the changed statutory duties and the national policy of supporting a self-improving schools system, with school improvement activity led by schools themselves rather than by local authorities. The local authority retains the duty to intervene in schools causing concern where they are maintained by the local authority. The number of schools maintained by the local authority is diminishing, and it is anticipated that within 12-18 months there will be very few maintained schools, the vast majority by then having converted to become academy schools.
- 4.13 The School Improvement Team is renamed as the School Standards and Effectiveness Team. Its statutory duties are:

- to intervene in maintained schools causing concern;
- to monitor and moderate national curriculum assessments for pupils aged 5 years, 7 years and 11 years;
- to promote good school attendance;
- to act as the champion for children and families;
- to provide a Virtual School for Children in Care;
- managing the administration of the exclusion of pupils from schools;
- building effective relationships with and supporting the Standing Advisory Council for Religious Education
- providing statutory monitoring of Elective Home Education, intervening where appropriate.
- identifying and intervening or reporting safeguarding concerns, particularly in relation to unregistered schools
- brokering relationships to support continuous improvement

4.14 In addition, this team will also fulfil the non-statutory duties of:

- acting as professional advisers to the Chief Executive, Corporate Director, Leader of the Council, Cabinet Members, Scrutiny Committee members and Elected Members;
- reporting to elected members and others regarding standards and achievement in Peterborough schools;
- identifying evidence based interventions and access to these to support continuous improvement in partnership with Teaching Schools and other appropriate agencies/organisations;
- monitoring and reporting to appropriate forums the effectiveness of schools as judged by the outcomes of OFSTED and other inspections;
- liaison with and reporting to the Regional Director (OFSTED);
- liaison with and reporting to the Regional Schools Commissioner and her staff;
- building effective relationships with academy schools and multi academy trusts and maintained schools, including special schools and the PRS;
- acting as the Appropriate Body for newly-qualified teachers on a traded basis and as an adviser to the Teach East School-Centred Initial Teacher Training organisation;
- providing advice, guidance, support, challenge and clerking services to school governing bodies and trust boards via service level agreements;
- providing support and advice to governing and academy trust boards in relation to Headteacher Appraisal, on a traded basis;
- providing advice, guidance and challenge to schools on a traded basis;
- acting as champion and facilitator of the Peterborough Vision for Reading (formerly the Reading Strategy) and managing the National Literacy Trust hub in Peterborough.

4.15 The structure for the School Standards and Effectiveness Team is attached for the committee as Appendix 1. Strategic oversight will be provided by the Assistant Director (Education) and operational leadership from the Senior Advisers, Attendance Team Manager and Governor Services Manager.

4.16 The Assistant Director (Education) will line manage the Heads of Service of the 3 other teams within Education Services and also provide strategic oversight for those teams.

## 5. CONSULTATION

5.1 Consultation has taken place with the following:

Elected members via the Children and Education Scrutiny Committee;  
 Elected Members via the All Party Policy Forum;  
 Professional Associations and Trades Unions of affected staff via ECNF;  
 All members of staff within Education Services;  
 Schools via workshops and group meetings.



## **6. ANTICIPATED OUTCOMES OR IMPACT**

- 6.1 It is expected that, as a result of this report and the associated discussion, members will have a greater awareness of the roles, functions and structure of Education services, especially in respect of the SEN/Inclusion and School Standards and Effectiveness Teams.

## **7. REASON FOR THE RECOMMENDATION**

- 7.1 To raise awareness amongst members of the committee.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

- 8.1 Various other structures were considered, but dismissed as either impractical or unaffordable.

## **9. IMPLICATIONS**

### **Financial Implications**

- 9.1 Savings to staffing budgets:

The restructure to the SEN/Inclusion Service is not driven by the need to make savings, but to produce a structure which more accurately reflects the changed role of the LA in this area, the requirements of the revised legislation and a desire to move to a position of best practice to reflect this reform. As such, the financial impact of these changes is largely cost neutral.

- 9.2 The restructure to the School Improvement Service has been driven by changes to the role and statutory duties of the LA in respect of schools. It also reflects a diminished income received by the LA, an increasing number of schools converting to academy status and, therefore, the need to make savings.

- 9.3 In the financial year 2017/18, the savings accumulated by this restructure amount to a total of £229,584 from the School Improvement Team staffing budget and a reduction of 6 posts from the team.

- 9.4 For many years, this team has operated within a traded service environment and has earned income. Given that the number of staff has been reduced, the capacity to earn such income in the future is diminished as a consequence. The projected income from traded services for the 2017/17 financial year shows a likely reduction of at least £95,541.

- 9.5 The net saving, therefore, is £134,043 for 2017/18.

- 9.6 If the structure were to remain unchanged for the 2018/19 financial year, the full year saving on staffing compared to the previous structure would be £331,633. There would, however, be a consequent loss of income earned and so this figure is gross rather than net. The net saving is projected to be £236,092.

### **Legal Implications**

- 9.7 No implications for contracts or terms and conditions of employment.

### **Equalities Implications**

- 9.8 No implications.

### **Rural Implications**

- 9.9 No implications

**10. BACKGROUND DOCUMENTS**

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

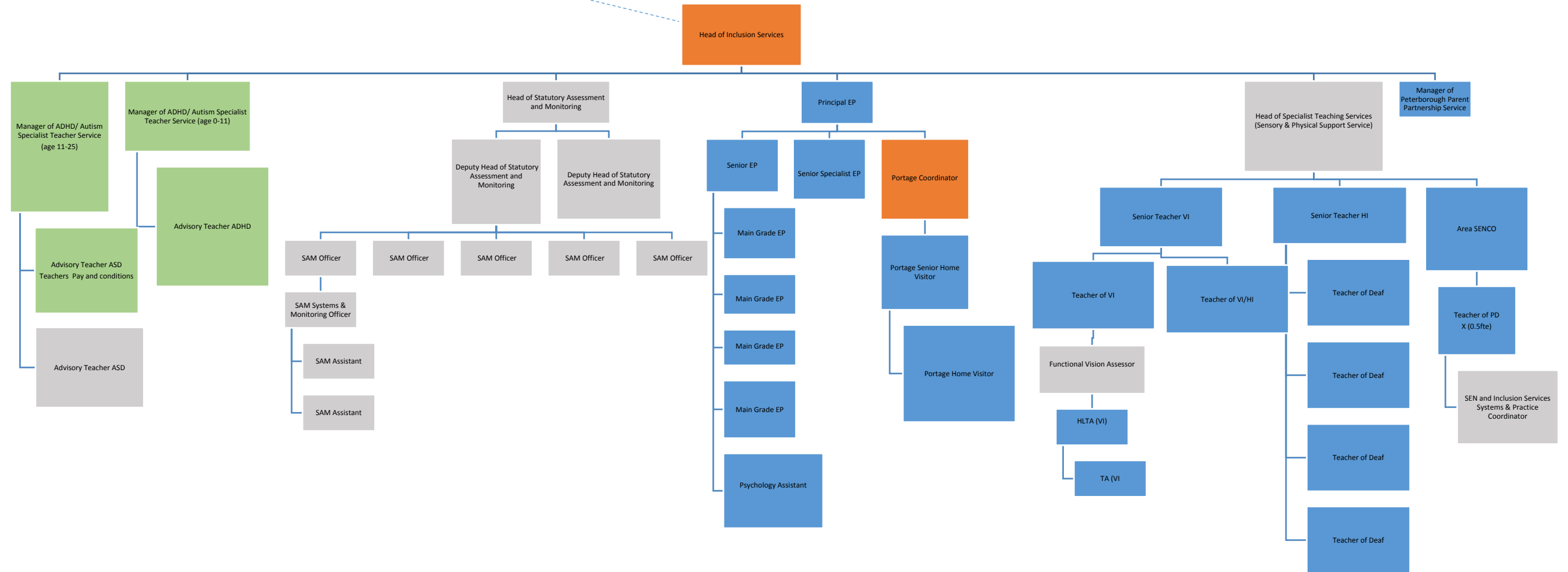
- 10.1 “The Future Shape of Peterborough City Council Education Services - Formal Consultation Outcome” Version 5 - 05 June 2017

**11. APPENDICES**

- 11.1 Appendix 1 - Structure Charts

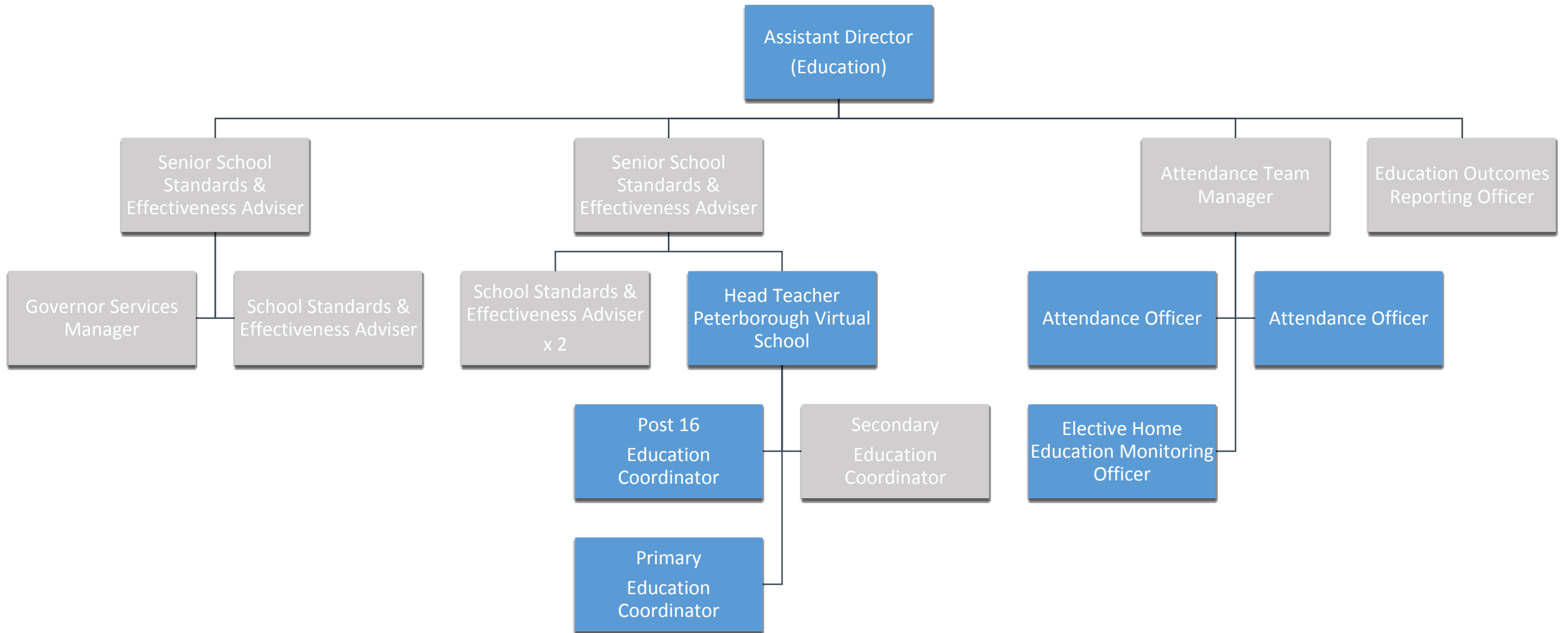
# SEN and Inclusion Service – Confirmed Structure

- New post
- Change in line management
- No change
- Change of job title



## School Standards and Effectiveness Team - Confirmed Structure

- New post
- No change



<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 8
<b>7 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

Report of:	Lou Williams: Service Director for Children and Safeguarding	
Cabinet Member(s) responsible:	Councillor Smith: Cabinet Member for Children's Services	
Contact Officer(s):	Lou Williams: Service Director for Children and Safeguarding	Tel. 864139

**SELF-ASSESSMENT OF CHILDREN'S SERVICES IN PETERBOROUGH**

<b>R E C O M M E N D A T I O N S</b>	
<b>FROM:</b> Lou Williams: Service Director for Children and Safeguarding	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>1. Note the content of the report including the areas where services are performing well as well as those where there is a continuing need for some development, and:</li> <li>2. Note the actions being taken to ensure that services are working collectively together to improve outcomes for vulnerable children and young people.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 This report was requested by the Committee so that Members are made aware of the current self-assessment of children's services in Peterborough.

**2. PURPOSE AND REASON FOR REPORT**

2.1 This report summarises the arrangements for the self-assessment of the quality of children's services in Peterborough. The report also describes the arrangements for assuring the robustness of the self-assessment through the Eastern Region of the Association of Directors of Children's Services.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council :

1. Children's Services including
  - a) Social Care of Children;
  - b) Safeguarding; and
  - c) Children's Health.
2. Education, including
  - a) University and Higher Education;
  - b) Youth Service;
  - c) Careers; and
  - d) Special Needs and Inclusion.

### 3. Adult Learning and Skills

- 2.3 This report relates to the corporate priority to support vulnerable people.
- 2.4 Although this report is not about children in care and so the children in care pledge does not specifically apply, the undertakings within the pledge to act to keep children safe and help children to stay safe and to respect children as individuals, with differing needs and beliefs, and who therefore need tailored services are both relevant to this report.

### 3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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### 4. **BACKGROUND AND KEY ISSUES**

- 4.1. A key element of any inspection by OfSTED is an assessment of the extent to which the leaders and managers of children's services understand the quality of the services for which they have responsibility, including their understanding of any areas for continuing development.
- 4.2. Children's services in Peterborough received their last full inspection in 2015, when the outcome was that services required improvement in order to deliver consistently good outcomes for children and young people.
- 4.3. In June 2017, a Joint Area Targeted Inspection of the impact of the services delivered by the key agencies in Peterborough on tackling neglect took place. This was a multi-agency inspection that included OfSTED inspecting children's services, Her Majesty's Inspectorate of the Constabulary inspecting police services, her Majesty's Inspectorate of Probation inspecting probation and the local Community Rehabilitation Company [BeNCH], as well as the Care Quality Commission, which inspected health services in Peterborough.
- 4.4. Both inspections identified that leaders and managers knew their services well. While both identified areas where there are continuing challenges in the delivery of services that deliver consistently good outcomes for children, both also found that leaders were taking action in order to improve consistency and quality. The recent joint inspection also confirmed that good progress had been made since the inspection of children's services in 2015.
- 4.5. Inspections of children's services are either unannounced or are announced with minimal notice and so we cannot say when an inspection will take place. That said, it is now more than two years since the last full inspection, meaning that a further full inspection is unlikely to be far away.

#### **Self Assessment**

- 4.6. As noted above, self assessments provide evidence of the extent to which leaders and managers know the services for which they are accountable. This includes knowing about strengths and good practice as well as about areas for development and the extent to which there are plans in place to address these.
- 4.7. Self-assessments also help local authorities to be prepared for when they are notified of an inspection. Inspections are either unannounced or announced with minimal notice, meaning that it is helpful to have a regularly revised assessment of local service provision.
- 4.8. In common with all local authorities in the Eastern Region, Peterborough completes an annual self-assessment using the Association of Directors of Children's Services Eastern Region template. The most recent of these self-assessments is attached as Appendix 1 to this report. It is very detailed, but the main findings are summarised later in this report.

- 4.9. The self-assessments produced by each local authority in the Eastern Region are subject to peer-challenge. This means that Directors of each authority undertake to analyse the quality of the self-assessments of two other authorities and provide a view about the extent to which assessments are evidenced-based.
- 4.10. Feedback from the DCS challenge was that our self-assessment described our strengths and areas for development well, but that it could be shortened by including less information about business as usual. This feedback will be incorporated into subsequent versions.
- 4.11. The extent to which the self-assessment accurately describes children's services in Peterborough was also thoroughly tested by the Joint Targeted Inspection that took place in March 2017, more details of which can be found below.

### **Summary of Self-Assessment**

- 4.12. The main self-assessment at Appendix 1 contains detailed information about Peterborough, the features of the local population of children and families and any implications for delivering quality safeguarding and early help services to the community.
- 4.13. It identifies where there are key areas for development planned in the forthcoming 12 months including, for example, information about plans to co-locate the Multi-Agency Safeguarding and Early Help Hubs [the front door to accessing many of our services] with Cambridgeshire, as well as the development of Family Safeguarding and the Targeted Youth Support Service.
- 4.14. The self-assessment reports that we are able to demonstrate many areas where practice has improved since the last full inspection of children's services took place in 2015. In particular, we can evidence:
- Continued strong engagement in early help services across the City by our partners, with early help services delivering good outcomes;
  - Much improved stability within the children's social care workforce and reduced vacancy rates;
  - Lower caseloads within Children's Social Care [although I would like to see these fall further if possible];
  - Increased management oversight in many areas including in respect of children subject to child protection plans;
  - A growing contribution to outcomes for children by our alternatively qualified workforce;
  - Improvements in a range of compliance areas including in relation to the timeliness of medicals for children when they first come into care, the regular visiting of children and some improvement in the frequency and quality of supervision, although this remains an area where there is room for continued improvement.
- 4.15. Areas where we have identified a need for some continuing development include:
- The consistency and quality of assessments and care planning – some of which is very good, outcome focused and 'SMART' – but this is not always the case;
  - The consistency and quality of management oversight and supervision, which links to the variable quality of assessments and care planning noted above;
  - The lack of up to date daily and weekly performance monitoring information for managers to support them in their work;
  - The extent to which recording is in sufficient detail to ensure that the quality of direct work and the lived experience for the child is described.
- 4.16. Management oversight and supervision is a key part of the role of team managers within Children's Social Care. Team managers have some of the most difficult roles in the service. They are not easy to recruit as there is a shortage of people who have the necessarily broad skill-set and experience. A number of our team managers are relatively new to the role as a consequence.
- 4.17. Awareness of some gaps in consistency in management oversight therefore led us to commission bespoke training and development for this group of managers, together with a modified approach

for advanced practitioners, who also supervise staff. This programme began in March 2017 and will conclude in early September. It has involved a number of group briefings, alongside some individual sessions. We have taken this approach because we want to build the skills of our workforce in order that they in turn can deliver improved outcomes for children and young people.

- 4.18. Our successful bid to the Department for Education to deliver Family Safeguarding in Peterborough should lead to improved outcomes for children while also helping to address issues such as the quality of recording.
- 4.19. Family Safeguarding is an approach developed in Hertfordshire and involves the secondment of adult practitioners into children's social care teams. These practitioners are experienced in working with adults with substance or alcohol misuse difficulties, domestic abuse perpetrators as well as victims and adults with mental health issues. This approach is underpinned by motivational interviewing, which is a model of engagement that supports families to make sustainable changes.
- 4.20. The model includes a revised method of recording case work, which has been accepted by local courts in Hertfordshire as providing evidence of the work with families, reducing the time that social workers spend on writing court reports, and improving the focus of their recording.
- 4.21. The experience in Hertfordshire is that the approach has been very effective, reducing numbers of children coming into care and subject to child protection plans as many more families have made the changes necessary in order to be able to safely parent their children. In addition, families where the chances of sustainable change are minimal are identified more quickly, meaning that children live for less time in a harmful environment.

### **Joint Targeted Area Inspection**

- 4.22. As noted above, there was a Joint Targeted Area Inspection of services in Peterborough that took place in June 2017.
- 4.23. Joint Targeted Area Inspections [known as a JTAI] are themed inspections that include inspectors from the Care Quality Commission [for health services], OfSTED [for local authority and early help services] Her Majesty's Inspectorate of the Constabulary [for the police] and Her Majesty's Inspectorate of Probation [for local Probation and Community Rehabilitation Companies]. A JTAI takes place on a no notice basis and lasts for 3 weeks.
- 4.24. Themes for JTAs change once every 6 months or so. The current theme is on how agencies work together to reduce the impact of long term neglect on children and young people.
- 4.25. Peterborough was notified of a JTAI at the beginning of June 2017. The first two weeks of the inspection involves inspectors requesting and reading large amounts of information from all partners. During this time, inspectors also agree which children and families they will track in detail. Inspectors were actually on site during the week beginning 26<sup>th</sup> March 2017.
- 4.26. Inspectors spend the week on site interviewing practitioners, children and families and looking through case records of a wide range of children and young people. They also speak to key senior officers and other partners including, for example, local schools.
- 4.27. A much shorter multi-agency self-assessment was completed for the JTAI, focused on the Council's and our partner's responses to neglect. This can be found at Appendix 2 to this report. As far as the Councils' children's services are concerned, similar themes are described in respect of areas where we have made progress, and areas where development continues to be needed, as are described in the full self-assessment at Appendix 1.
- 4.28. The JTAI process results in what is called a 'narrative judgement', where key strengths and areas for development identified by the inspectors are detailed in a letter. This letter is attached at Appendix 3 to this report.
- 4.29. Inspection processes are always helpful, despite being challenging and stressful for many members of staff at the time. The inspectors have helpfully identified a number of areas where we



can further improve practice both as a Council and as a key member of the broader partnership, particularly as this relates to tackling neglect. It is encouraging that the areas identified by the inspection as ones where continued development is needed are mostly in line with areas that we had identified as part of the self-assessment process.

- 4.30. Inspectors identified that the quality of assessments was improving and that multi-agency work was often effective. They complimented the open learning culture of our services, and recognised the progress we have made in many areas since the last inspection. They also said that we knew ourselves well and had plans in place to address most of the gaps that they and we have identified including, for example, the development of a more integrated response to young people with complex needs and the development of Family Safeguarding.
- 4.31. All inspections identify areas for development, and this was no exception. The focus of this inspection was on children who had experienced long term neglect and so it is not particularly surprising that inspectors identified that there were some cases where more robust action could have been taken earlier in the lives of the children and young people that they studied as part of the inspection.
- 4.32. Inspectors highlighted a number of areas for development for children's services, including the need for our assessments to focus more consistently on the impact of historical events, and for assessments and plans to be clearer about identifying the underlying causes of neglect. Inspectors also identified that not all of our plans are sufficiently SMART or outcome focused, and that this is one of the reasons why some children can experience neglect for too long.
- 4.33. Looking more broadly, inspectors also identified that knowledge and use of tools for working with families where neglect is a feature is not yet well-embedded across all partners working with children and families. This area of development was identified prior to the inspection by partners within the local safeguarding children board. The board will continue to address the need for the tools to become better embedded in the work by all partner agencies with families where neglect is a feature.
- 4.34. Overall, however, it is encouraging that inspectors identified mostly similar areas for development to those in our self-assessments; this demonstrates that leaders and managers know the service they are delivering well. It is also encouraging that inspectors found an open learning culture within the service, promoting continuous improvement in services, and that there was a good leadership in place.
- 4.35. The outcome of this inspection will be developed into a multi-agency action plan held by the Safeguarding Children Board, in order that we can maximise learning from the inspection.

## **5. CONSULTATION**

- 5.1. Senior officers within Peterborough City Council have contributed to this report, along with legal and finance colleagues.

## **6. ANTICIPATED OUTCOMES OR IMPACT**

- 6.1. The self-assessment serves a number of purposes. It helps leaders and managers to focus on areas for development, continuing to improve outcomes for vulnerable children, young people and their families. It also provides information about the quality of services, the progress made since previous inspections to external inspectors.
- 6.2. A good self-assessment helps to evidence to inspectors that leaders and managers know their services well, helping to provide confidence in their ability to continue to improve outcomes for children and young people.

## **7. REASON FOR THE RECOMMENDATION**

- 7.1. Members have important roles as corporate parents and in terms of scrutinising the quality of services delivered by key areas of the Council. This report is intended to assist Members in gaining a current overview of the strengths and areas of development for the service, and the extent to which services are having an impact on improving outcomes for vulnerable children and young people in the City.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

- 8.1. An up to date self-assessment is a key requirement of the region, which forms part of the strategic agreement between local authorities and OfSTED in relation to sector led improvement. It would therefore be unwise for no self-assessment to be in place.

## **9. IMPLICATIONS**

### **Financial Implications**

- 9.1. There are no specific financial implications arising from this report

### **Legal Implications**

- 9.2. There are no specific legal implications arising from this report.

### **Equalities Implications**

- 9.3. There are no specific equalities implications arising from this report.

### **Rural Implications**

- 9.4. There are no specific rural implications arising from this report.

## **10. BACKGROUND DOCUMENTS**

- 10.1. None

## **11. APPENDICES**

- 11.1. Appendix 1: Eastern Region Self-Assessment;
- 11.2. Appendix 2: Summary Self-Assessment; Children Living with Neglect
- 11.3. Appendix 3: OfSTED letter following the Joint Targeted Area Inspection, dated 10 August 2018.

# EASTERN REGION ADCS CHILDREN'S SERVICES SELF-ASSESSMENT 2016/17

<b>Local Authority:</b>	<b>Peterborough</b>
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Self-Assessment Contact name:	Wendi Ogle-Welbourn
Telephone:	01733 863749
Email:	<a href="mailto:wendi.ogle-welbourn@peterborough.gov.uk">wendi.ogle-welbourn@peterborough.gov.uk</a>

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## INTRODUCTION

This self-assessment is subject to peer review by the Eastern Region which is expected to be completed in August and will receive formal sign off at this time, subject to the outcome of this review and evaluation.

OfSTED inspected arrangements for children in need of help and protection, children looked after and care leavers in Peterborough in April 2015. The outcome of this inspection was that with the exception of adoption, all areas 'require improvement if they are to be good'. A detailed action plan in response to the issues identified by the inspection was put in place following the inspection. The last update against this plan was completed in March 2017, and the remaining actions have now been subsumed into the 2017/18 service plan.

Since the inspection, staff turnover and vacancy rates have reduced and caseloads for social workers have also reduced. The Council has agreed to implement a revised recruitment and retention package for qualified social workers, and the work of qualified social workers is supported by an increased number of alternatively qualified workers who undertake direct work with children in need as appropriate and contribute to direct work with families where children are subject to child protection plans.

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Much activity has taken place to improve compliance, with timeliness of visits, assessments, initial health assessments and similar activities being consistently improved since the last OfSTED inspection. A number of challenges remain, however; quality of practice remains inconsistent and there is a continuing need to ensure that management oversight is sufficiently robust across the service if we are to deliver consistently good outcome for children and young people. We continue to invest in staff development in order to build the skills of practitioners and first line managers in order to improve the consistency of service delivery.

This drive to improve outcomes for children and young people will be greatly assisted by our successful bid for Innovation Funding to implement the Family Safeguarding approach in Peterborough, as developed by Hertfordshire County Council. This successful bid is the final jigsaw in our longer term plan to significantly improve outcomes for children and young people with complex needs. Over the course of 2017/18 we will implement a change programme that has multi-disciplinary working at its core, supported by further extensive training and support including the embedding of motivational interviewing and strengthening families.

Building closer links with Cambridgeshire County Council is enabling us to share best practice and, where appropriate, share some service areas in order to help build resilience and so ensure that our response to needs is consistent, timely and child-focused. This approach will support both councils to deliver better services, to the benefit of children, young people and families accessing early help and prevention services, as well as those in need of more specialist assessment and support.

We also remain committed to doing everything we can to support and protect frontline services while managing reductions in budgets. An example of such innovation is the unique new Permanency Service we have developed in partnership with the leading charity, The Adolescent and Children's Trust [TACT]. This arrangement has resulted in the transfer of adoption and fostering functions to TACT as of the 1<sup>st</sup> April 2017 and is designed to improve outcomes for children in care and on the edge of care.

This self-assessment provides an up to date evaluation of the needs of children and families within Peterborough, the effectiveness of current service provision and performance in improving outcomes for children and young people. As part of the Eastern Region annual programme of sector-led improvement, it also provides an opportunity to receive peer challenge within the region; share good practice; and identify regional priorities and programme of support for the coming year.

**Key:**

***Joint Strategic Needs Assessment*** = reference to supporting documentation, with hyperlink where appropriate to provide access to full document.

(M) = Item within Ofsted Annex M for SIF inspection



## PART A: CONTEXTUAL INFORMATION





### 1. Key Personnel

Job Title	Name	Start date in current role
Director of Children's Services	Wendi Ogle-Welbourn	March 2015
Lead Member	Cllr Samantha Smith	May 2016
LSCB Chair	Russell Wate	April 2013
Chief Executive	Gillian Beasley	September 2002

### 2. Key Documents

Key documents should be publically available, and links to these or to other documents relating to specific services are provided below or within the body of the self-assessment. The self-assessment is intended to be a stand-alone document and therefore other embedded documents will not be scrutinised as part of regional peer challenge.

Publication of key over-arching documents		
Document	Date	Link to website or document where appropriate
Peterborough City Council Strategic Objectives		<a href="https://www.peterborough.gov.uk/council/strategies-polices-and-plans/strategic-priorities/">https://www.peterborough.gov.uk/council/strategies-polices-and-plans/strategic-priorities/</a>
Joint Strategic Needs Assessment	June 2015	 1.9.2 ChildrenAndYoungPeople JSNA-June2015.pdf
Health and Well-being strategy	February 2016	 Health & Wellbeing Strategy Feb 2016.pdf

LSCB Annual Report and Business Plan	2014 - 2015	 1.11.1 Annual Report 2014-15 Final.pdf
LSCB Business Plan	2013 - 2016	 1.12 PSCB business plan 2013-2016 v1.11 update.pdf
Peterborough Youth Justice Plan	2015 - 2016	 Peterborough Youth Justice Plan 2015-2016
Child Health Profile	2016	 ChildHealthProfile2016-Peterborough.pdf



### 3. About The Local Area and Services for Children

*Demographic and Service Information: About the local area, demographic information, deprivation, diversity within communities and understanding well individual needs of children and young people (e.g. disability, ethnicity, faith, gender, language, race and sexual orientation) are identified, and key local issues. This is about telling your local story, similar to the initial section in Ofsted reports and evidences how well the LA understands its local community and specific areas/groups of children (M)*

Peterborough is the second fastest growing City in the UK, with the population growing by 25,000 between 2004 and 2013 according to Centre for Cities. Latest population estimates [2015] are that Peterborough's total population is 190,461, of which 46,607 are children and young people aged under 18 – or 24% of the total.

#### **Diversity**

The population of children and young people is increasing rapidly and is becoming more diverse; over 46% of school pupils are from black or minority backgrounds. The largest minority ethnic population is Asian Pakistani, however more recent patterns of migration from Central and Eastern Europe means that a growing proportion of children and young people are from these backgrounds.

As of October 2016, 40% of primary school pupils and 30% of secondary school pupils had English as an additional language. The England averages for English as an Additional Language were 20% and 14% respectively for primary and secondary schools, while the average for our statistical neighbours was 18% and 14% respectively. In a number of our schools, over 40 languages are spoken, and across all schools 144 languages are spoken in total.

#### **Deprivation**

Peterborough remains a local authority with relatively high levels of deprivation as measured by Income Deprivation Affecting Children Index (IDACI) and the overall Index of Multiple Deprivation (IMD) of which IDACI is a component.

33 Lower Super Output Areas (LSOAs) in Peterborough, or 29.5% of the total are in the most deprived 20% of all LSOAs in the country as measured by IDACI. 76 of Peterborough's 112 are in the most deprived 50% of all LSOAs in the country as measured by IDACI. Only 10 LSOAs (8.9%) are in the least deprived 20% nationally. These levels of deprivation have an impact on higher proportions of children and young people in Peterborough than is the case nationally; around 24% of children and young people in Peterborough are living in poverty, while the level of family homelessness in the City is also significantly higher than is the case nationally.

A significant proportion of the population in Peterborough is highly mobile, with families moving into and out of the City from both the surrounding areas as well as from overseas [and from Eastern Europe in particular].

#### **Child Protection**

Numbers of children subject to child protection plans as of the end of March 2017 were 236, equivalent to a rate of 50 per 10,000, slightly below the statistical neighbour average for 2015/16, which was 57 per 10,000. Numbers have declined from 250 in April 2016, which is the result of a high level of management oversight in relation to the progression of plans for this group of children.

### Looked After Children

There were 363 children and young people looked after as of the end of March 2017 – a rate of 76 per 10,000, slightly below the 2015/16 statistical neighbour rate of 79.5 per 10,000. Among the population of children in care in Peterborough are around 30 unaccompanied asylum seeking children and young people. Overall numbers of children and young people in the care system have remained between around 350 and 370 over the last 12 months.

The table below shows the breakdown by placement of our looked after population as at the end of March 2017:

Foster carers - In House	48%
Foster carers - Agency	27%
Foster carers - Unknown	0%
Fostering by relatives or friends	5%
With parents	1%
Independent living	6%
Residential care homes	11%
Other residential schools	1%
Placed for adoption	1%
Secure unit	0%
Other	0%

Since April 2016, there has been a significant tightening of the market in respect of available foster placements. This has led to an increase in the use of residential placements from around 7% to 11% of the overall looked after population. While 11% is in line with national averages, it is higher for Peterborough than has been the case over recent years and with typical weekly costs of around £3,500 per week and more, has placed pressures on the budget position this financial year. This tightening of the fostering market is likely to be the result of increased numbers of children in care nationally and among some of our neighbouring authorities.

A key aim of the new Permanency Service delivered by TACT from April 2017 is that we increase the supply of locally available fostering households, resulting in a reduction in the use of high cost placements. Our view is that children and young people almost always do better in the longer term where they remain in family placements, and so this approach will also result in better outcomes.

## PART B: SUMMARY

### 1. Review of the last year (April 2016 to March 2017)

#### 1.1 Progress on LA Areas for Improvement from Last Self-Assessment

*What improvements have been made in your key areas for improvement last year? Please reference relevant section in the self-assessment document. You may wish to add a short summary paragraph here of inspection/evaluation/improvement planning or intervention as appropriate.*

Area for Improvement	Outcome	Reference to further information
Strengthening of Corporate Parenting arrangements through the formation of a formal Committee and provision of coaching through the LGA	Corporate Parenting Committee is better able to hold officers to account in improving outcomes for children in care and care leavers. Informal committee meetings have improved participation by young people as meetings are more accessible	
Improvement of information available for care leavers	Young people leaving care have better knowledge of key issues affecting them including their health histories.	
Improving the timeliness of performance reporting within children's social care	The Council has invested significantly in software and IT infrastructure to deliver timely reporting data. Reports are now being built and, once final issues are resolved around accessibility, near live performance reports will become available for managers by summer 2017.	

## 1.2 Regional Areas for Improvement Last Year

*What improvement has been made in your LA against regional priorities?*

Area for Improvement	Outcome	Reference to further information
Supporting LSCBs on their journey towards 'outstanding'	The OfSTED inspection in April 2015 confirmed that the LSCB is 'Good'	
Narrowing the gap and vulnerable learners (inc looked after children and care leavers)	Capacity within the virtual school has been increased in order to support the learning needs of children and young people in areas where gaps are widest. The Council has worked extensively with schools to support the learning needs of vulnerable learners and we expect to see evidence of impact of this partnership approach in outcomes in the 2017/18 financial year.	
Vulnerable adolescents	Consultation on the development of a bespoke service to support vulnerable adolescents has taken place during 2016/17; final decisions as to how the service would operate were dependent on the outcome of the bid for funding to support Family Safeguarding, the announcement of which came later in the year than expected. Now this is known, we expect to establish this new service in summer 2017.	
Voice of the Child in Child Protection	The quality assurance service engages with children, young people and their families who have been involved in the child protection system, and has developed a user group to gather views and support practitioner learning.	
Cultural difference and understanding in social work practice	Focus of practice workshops and a continuing priority as we develop the Family Safeguarding approach in Peterborough	Positive QA report from March 2017 identifying practice

		strengths in this area available on request.
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### 1.3 Top Three Outcomes We Are Proud Of Achieving This Year

*Please include ways that you think your success can benefit others in the region and learning shared, including innovation.*

Strength or Outcome	Reference to further information
1. Maintaining a stable management team and reducing staff turn over	
2. Successful bid to develop f Family Safeguarding in Peterborough, which will improve outcomes for the most vulnerable children and young people in Peterborough	
3. Successful implementation of the Permanency Service in partnership with TACT, from 1 <sup>st</sup> April 2017, which will ensure that more children and young people in care and on the edge of care benefit from local, permanent and loving family homes.	

## 4. Summary of Reviews, Evaluations and Inspections

### a) Ofsted Social Care, School Improvement Inspections, CQC inspections of health services, peer reviews, etc.

Title	Date	Outcome Reference to further information
Cherry Lodge children's home	August 2016	Good overall
The Manor children's home	November 2016	Good overall
Ofsted full inspection: Clare Lodge secure children's home	January 2017	Good overall – interim inspection
CQC review of health services for children looked after and child protection	April 2016	Narrative judgement that identified many areas of strength and made a number of useful recommendations
Ofsted Single Framework Inspection	April 2015	Requires improvement. Action plan
Ofsted Review of the Effectiveness of Education and Training Provision for 16-19 Year Olds	May 2014	Strengths and areas for improvement/consideration identified
Eastern Region Peer Looked After Children Health Check	March 2014	Strengths and areas for improvement/consideration identified
LGA led Health & Wellbeing Peer Review	March 2014	Positive feedback with key recommendations identified
Ofsted School Improvement Inspection	February 2014	Services are effective

## b) School Inspections

Source: <http://www.Ofsted.gov.uk/resources/latest-monthly-management-information-outcomes-of-school-inspections>

Number of Schools	Number of Schools with an Inspection Outcome	Number judged Outstanding	Number judged Good	Number judged to Require Improvement	Number judged Inadequate	% Good or Outstanding (of those inspected)	% judged Good or Outstanding (of total)
<b>Primary - 57</b>	<b>52</b>	<b>5</b>	<b>41</b>	<b>5</b>	<b>1</b>	<b>88.5</b>	<b>80.7</b>
<b>Secondary - 12</b>	<b>11</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>90.9</b>	<b>83.3</b>
<b>Special - 6</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>
<b>Total - 75</b>	<b>69</b>	<b>9</b>	<b>53</b>	<b>6</b>	<b>0</b>	<b>89.9</b>	<b>82.7</b>

Please note, however that any school which has converted to academy status is deemed to be a new school and does not have a previous inspection outcome until it is first inspected as an academy. There are 6 schools in this position, 5 primary and 1 secondary.

The one school currently judged inadequate is due to convert on 1<sup>st</sup> February and so will lose its inadequate judgement at that point and be removed from the outcomes data.

Data for Early Years settings is highlighted below, the data is taken from the latest Ofsted Statistical Profile data as at their most recent inspection 31/08/2016.

<b>Early Years Settings Graded good or above:</b>
<b>All provision:</b> 93%: (National 91%) (this places us 4/11 of our statistical neighbours)
<b>Childcare on non-domestic:</b> 93% (National 94%). This places us 7/11 of our statistical neighbours.
<b>Childminders:</b> 92% (National 89%). This places us 3/11 of our statistical neighbours.

The data states for Childcare on non-domestic we have 5 'Requires Improvement' and 2 'Inadequate'. Of these:

- One has not been operating since March 2015. This provision is still open on the OfSTED database but we understand that OfSTED has issued notice due to non-payment of fees;
- One had been re-inspected but had no children on role. This provision has now been taken over by a school and the inadequate grading has been closed.



## 2. Looking Forward To 2017/18

### 2.1 Top Three Outcomes We Need To Improve

Please provide reference to the chapter/page in the self-assessment which provides further information about current performance, reasons and what you will do to improve.

Area for Improvement	Reference to further information
1. Continuing to improve the consistency of practice within our children's social care services	Implementation of a bespoke programme to support the continuing development of first line managers and advanced practitioners
2. Delivering our model of multi-disciplinary working for families with complex needs and to improve outcomes for vulnerable adolescents through establishing the Family Safeguarding and integrated targeted youth support services	
3. Developing shared commissioned and delivered services and management across Peterborough and Cambridgeshire, enabling increased resilience, increasing learning and development opportunities and protecting front line services through efficiencies.	

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### 2.2 Top Three Risks For The Future

Risk	Reference to further information
1. A continued shortage of suitable foster carers leads to increased use of residential placements at much higher cost and with associated likely poorer outcomes.	
2. Continuing pressure on numbers of children and young people being referred to children's social care leading to increased caseloads.	
3. Initiatives to share some service delivery and commissioning with other local authorities locally [and particularly with Cambridgeshire] are not sufficiently successful in reducing costs, making protection of early help and front line services more difficult.	

### 3. INNOVATION, PILOTS AND GOOD PRACTICE

*This is optional additional information to capture what is being done well, involvement in regional pilots, good and innovative practice. The region may wish to collate some of these so that it can be shared with others*

Title and Description	Start & completion date
<p><b>Joint Innovation Bid with Hertfordshire CC: Family Safeguarding Teams</b></p> <p>Hertfordshire CC developed family safeguarding teams to include adult mental health, substance misuse and domestic violence workers in co-located multi-disciplinary teams with children’s social workers and family support workers with the support of funding from the last round of innovation projects. This approach was supported by implementing a model of practice based on strengthening families and motivational interviewing. The approach has led to better outcomes for children on child protection and child in need plans, fewer repeat referrals around domestic abuse and reducing use of applications in care proceedings.</p> <p>Hertfordshire will be working with Peterborough and three other local authorities to share their learning, enabling us to develop a similar approach in Peterborough, supported through innovation funding initially, and hopefully bringing similar benefits to children, young people and their families.</p> <p>This approach will be supported financially through the successful bid for innovation funding that will see in excess of £2M for Peterborough to pump prime the new approach, fund the necessary training and build the ICT systems to enable a single work book approach to be developed to record the impact of interventions with families.</p> <p>We are very excited about this development. It has been shown in Hertfordshire to dramatically improve outcomes and the attractiveness of the approach has meant that social workers have wanted to work for the authority, reducing reliance on agency workers and further improving workforce stability.</p>	<p>Summer 2017 is go live</p>
<p><b>Developing an integrated multi-disciplinary response to improve outcomes for vulnerable young people with complex needs</b></p> <p>The Family Safeguarding approach is designed for use where families have younger children and is less suited to meeting the needs of vulnerable young people with complex needs. This group, at risk for a number of reasons including extreme risk taking behaviour, substance misuse, poor or inappropriate peer relationships and associated risks including self-harm, involvement in offending behaviour, frequent missing episodes and vulnerability to exploitation, are most likely to benefit from support from a range of practitioners and not necessarily only from qualified social workers.</p>	<p>Summer 2017</p>

<p>Key is the building of positive relationships, and practitioners working with this group need to be tenacious and, critically, often available to work outside usual hours. Often, youth workers may have more success in engaging with this group than social workers, while the needs of the young people concerned will often indicate some oversight or direct involvement from practitioners with mental health expertise.</p> <p>A relatively significant number of young people come into the care system in adolescence and Peterborough is no exception to this. While for some young people, coming into care at this point is the right thing for them in terms of improving long term outcomes and protecting them from harm, for a number of others it is better that they and their families are supported to remain together through a combination of working with the young person to address the issue they may be experiencing, while helping parents with parenting and other approaches that will help to prevent relationships from becoming under stress.</p>	
<p><b>Permanency Service</b></p> <p>Peterborough City Council staff, foster and adoptive carers are working together to implement a new delivery model that is focused on securing permanency for children and young people in care or who are on the edge of care. This new service is called the Permanency Service and will be delivered on behalf of the Council by the leading charity, The Adolescent and Children’s Trust, or TACT.</p> <p>TACT was awarded a 10 year contract following an exhaustive tender and evaluation process that included staff, foster cares and young people in care. The TACT bid was the most persuasive in terms of capacity to deliver the required outcomes. The bid also came across as the most child centred overall, which was important to us all. The new service commences on 1<sup>st</sup> April 2017.</p> <p>We are very excited by this development. TACT has already been working to bring additional charitable investment to the City, helping to improve the range of family support services, benefiting children and young people and bringing added value to City as a whole. Innovative approaches including TACT’s parallel parenting programme, will help improve the preparation and support to families, children and young people where children and young people return home after a period in care.</p> <p>This new approach will support delivery of improved outcomes while protecting prevention and early help services by helping to deliver savings on the overall cost of placements for children and young people in care.</p>	April 2017
<p><b>Developing joint commissioning and service delivery approaches with Cambridgeshire</b></p> <p>Peterborough, as a small authority, is vulnerable to pressures on key services because of their relative size. Our front door for early help and children’s social care, for example, works well most of the time but they are small and can be affected by usual events such as leave, sickness, vacancies and so on. When such usual events also coincide with peaks in demand, there is a risk that service delivery suffers. Many of our partner agencies including key partners such as the police and health, are faced with additional burdens arising from two access points with slightly differing approaches.</p> <p>For reasons such as these, it makes sense to explore whether developing some shared areas of service makes sense from a consistency and reliability of practice perspective, as well as from a financial one. We are therefore exploring whether we can join up our respective front doors and develop a single</p>	May 2017 onwards

<p>access point for early help and children’s social care services with Cambridgeshire. Not only should this be a more cost effective approach to ourselves and partners, but it will ensure increased resilience and enable more effective multi-agency working, particularly within a joined up MASH.</p> <p>This is likely to be the beginning of an increasing focus on joining commissioning and service delivery across the two authorities to improve consistency and practice, while reducing costs and so helping to protect frontline services in both Councils.</p>	
<p><b>Connecting Families</b></p> <p>Phase 2 of the national Troubled Families agenda, known locally in Peterborough as Connecting Families, is being driven through Early Help. All families for whom an Early Help Assessment is opened are screened for eligibility. By using the Early Help Assessment as the route into the programme, Peterborough is confident that each family has a named Lead Professional, one holistic family assessment and one family action plan. The Outcome Plan for the city produced jointly with partners clearly identifies success criteria and uses a variety of tools and processes to measure impact</p>	<p>2015 - 2020</p>

## PART C: CURRENT SELF-ASSESSMENT

Description of service provision, evidence of current performance and actions to improve are provided under a set of headings and statements to support self-analysis. This includes 'softer intelligence' and assessment of risk factors as well as covering elements required in Ofsted SIF Annex M and other criteria. There should be sufficient evidence for the reader to be able to draw conclusions without reading any other document, although links are provided where appropriate.

### 1. LEADERSHIP AND GOVERNANCE

#### 1.1) There is a strong political focus on children's services.

There is a long history of support for the work of Children's Services across all political parties in Peterborough.

This is evidenced by continued support for Children's Services in terms of provision of funding to meet increasing demands on the service, including, for example, the agreement by Cabinet in February 2016 to fund an enhanced recruitment and retention incentive scheme for qualified social workers in Children's Social Care and the identification of in excess of £1M over the financial years 2016/17 and 17/18 to support the increased cost of placements for children and young people in care.

The Children and Education Scrutiny Committee has maintained a strong cross party focus on performance within children's services across early help, children's social care and education. This focus is characterised by appropriate challenge of officers around performance, combined with a genuine will to support services to achieve improved outcomes for children and young people.

The Leader of the Council, Cabinet Member for Children's Services and Chief Executive meet with senior officers from Children's Services including the Director for Children's Services on a regular basis. These meetings scrutinise performance information, and again offer challenge to officers alongside commitment to support solutions to issues where these require a whole Council approach.

#### 1.2) Strategies and priorities are clear, and are driving the required improvement.

The work of the Directorate is overseen by a single Executive Director who leads an extended Department Management Team (EDMT) to look at issues which may affect children and families from a range of service areas. This allows EDMT to draw upon evidence and intelligence from diverse services and understand a holistic picture of children and families in Peterborough.

The work of the People and Communities Directorate is underpinned by a number of strategies. These include, for example:

- People and Communities strategy
- Child Poverty strategy
- Looked After Children strategy
- Health and Wellbeing strategy
- Community Safety Plan
- Adult and Children Safeguarding strategy
- Early Help and Prevention strategy
- Youth Justice Strategy
- Prevent Action Plan
- Neglect strategy
- SEN Strategy
- Closing the Gap strategy
- School Improvement Strategy

There is a focus on ensuring that ‘golden threads’ link strategic themes at all levels, ensuring strong governance and accountability.

There is strong governance and accountability both at Board level (for example the Health and Wellbeing Board and the Safer Peterborough Partnership), at service level (for example the Child Sexual Exploitation Strategic Group) and at Cabinet level.

Whilst Peterborough has a dedicated Cabinet Member for Children Services, given the broad scope of the Directorate issues affecting children and families are considered across a range of Cabinet portfolios.

The change programme that follows the successful bid for innovation funding to develop family Safeguarding in Peterborough provides us with the opportunity to develop a revitalised single vision based on multi-disciplinary working and improved levels of participation at all levels of service delivery from early help to edge of care and in care services.

1.3) Senior Leaders, including the DCS, discharge their statutory responsibilities. They understand its effectiveness, identify and deal with areas for developments; deficiencies; new demands; strengths and weaknesses of front line practice and the impact on children and their families. Shortfalls are identified and addressed. (M)

The structure within Children’s Services is designed to ensure that there is sufficient resilience at a senior leadership level to ensure effective oversight and enable capacity for strategic planning.

Reporting to the DCS is the Service Director for Children and Safeguarding, who has overall responsibility for the strategic leadership of children's services. Reporting directly to the Service Director is the Head of Safeguarding and Quality Assurance for People and Communities and the Assistant Director for Children's Social Care. The Assistant Director is responsible for the day to day operational management of services to children in need of help and protection, as well as for those who are looked after or who are care leavers. The Head of Safeguarding and Quality Assurance is accountable for the quality assurance and safeguarding service across adult and children's services, including Independent Reviewing Officers, chairs of child protection conferences and quality assurance functions. This reporting arrangement allows for effective challenge and support from quality assurance functions to operational services.

The DCS and Service Director receive a weekly performance report from the Assistant Director that covers key performance information, including caseloads for social workers, details of any children and young people who have been missing from care or while subject to a child protection plan, performance relating to timelines of visits to children and young people and details of vacancies and arrangements for cover. This report is also shared with the Chief Executive, the Leader, and Cabinet Member for Children's Services.

This transparent approach to leadership ensures that shortfalls or developing issues in relation to key performance indicators are identified early, enabling action to be taken swiftly.

1.4) There is stability within the management structure. There is/has been low or no turnover and change in senior leadership and interim managers.

In the period immediately leading up to the OfSTED inspection in April 2015, this was an area of considerable concern. At this time, there was an interim Assistant Director and Head of Service for both First Response and Family Support. The Service Director and Assistant Director have been in post since March 2015, which was also when permanent appointments were made to the two heads of service roles above. These roles have remained filled since this time. A decision was taken in July 2016 that the span of responsibility for the Head of Service covering Fostering and Adoption and Children in Care was too broad. Attempts to recruit the resulting additional role of Head of Service for Children in Care and Care Leavers have so far been unsuccessful, and this role is currently covered by a very experienced locum manager. This is the only senior management role covered by a locum.

The position at team manager level is also much more positive now than was the case in the lead up to the inspection in April 2015. Immediately prior to this inspection, there were only two permanent team managers in Family Support and First Response, with the remaining five roles covered by locums. We currently have one locum team manager in Family Support. We are confident that we will recruit a permanent manager to this new role in due course. There are no other locum team managers elsewhere in the service.

We are developing closer links with Cambridgeshire County Council, in order to increase resilience, protect front line services while reducing overall costs and support effective working with our partners, many of whom operate across both local authorities. We are in the process of reviewing management arrangements across both local authorities, seeking to join service delivery and commissioning where this makes sense in terms of supporting better outcomes for children and young people.

1.5) There are limited service reorganisations but where they do occur they are purposeful and effective.

The development of Family Safeguarding and the move towards developing a shared front door with Cambridgeshire County Council will result in some structural changes over the 2017/18 financial year. These are necessary as there will be a significant expansion in capacity within the family support service, including as a result of developing multi-agency teams, and in order to establish the Targeted Youth Support Service.

Similarly, there will be inevitable changes that follow from the development of a single front door and MASH in partnership with Cambridgeshire County Council.

We will also take this opportunity to further increasing the resilience of the overall management structure, while ensuring that the changes that will follow from establishing the Family Safeguarding and Targeted Youth Support services will be supported.

While we acknowledge that structural changes can be unsettling for members of staff, these initiatives are all focused on improving outcomes, increasing capacity and improving resilience. Staff will be fully involved in the modelling of the service, as will users of services where possible and appropriate.

Experience in Hertfordshire has been that these developments have made the service a much more attractive place to work, as practitioners can see the impact on outcomes for users of services.

1.6) Service/team meetings and development days occur regularly and staff are informed about priorities, performance and are supported to keep up to date. Feedback from frontline staff is listened to, and acted upon.

There are a range of opportunities for staff and managers to meet, discuss priorities and performance and reflect on practice and outcomes for children, young people and their families. These include:

- Regular practice workshops, supporting the development of the workforce in specific areas that have been identified as areas where improvement is needed through themed and management audits;
- The Social Care Forum [formerly the social work forum], which is chaired by the Principal Social Worker, provides an opportunity for the dissemination of best practice into social work teams across adults and children's services by forum members as well as providing a mechanism for social workers to discuss any issues that are of concern to them which are in turn fed back to the Service Director for Children and Safeguarding;
- Regular performance improvement meetings chaired by the Head of Service for Quality Assurance and Safeguarding and attended by all team managers. This meeting addresses a wide range of practice development issues arising from feedback from legal proceedings, complaints and from case alerts raised by the independent chairs for child protection and children looked after;
- Quarterly briefings for all children's service staff by the Service Director for Children and Safeguarding, which outline any key future developments that are to take place, discuss performance issues and allow all staff to ask questions and make their views known;
- The Children's Service Management Team is chaired by the Assistant Director and includes all heads of service. There is a strong focus on performance and on achieving the targets with service delivery plans and the local authority plan for achieving the outcomes for the service development plan. The Service Director for Children and Safeguarding attends these meetings regularly in order to assure progress against service and performance targets;
- Regular service and team meetings also take place across the service;



- There is a bi-monthly e-magazine [‘Connected’] for all staff in the People and Communities Directorate, and there are regular staff briefing sessions held by the DCS and other senior leaders to ensure that all staff remain in touch with developing strategic priorities for the Council as a whole.

1.7) The vision, strategies, policies and procedures are up to date. Priorities and plan(s) for improvement are realistic, measurable, accessible, understood by all staff and can be seen from strategic level to individual appraisals.

Following the OfSTED inspection, a detailed action plan was developed to help to support the service to address the issues identified and improve the quality of services. This plan has now been absorbed into a new service development plan that has captured any remaining issues, while preparing the service for the changes that will flow from the development of the Family Safeguarding approach in particular.

Progress against the service development plan will continue to be reported to the Leader, Cabinet Member and Chief Executive, and is monitored more regularly at appropriate leadership, management and team meetings.

Practice priorities within Children’s Social Care is a fixed agenda item within the Social Care Forum and representatives on this group take practice issues and innovations back to their team for on-ward discussion, learning and peer support.

There is a Performance Development and Review process embedded across the Council; all employees contribute to corporate and service priorities identified within their Performance plans as appropriate to their role and level of accountability. The process also enables practitioners to identify some personal priorities and associated development or training needs required in order to achieve these. These performance plans are reviewed at least twice a year and are refreshed against corporate and service priorities annually.

Social Workers have access to on-line procedures that are regularly updated and policies and procedures are kept up to date by a dedicated resource within the Safeguarding and Quality Assurance Service which is also linked to the performance and systems service area, so that any system changes that may be needed within, for example, Liquid Logic/ICS, as a result of policy changes, can be put in place efficiently.

## 2. COMMISSIONING AND QUALITY

2.1) Commissioning across all services is evidence based to meet the needs of children and families (including vulnerable groups) through up to date needs assessments; sufficiency audits and research; what children and young people and families tell us their needs are; and understanding of current markets. This includes placements for looked after children and services for children and their families.

### **Summary and evidence:**

The People and Communities Directorate has a dedicated integrated commissioning and quality improvement function that aligns Public Health, Education, Housing, Community Safety, Childrens Social Care, Child Health and Wellbeing and Adult Social Care commissioning in one unit under the leadership of an Assistant Director for Commissioning and Commercial Operations.

The People and Communities Directorate has a commissioning and project board that meets fortnightly. This board comprises of officers from the directorate, HR, Finance, Legal and Procurement. The board agrees business cases, specifications, tenders and awards of contracts. The board is chaired by the Corporate Director of People and Communities.

There is an increasing focus on developing joint commissioning arrangements across Cambridgeshire and Peterborough Councils, as well as with our key strategic partners including the Clinical Commissioning Group and proposals to develop a joint senior leadership post across both local authorities are currently the subject of consultation. This approach is part of our overall strategy to deliver effective and efficient services for vulnerable children, young people and their families, identifying opportunities for joint commissioning approaches across both Council areas wherever this is of benefit.

### **Commissioning for Children in Care**

Peterborough has a Placement and Sufficiency Strategy and a recently updated Position Statement detailing the progress being made in achieving the commissioning intentions detailed in the strategy. TACT is now responsible for placements for children and young people in care and will be targeting recruitment of carers able to meet the needs of a larger proportion of our children in care locally than has been historically the case.

As with many authorities the key drivers are to ensure sufficiency of a range of quality placement options able to meet the diverse range of needs within our children in care population. In particular, focusing the recruitment of foster carers able to manage challenging behaviours and offer placements for large sibling groups (whose first language may not be English), which are the areas that TACT will focus on in the initial stages of the contract.

All commissioned service provision is based on sound needs analysis and developed commissioning strategies that are formulated on evidence based practice. All commissioning activity is scrutinised by the Commissioning and Project Board to ensure objectives and outcomes are clearly defined, within budget, evidence based and

ensure that the authority is delivering the right service, at the right time, to the right children, in the right place, at the right cost and for the right length of time in order to achieve maximum impact and value.

## Placements

We are committed to ensuring that children and young people in care are placed within, or close to the city whenever possible. The nature of Peterborough as a relatively small City surrounded by neighbouring local authorities, means that a number of our own foster carers live outside of the City boundaries. Of our population of children in care as of December 2016, 62% live within 20 miles of their home address, and a further 12% live between 20 and 50 miles from their home address.

Most of the children and young people placed further than 50 miles from their home address are placed in highly specialist provision, or are placed far from the City for child-centred reasons, with relatives or close to extended family, for example. That said, pressures in the fostering market have resulted in foster placements being more difficult to identify during the financial year 2016/17. One of the aims of the development of the new Permanency Service is that we recruit more carers locally.

The proportion of children and young people placed in residential provision is around 11% of the overall population of children and young people looked after, which while in line with national averages, is relatively high for Peterborough. The aforementioned difficulties in identifying suitable placements within the agency fostering market has contributed to this changing pattern and again is one of the key targets for the new partnership with TACT to address. Nevertheless, the majority of these placements are needed because of the complex needs of the children and young people, and most are jointly funded with education or health colleagues or both.

As of the end of March, there were 363 children and young people looked after. Our placement stability rates continue to be consistently high with 6.3% of children looked after experiencing three or more placement moves within a 12 month period, which is between 2-3 percentage points better than our statistical neighbours and the England national average.

Peterborough is a member of the London Care Placements (LCP) Consortium and all Independent Fostering Agency placement contracts are via this consortium. All providers are robustly audited and the reports scrutinised by the Consortium Steering Group. Our Access to Resources Team [ART] broker all external agency placements, and placements are only sourced from providers rated as Good or Outstanding by OfSTED except where there are very specific child-centred reasons for considering a provider that has a less positive rating.

The majority of residential placements are jointly funded and resources agreed through the Joint Agency Support Panel [panel made up of CCG/SEND/CSC and commissioners]. Placements are sourced through the Children's Cross Regional Arrangements Group [CCRAG] dataset/London Care Placements Database. Where we are spot purchasing outside of these monitored/approved provider arrangements, providers are asked to submit qualitative information and data about their services, outcomes achieved, Statement of Purpose and Function, Local Area Assessment, copy of insurance certificates, details of other placing authorities [for reference purposes] and any monitoring reports completed by the authority. The ART Officer will also contact the host authority to determine the appropriateness of the placement given the child/young person's needs. In all cases the child's social worker and other professionals will visit the placement prior to agreeing the placement.

16+ Accommodation and Support Services are provided through a commissioning framework of tendered service provision. The majority of providers are local and have built up extensive networks to enable access to a range of accommodation, education, training and support options tailored to the needs of 16+ care leavers. This

provision is very flexible, and offers a range of support from very high level, where we are facilitating the stepping down from residential care towards independence through a bespoke support package that is adjusted as the skills of the young person develop, to lower levels of support for young people who have already acquired some independent living skills. This approach ensures that young people are equipped to sustainably manage their own tenancy arrangements. There are currently 20 young people in and around Peterborough in this type of accommodation and support service.

**Staying Put Arrangements** – The local authority has consistently promoted the option of staying put arrangements for care leavers. As of March 2017, 12 young people were remaining with their former foster carers in these type of arrangements.

**Contracts** – All commissioned service provision is formalised by contracts. As stated above, in terms of fostering this is via the LCP contract, residential services provision is via the National Children’s Homes Contract/NASS Contract. All other service contracts are bespoke to the service commissioned. The ART is responsible for issuing contracts all of which specify the outcomes to be achieved, the responsible professional/setting and the anticipated timeframe for achievement. Contracts are logged on the child/family’s case file as well as the contract audit dataset managed by the ART and directorates contract register.

Interventions that have significant resource implications, such as a child becoming looked after, or high cost support packages, have to be agreed by the Assistant Director for Childrens Social Care. The Head of Service for Children in Care and Care Leavers chairs a care planning panel that is in place to help to ensure that children’s placements and associated care plans are meeting needs and delivering the impact required.

The contract with TACT to operate the Permanency Service means that the ART will transfer to TACT from April, however the local authority retains decision making in respect of children and care planning.

### **Commissioned Prevention Services – Edge of Care**

**High Level Family Support** - Preventing children and young people from entering the care system where possible is a priority for all local authorities. The local authority has commissioned a specialist high level family support service to support families at times of crisis and prevent family breakdown. The service is tailored to the individual family’s needs and supports families to manage situations differently, develop strategies to enable behaviours/attitudes/actions to be proactively and positively addressed. In effect the service acts as a change agent, empowering families to take stock and to use different methods to sustainably manage family dynamics.

**Crash Pad** – This is a service commissioned with a local registered social landlord that offers an accommodation base within the Foyer federation. The Crash Pad is offered to young people [aged 16+ on the edge of care] who need ‘time-out’ away from their current circumstances. Support is offered in order to help families and the young person reconcile their differences or to identify other accommodation possibilities that prevent a young person from coming into the care system, such as family arrangements with relatives. Where there are no such options, the young person may become looked after where this is appropriate.

### **Other Commissioned Services**

A range of services are commissioned to support children in care which include:

- Advocacy Services – these services are commissioned across Cambridgeshire and Peterborough through joint commissioning arrangements, and extend to include a visiting advocacy service to our children’s homes and return interviews for children missing from care, wherever placed.
- Psychology Services for children and young people in care, commissioned from the providers of CAMH services, ensuring that the specialist dedicated resource remains in place while enabling links to mainstream CAMH services;
- Birth Counselling Services [parents/family members who have had a birth child adopted]: This contract will transfer to TACT as part of the Permanency Service.

Peterborough has a strong Independent Visitor service. Children who have been identified in need of this service are referred swiftly to the Independent Visitor coordinator. Currently there are 16 children and young people matched to an Independent Visitor and no waiting list. Young people’s feedback is sought and an annual report is compiled to ensure that the effectiveness of the service is evaluated to ensure service improvement is continually made.

### **Child Health and Wellbeing**

There has been considerable focus in Peterborough and Cambridgeshire on developing a joint commissioning unit to improve child health and wellbeing outcomes across both Council areas and the Clinical Commissioning Group. A memorandum of understanding has been developed that clarifies the working arrangements between these commissioning partners, and services to meet children’s health needs are now commissioned through the Joint Commissioning Unit. This development will deliver system wide, integrated commissioning arrangements, informed by better resourced and more comprehensive needs assessments, reducing duplication and improving outcomes while securing value for money.

The Joint Commissioning Unit has established a strategic group that has oversight of the emotional health and well-being of services for children and young people across both local authority areas. This group includes all key stakeholders including the two local authorities, health providers, health watch, parent representative groups, police, voluntary sector and the CCG and is overseeing plans for use of child and adolescent mental health transformation money. The emphasis for investment is on early intervention and to increase capacity within tier 2 services, with services for emotional health and wellbeing for children being redesigned around the IThrive model. Current areas for investment include evidence-based parenting programmes to help to support parents where neuro-developmental disorders are suspected but have not yet been diagnosed. Such approaches benefit the family and child regardless of the presence of any neurodevelopmental disorder.

Peterborough Children’s Social Care and the Cambridge and Peterborough Foundation Trust have worked together to dramatically improve performance in relation to the proportion of medicals taking place within 20 working days of a child first becoming looked after. Performance for 2014-15 was that fewer than 20% of such medicals took place on time; performance as of the end of the 2016/17 financial year is typically over 80% of such medicals taking place within 20 days; where issues remain they are usually connected to circumstances where children are placed at some distance from the City, meaning that we are reliant on other areas to undertake the medical assessments.

During 2015/16 we re-commissioned our substance misuse services, and now have one provider responsible for adult and children treatment and recovery services for alcohol and drugs. This approach has increased the visibility of children living in families where adults are misusing substances.

The development of the Family Safeguarding Model will strengthen the service to families affected by parental mental ill-health, substance abuse and/or domestic abuse. We will be asking providers of current services to increase capacity via secondment arrangements, using the additional funding to pump-prime the services. In the longer term, it will be clearer to what extent the expansion of the services represents a real increase in work – many of those accessing substance misuse services through Family Safeguarding should be accessing existing substance misuse services, for example. Evidence from Hertfordshire is that this approach has also reduced numbers of children in care, care proceedings and numbers and duration on child protection plans, enabling the service to become self-financing once established.

We have commissioned our parent representative group, Family Voice, to deliver the expert parent programme to families who have children with disabilities, this has been immensely successful and feedback from families is very positive.

## 2.2) Commissioned services are robustly monitored and commissioning is effective in achieving desired outcomes at the right price.

All commissioned services are subject to regular contract reviews where quarterly contract management and performance information is discussed/challenged and scrutinised. Learning from these reviews informs the development of improved service delivery models, and supports changes in practice to improve child/young person experiences and outcomes. One of the critical elements of these reviews is to ensure the voice of the child/young person is heard and changes based on such feedback is embedded in service delivery. All services are required to seek the views of all those experiencing the service [for example: advocacy, family group conferences, birth relative counselling and so on]. This review process includes scrutiny of service budgets, and the expectation is that savings are identified where possible for investment elsewhere or commissioners work with commissioned service providers to deliver on budget.

Each provider of a commissioned service, and those that are in-house services but which are treated as commissioned service provisions [such as the Supervised Contact, and short break services for children with disabilities] are responsible for producing annual reports that detail activity over the preceding year and the impact each service has had in ensuring key performance indicators and defined outcomes have been achieved. Commissioners are responsible for presenting these reports and their overview of the effectiveness of service provision to the Commissioning and Project Board chaired by the Corporate Director for People and Communities.

Those services that are commissioned via framework agreements/consortia arrangements are managed via the Access to Resources Team [ART]. Each ART Officer has a portfolio of providers with whom they hold regular business meetings, the purpose of which is to discuss current referral trends, the ability of the provider to meet the needs of the children referred and the actions the provider is taking to ensure their business will be capable of meeting the range and variety of need identified. These meetings offer an opportunity for the officers to develop provider relationships in a way that is transparent and open, fee levels are often negotiated especially where change in need requires a different level of resource. The positive relationships that have built up as a result of these frequent meetings, and has paid dividends when the team have experienced significant difficulty in identifying provision in emergency situations, these meetings are viewed as adding real extra value in the way in which we work with providers, both local and national.

Sub-regional and regional arrangements are in place with London Care Placements and Childrens Cross Regional Arrangements for Children and Young People CCAG. Peterborough is allocated through these arrangement, local providers for whom we are responsible for monitoring on an annual basis. All reports are shared with providers

and uploaded onto the relevant consortium database which the ART Officers have access to. This database enables the officers to access information on a range of providers monitored through the consortia arrangements [fostering/residential/special schools/family assessment/16+ accommodation and support services].

2.3) Practice is informed by feedback, research and intelligence about the quality of services. There is rigorous management oversight and quality assurance frameworks (including audit) are in place to inform service improvement, learning and development. (M)

**Summary and evidence:**

The QA framework is underpinned by a cycle of improvement which directly impacts on outcomes for children and young people. There is a clear feedback loop and actions translated into changes in practice as all audit findings are incorporated into the service action plan and owned by the relevant Head of Service, and tracked quarterly at Children's Social Care Management Team. Repeat audits have been undertaken within some service areas to monitor improvements and to assess embedded learning. The most recent being the quality of single assessments and chronologies being used to inform assessment and planning.

Practice workshops are delivered following audits on specific themes throughout the year. This work is beginning to have an impact on the quality of practice as evidenced by recent audits undertaken. The Quality Assurance Team has forged closer links with the Training and Workforce Development team, this has ensured that learning from audits is used to target training needs.

Key messages from quality assurance activity is fed back to Senior Management and teams across the service. 6 monthly supervision audits identify whether issues from case file audits have been discussed in supervision to ensure that audit feeds back directly into practice. Audits such as these, along with other quality assurance mechanisms, are indicating that while there is a general improvement in the quality and consistency of practice, this is still not where we would want it to be. Practice remains inconsistent particularly in some areas of the service. However, the strength of this approach is that we are able to identify where we are delivering a generally good, child and family centred approach that is leading to improved outcomes, and where more attention needs to be focused on securing improved consistency of practice.

We undertook a significant review of quality of practice and effectiveness of management oversight in January 2017. This identified a number of areas where the need for continued support was indicated. As a result, we have increased the frequency of regular meetings held with senior managers, heads of service and team managers to address specific performance and quality issues. We have also implemented a bespoke programme to support team managers and advanced in order to further build the key skills of these essential workers and managers.

Lessons learned from Serious Case Reviews and IMRs are effectively disseminated across all appropriate agencies in partnership with the PSCB. This has increased awareness amongst staff of the key messages found thereby improving practice including the importance of using chronologies to assess historical information within assessments. We have revised risk assessment tools in order to support better and more consistent practice as a result.

Peterborough is committed to hearing the Voice of the Children and Young People we provide a service to. We are equally committed to using this to inform assessment, planning and service development. We know this is an area where we need to improve consistency of practice and we have undertaken a number of initiatives and service developments to support improvements in this area, including:

- We have purchased and are rolling out the use of the award winning application, MOMO (Mind Of My Own). This app helps young people to express their views more clearly, get more involved in meetings and make better decisions with their social care team. MOMO has been adopted by 28 other local authorities. These authorities are using the app to make it easier for young people to communicate with their Social Worker and make more frequent and coherent contributions to their reviews, conferences and other meetings;
- We have increased capacity within the participation service to include a post that is specifically focused on securing and building the participation of children and young people in care;
- The Quality Assurance service has developed a participation strategy to improve participation and gain feedback from those families that have been part of our child protection processes; the first of these events was held in February 2017;
- The Council's Complaints' Service monitors all complaints made and publishes summary reports which are circulated to managers within Children's Social Care and themes are discussed at the Quarterly Performance Meeting chaired by the Assistant Director. Learning from complaints is also captured by the Quality Assurance Team and a quarterly fact sheet is produced highlighting themes and action taken as a result of the complaint to prevent similar circumstances occurring again. An audit is undertaken six monthly to ensure that learning opportunities are fully embedded.

To support staff in applying evidenced based practice, we fund material and courses provided by the College of Social Work. While we have subscribed to Research in Practice for a number of years, we have recently taken the decision to also subscribe to Community Care Inform, following feedback from our staff that this provided them with a much more user friendly means of accessing research information.



### 3. NATIONAL AND LOCAL PRIORITIES AND PARTNERSHIPS

3.1) There are effective strategic partnerships across the local area, and shared understanding across key strategic groups (e.g. HWBB, LSCB, Children's Trust Board, LSAB).

3.2) Local authority children's services engage sufficiently with other agencies and services such as Police, Schools, Housing, Adults Services, CAFCASS and Family Courts, to develop a joint understanding of current service provision and outcomes, and agree strategies to improve performance where appropriate.

**Summary and evidence:**

We recognise that we cannot deliver an effective service to children and families in isolation, what is required are responsive and effective internal and external partnership relationships that are focussed on delivery of outcomes. Our partnerships are constantly evolving and responding to changes in national policy and legislation driven by significant public service reform.

Peterborough benefits from being a unitary authority with a streamlined number of Boards which enables a clear and accountable governance process to help ensure we maintain a consistent focus on achieving our vision. The major multi-agency and strategic boards are described in section C, sub-section 1 of this document, the two main strategic boards which oversee the work of all other boards are the Health and Wellbeing Board and the Community Safety Partnership.

Children's Services are well represented on a wide range of Boards including the community safety partnership, the Clinical Commissioning Group, the Health and Wellbeing Board, both Safeguarding Boards and the Skills Partnership Board.

Local Authority Children's Services have also worked on establishing a more 'outward-facing' culture to develop better informal links and understanding between social care services and key partners including a range of health services, schools and early years' settings. Practitioner events are held regularly, enabling a broad mix of practitioners and first line managers to develop a broader understanding of one another's roles and build relationships. Indications are that these are positive; they are well attended and evaluation has demonstrated that they are successful in helping to foster an atmosphere of partnership working.

3.3) New national legislation, plans and areas of focus such as Educational Curriculum changes, Child Sexual Exploitation, Radicalisation, Female Genital Mutilation and Child Poverty are responded to in a timely manner to ensure compliance and good practice.

***Summary and evidence:***

We ensure that matters of new legislation and national policy are acted upon immediately and implemented effectively. We have invested in the creation of a Policy Team, with a Policy Manager dedicated to Children's Social Care. The team is responsible for supporting and monitoring the implementation of policies, informed by legislation, national policy and good practice, and always focussed on the impact on the residents of Peterborough.

A recent example of the work of the team includes ensuring that the local authority is compliant with Prevent legislation. This has included ensuring that all front line staff are WRAP trained and are able to spot the signs of radicalisation. We have also streamlined the process for making a referral for Prevent, which is now embedded within wider Safeguarding procedures.

## 4. RESOURCE AND WORKFORCE MANAGEMENT

4.1) There is adequate workforce. There are few vacancies, low staff turnover, low sickness rates, and the workforce is appropriately experienced and skilled, in all areas within the service:

- a) education
- b) early help staff
- c) social work (M)

### a) Education

Education Services are made up of office based front facing teams; the Admissions Team for example, and frontline teaching roles; Visual and Hearing Impaired Services and Pupil Referral Service, for example. The overall absence rates and profile of the workforce reflect similar rates to other front facing services in the Council, which is reflected in the absence figures. Absence levels are slightly better than the Council average at December 2016 with an average of 8.3 days off sick per full time equivalent, compared with 9.2 for the Council overall.

There are currently no vacancies within the education service and the workforce has been very stable. All but two members of staff in the school improvement team having being in post since before 2009 and the current attendance service have worked together as a team since 2013. All members of staff are well qualified for the roles they hold; all have held senior positions in schools and a number have been head teachers, regional advisers or OfSTED inspectors.

### b) Early Help Staff

The Early Help Service is made up of a small Local Authority employed team of staff who support practitioners to engage in Early Help processes and track progress and monitor impact of early help interventions. No members of staff have left the team in the last 5 years. The team has expanded over this period, however, which has resulted in new team members joining and promotion opportunities for more experienced members of the team.

All staff have significant experience and knowledge of the Early Help agenda and are required to maintain up-to-date and relevant safeguarding training. Early Help team members work alongside colleagues in Children's Social Care and support the operation of the MASH, helping to ensure that threshold knowledge is accurate and up-to-date.

Absence rates are very low and much lower than full Council average, being 2.27 days sickness per FTE.

### c) Social Work

Children's social care was significantly adversely affected by high turn-over rates between October 2014 and March 2015, when the situation began to stabilise. The overall vacancy rate in our front line teams is around 27%, as of March 2017, and has been relatively stable for most of the last financial year. This is higher

than we would like since while most posts are covered by agency social workers, the majority of whom have been in place for long periods, costs are obviously higher.

We were very successful in recruiting newly qualified social workers during 2015/16 but there appears to have been a reduction in numbers of suitable candidates in the current financial year, which has reduced our intake. Nevertheless, we have made some appointments and we have, for the most part, retained those recruited in recent years.

We expect the success in developing Family Safeguarding in Peterborough to make a significant difference to overall recruitment levels, as has been the case in Hertfordshire.

#### 4.2) There is a comprehensive workforce development strategy, and a range of appropriate training and development opportunities which improve practice (M)

Following the move to a People and Communities Directorate, we have developed a new workforce development approach that articulates a core offer for our staff at different levels within the organisation, related to their experience and personal development needs as identified within the Performance Development and Review process. This directorate wide approach provides the opportunity for staff from Adult, Children's and Community Services to undertake key areas of learning together. This complements the systems leadership approach and promotes both joint understanding of core policies and procedures and joint working across services.

Within this core offer there is also a focus on providing bespoke learning solutions where required for children's services taking into account the different needs of social workers and alternatively qualified staff. A comprehensive programme of training opportunities is available for staff which has been developed with senior managers and takes into account information from a number of sources including personal development reviews and the outcomes of quality assurance audits and processes. We have developed much stronger links between the Quality Assurance and Safeguarding Service and the workforce development functions to ensure that knowledge of practice strengths and weaknesses informs the training and development programme.

The strengths of this approach is illustrated by the decision to commission a bespoke mentoring, training and support programme for advanced practitioners and first line managers, which commenced in March 2017. Team managers have a very challenging job, and recruitment of experienced managers is a challenge. Messages from quality assurance services were that in order to improve consistency of practice and hence outcomes for children, further support to these groups was required. Feedback to date has been very positive, with managers appreciating the investment in their development.

Also within the workforce development team, there is dedicated support for social work development. This includes providing key support to NQSW's, promoting and co-ordinating practice education in partnership with the local university and supporting the Step up to Social Work programme for which we are hosting 3 students.

4.3) Staff are given an appropriate induction, including current policies and procedures relating to both the organisation and their specific duties, and know who/where to go to if there are any issues.

In most areas of children's services, staff turnover is low and teams have the capacity to manage induction processes through a bespoke and tailored process, supported by the corporate induction process.

Despite recent improvements in the rate of turnover of staff within Children's Social Care Services, turnover is higher in this part of the service. This, combined with the sheer size of Children's Social Care when compared with other areas such as early help and Education, means that there needs to be a much more consistent framework to support the induction of new members of staff than in other areas.

The Children's Social Care induction handbook, process and implementation is regularly reviewed and updated. Heads of service have been working with team managers to ensure that induction is provided consistently across the service. All Heads of Service have accountability for and oversight of the induction process in their service and sign off the completion of the induction of new starters into Peterborough children's social care.

4.4) Supervision is routine, recorded, and used to quality assure practice and support decision making.

Consistency of and quality of supervision was an issue identified as requiring improvement in the OfSTED inspection in 2015. A key contributing factor at this time was the very high level of turnover among key managers within the service in the months leading up to the inspection.

We have taken action to address the levels of turnover and the service is now characterised by a stable management group from Team Managers through to the DCS.

While audits do evidence that supervision is taking place much more consistently than before, gaps remain and too much supervision continues to be process lead with insufficient emphasis on the lived experience of the child or the impact or otherwise of interventions that have been put in place. As noted above, we are investing in our first line managers through a bespoke training and development programme, which will support the development of effective supervision skills.

We have also taken the decision to increase management capacity within assessment and family support by introducing group managers. These roles will sit between the team manager and head of service tier; we expect this to help to support team managers in their roles, while helping to free the head of service to undertake more strategic leadership.

The Family Safeguarding approach also brings with it the opportunity to further develop supervision approaches, since the multi-agency team work aspect of the intervention means that there will be more group supervision in place, very much focused on the impact that each member of the multi-agency team is having on the lived experiences of children in the family.

Outside of the supervision process, social workers report that they do have opportunities to discuss cases and seek management guidance and oversight and that managers are generally accessible and supportive. This finding is in line with the culture of openness, acceptance of reasonable challenge and willingness to re-visit decisions about children and young people that the leadership team has sought to establish and maintain across children's services.

4.5) There is effective management action to achieve and sustain manageable caseloads including flow of cases through the system, and front line staff are able to discuss concerns about caseloads with their managers. (M)

As of March 2017, average caseloads within family support and children in care services are 19 and 15 respectively – with an overall average for qualified social workers of 19.9, compared with around 25 at the time of the OfSTED inspection in April 2015.

The successful bid for innovation funding to implement Family Safeguarding will increase capacity and reduce caseloads in Family Support. The pilot in Hertfordshire resulted in fewer children in legal proceedings, which will also benefit the children in care service as time moves on.

There is an active social work forum, chaired by the Principal Social Worker, which provides a well-established opportunity for social workers to express concerns about any aspects of service delivery, including in relation to caseloads. Senior managers undertake case file audits alongside frontline staff, and use this as an opportunity to provide social workers with the opportunity to discuss any concerns that they may have. Senior leaders and managers promote and model an open and approachable management culture, where appropriate challenge is welcomed and acted upon when required.

4.6) There is evidence of a learning organisational culture, with ‘systems leadership’ at all levels, promoting a ‘self-aware’ learning culture.

The senior leadership within children’s services has worked hard to establish and promote and model an open, learning organisation culture that emphasises the need to develop positive relationships with partners in securing improved outcomes for children, young people and their families. Constructive challenge is welcomed, both within the organisation and with key partner agencies.

Managers and practitioners have many opportunities to meet and to discuss practice. Senior leaders model practice in relation to child-centred decision making through chairing of a range of panels including, for example, the unborn baby panel and the care planning panel. A recent development has been an increased focus on early permanence planning, led by the Heads of Service for Family Support and Fostering and Adoption.

As noted elsewhere, the Council and partners are encouraging semi-informal opportunities for practitioners to meet and develop a better understanding of one another’s key roles and responsibilities, and to develop working relationships that emphasise their shared roles in delivering improved outcomes for children, young people and their families.

The People and Communities Directorate approach to training and development includes opportunities for practitioners and managers from across the directorate to train together, again providing opportunities for developing links and understanding across all levels within the system.

4.7) Budgets are appropriately set and managed. Opportunities for efficiencies and delivering savings, including through income generation, are achieved.

***Summary and evidence:***

There is a strong tradition of support for Children’s Services from senior officers and Members in Peterborough. Corporate Management Team, the Chief Executive, Leader and Cabinet have all ensured that emerging budget pressures are resourced in order to ensure that outcomes for children and young people are not jeopardised.

Examples include significant council investment in 15/16 in children's services of just over £2m in the workforce to support a budget for agency social workers and investment in enhancing recruitment and retention schemes. The Council has also identified over £1m of additional funding to manage pressures in the placement budgets over the 2016/17 and 17/18 financial years.

Meanwhile, there is a very strong commitment to innovation. The Permanency Service is about improving outcomes for children and young people, increasing investment in a range of edge of care services, and delivering savings to the Council through reduced use of higher cost placements. There are a number of other benefits to this approach that are beyond the scope of the contract, but which exist because of the partnership with TACT as a national charity, and TACT are working with a number of third sector providers to bring investment to Peterborough to support improved outcomes for children and young people.

Evidence for Hertfordshire indicates that the development of the Family safeguarding approach will also improve outcomes for children and young people, while reducing numbers of children who come into the care system and reducing length of time on child protection plans.

## 5. PERFORMANCE, CULTURE AND CHALLENGE

5.1) There is strong performance management governance and culture across all services from team to strategic level, including all aspects of the performance improvement cycle of 'plan, do, review, improve'.

The service developed a detailed action plan in response to the OfSTED inspection in 2015. This plan has now been closed down with remaining outstanding actions being transferred into the 'business as usual' service development plans in place from 1<sup>st</sup> April 2017. The importance of developing business as usual service plans is also emphasised by the recent success in the bid to develop the Family Safeguarding approach in the City, which will result in significant changes to service delivery.

A range of audits are carried out throughout the year, and each audit results in an action plan that is allocated to the appropriate head of service to ensure issues are addressed. The results of the audit programme also now informs the training and development programme.

Themes from audits, issues from proceedings and complaints all also help to inform regular practice workshops for front line practitioners, which are well attended and provide a focus on best practice in a range of areas. As the staff and management team has become more settled, it has also been easier to identify practitioners who have particular skills, and these are invited to help to share their expertise with colleagues through events such as these.

As noted elsewhere in this self assessment, however, it is evident that there are continuing areas to address in relation to improving the consistency of practice, ensuring the impact of our interventions and improving consistency of management oversight.

We have therefore increased the frequency and changed the format of regular performance meetings for team managers and heads of service, in order to more effectively identify issues and address them in a timely way. We have also developed a series of bespoke training and mentoring interventions based on the outcome of a skills audit completed by Heads of Service in January 2017 in order to support our key front line staff and managers to build on their existing strengths.

Other areas of the Council also support skills development among our staff. Our senior child protection lawyer, for example, provides regular training and briefing sessions for our staff on preparation of evidence, court processes and similar.

More broadly, there are a number of boards that set outcome targets and monitor performance against these. The Children and Families Joint Commissioning Board has oversight of a range of outcome indicators where success requires a number of partners to work together. The board is ultimately accountable to the Health and Wellbeing Board, and in turn holds other multi-agency groups to account.



5.2) There is timely and accurate recording of information, and effective use of data and other evidence through performance reports to monitor and identify areas for improvement. There is transparency and accessibility of information.

The availability of timely performance reporting data was an issue identified as an area requiring improvement in the OfSTED inspection of Children's Services in April 2015. Since the inspection, the Council has invested considerable resources into this area in order to resolve the issues identified. Some £350K has been agreed by the Council to implement the necessary changes.

Liquid Logic has been upgraded to the latest version and a significant amount of background work has taken place to create and break links within the system in order to ensure that it is able to work as effectively as possible for practitioners as well as enabling efficient data collection.

As is often the case with transforming infrastructure relating to ICT systems, a number of complex interdependencies have meant that Business Objects has only been generating performance reports for some areas of the service since December 2016 and we are not yet at the point where managers have easy access to near live performance information. Full access to such information should be available by summer 2017.

In the meantime, the existing systems continue to provide a range of daily, weekly and monthly performance management information. While not 'live', this information is used to improve performance across the service.

5.3) Self-awareness and challenge are routine, and areas for improvement are acted upon appropriately and at the right pace. Performance and management information is used to challenge staff and celebrate success.

Managers and staff are aware of key performance indicators and their roles in achieving these; they are able to see the links between strong performance and securing better outcomes for children and young people with whom they work.

The Principal Social Worker chairs themed practice improvement workshops with all team managers on a three weekly basis; these were established in February 2017 as a way of helping to ensure consistency of approach in terms of quality of work across the service.

Allocating areas of accountability for groups of performance indicators to specific heads of service has improved accountability across the service and compliance is steadily improving in areas such as ensuring that visits are taking place regularly.

Success is celebrated and there are a number of examples where courts, partner agencies, children and family members have praised the work of social workers across the service. Where such feedback is received, it is recognised informally and on occasions, formally through Peterborough programmes including the 'Make a Difference Award'.

As noted elsewhere, senior leaders and managers model an open and transparent culture, where appropriate challenge is welcome. Practitioners and team managers are confident in challenging decisions, and decisions are changed where there is evidence that this is in the best interest of the child, young person or family.

5.4) There is robust and effective third party challenge across children's services: for example, External, LSCB, Scrutiny, Leader, Member, Chief Executive, and other staff such as Reviewing Officers, School Improvement Advisers.

The Chief Executive holds regular meetings with the Director of Children's Services, the Service Director for Children and Safeguarding, and the Assistant Director, at which the most recent performance report alongside recent themed practice audits or other key documents such as updates to action plans are discussed and scrutinised. A short report is shared with the Chief Executive, Leader and Cabinet Member on a weekly basis. This report includes key information about caseloads, any trends in recruitment and retention, information about any children looked after who are missing and actions being taken to locate them and ensure that they are safe, and details about assessments and any visits to children falling outside of statutory timescales, including the reason for this.

The Education and Children scrutiny committee receives regular reports on performance within children's social care, and holds senior officers to account while also being appropriately supportive in seeking to identify actions that Members can take to support the work of the service. Members hold senior officers to account in a similar way in respect of pupil progress and the quality of teaching and support to schools in the City.

The LSCB was also inspected at the time of the OfSTED inspection of children's services in 2015 and assessed to be 'Good'. The Board scrutinises the performance of all partners, undertakes multi-agency audits of practice in themed areas and has worked hard to ensure that appropriate action is taken by all partners in respect of issues such as CSE and FGM.

School improvement advisers work constructively using appropriate challenge to improve standards in schools and section 7 below illustrates how this approach has been successful in many areas, while recognising that further improvements are required.

Independent chairs and reviewing officers are pro-active in ensuring that children's cases do not drift. There is a robust system in place for case alerts and mechanisms for chairs and reviewing officers to escalate concerns to senior managers if they do not receive an appropriate response.

Line management arrangements for independent chairs lie outside of operational responsibility for children's services in that the independent chairs and reviewing officers are part of the Quality Assurance and Safeguarding Service, which reports via a head of service to the Service Director. This structure has been designed to ensure that challenge takes place where necessary outside the operational line management structure. Independent chairs and reviewing officers also champion best practice within the service and are highly committed to support their colleagues to deliver the best possible services and outcomes for vulnerable children and young people. Reviewing officers also complete monitoring forms that are used by team managers in supervision to assist with oversight and planning for children and young people.

5.5) Where performance issues have been identified (whether through own performance management or from previous inspections/evaluations), timely actions are put in place to generate improvement.

In the period leading up to the OfSTED Inspection in 2015, children's services had experienced a period of instability caused by a high turnover of key staff and managers within the service. This made it difficult for performance issues to be addressed; agency team managers may, for example, have initiated an informal process around the

performance or capability of a worker in their team, but have moved on before this could be concluded. Some agency managers in post in this period were less effective in managing performance, or failed to maintain adequate documentation. High caseloads in this period also made it difficult to distinguish between workers reasonably struggling as a result of being asked to do too much from those who might struggle to deliver good quality work in any context.

As noted elsewhere, this situation has changed significantly; staff and managers are now a much more stable group. Performance issues are being identified more readily, and there are robust procedures in place to address competency or performance issues with strong support from colleagues within Human Resources.

Greater stability in other parts of children's services, such as early help and education services have meant that performance and competency issues, where such exist, have tended to be identified and addressed more readily. This has resulted in an increase in numbers of staff within Children's Social Care becoming subject to formal competency or disciplinary processes in the 2016/17 financial year when compared with previous years.

As noted elsewhere in this self-assessment, the overall consistency of quality of practice and management oversight remains an issue despite a range of training and development programmes for key staff and managers. We therefore completed a skills audit in January 2017 and this is being fed into the development of a team by team training approach, alongside some mentoring opportunities for key staff.

5.6) The voice of young people, families and carers is strong in work with individual children and young people, as well as strategic planning, and feeds into performance management. (M)

The OfSTED inspection in 2015, and our own self-assessment completed prior to the inspection identified that we have more to do in this area. On an individual case by case basis, social workers are very able to describe the voice of the child and evidence how this informs their work. Recording this in a systematic way remains less consistent across the service, however, and remains a key area of practice development that has informed the training and development plan for the coming financial year. Progressively lower caseloads across the service should enable social workers to record in more detail the direct work that they do with children and young people into casefiles, resulting in better planning now and in the future.

Since the inspection, additional investment to ensure effective participation has been agreed by the Council and a new full time participation officer to focus on securing participation of children in care is now in post. This role will be helping us to re-energise the child in care council and dramatically improve participation by care leavers in particular.

We have also secured investment to secure additional participation capacity within the Quality Assurance and Safeguarding service. This new post will help us to seek the views of children and families about their experience of participation in child protection and child in need processes, and enable us to address issues that are identified.

During 2017/18 we will be looking again at how best to bring the various elements of participation for children in care and on the edge of care together in order to ensure that this is maximised.

We have sourced bespoke training through the Local Government Association to support Members on the Corporate Parenting panel to champion outcomes for children and young people in care and support them to engage with children and young people more effectively while holding senior officers to account in the delivery of child focused and high quality services. Members have also had the opportunity to visit another local authority as part of this approach, helping them to see how high performing councils approach this area of support and challenge.

As noted elsewhere in this assessment, we have invested in an application called Mind of My Own [MOMO]; this is an award winning app that encourages and enables children and young people to participate in decision making processes relevant to them and ensure that they can communicate their views at a time and in a way that suits them.

We have developed a new way of ensuring that the service learns from complaints and themes from complaints are now a standing item on quarterly service improvement meetings chaired by the assistant director for children's social care.

NYAS provides an independent advocacy service for all children and young people looked after and care leavers, and are also able to offer this service to children subject to child protection plans where this is needed. We have contracted Barnardo's to provide an independent return interview service to children and young people who have been missing from home or care.

All members of staff within children's services have a performance objective in the next PDR process that requires them to identify ways of securing the participation of children and young people and/or including their views in the delivery of services for which they are responsible.

5.7) Outcomes for all children and the impact of their needs, regardless of disability, ethnicity, faith, gender, language, race or sexual orientation or specific needs are positive. (M)

Peterborough is a City with an increasing diverse population and diversity is highest among younger age groups. Ensuring that we are able to reach all members of the community effectively presents challenges and we are constantly seeking new and innovative ways to interact with all sectors of the community that we serve.

We have established an innovative programme of community connectors; officers recruited from the specific communities of the City, who are able to advise the Council and partners on how best to communicate with those communities. This has been highly effective; links with communities from eastern Europe which are in general more recently established in the City have been particularly strengthened through this approach. The dialogue is two-way; the council gains a better understanding of support needs and the community gains a better understanding of the support available to them.

We are also becoming better at targeting particular sections of the community according to a more differentiated profile of need. Public health data is better informed by knowledge of behaviour patterns among particular communities, for example, helping us to better understand differential areas of resilience and need between and within communities. Public Health colleagues developed a diverse ethnic communities Joint Strategic Needs Assessment which will increasingly be used to inform service planning and commissioning activities.

The LSCB has worked with other boards within the Eastern Region to commission research into the experience of eastern European families in accessing services and support; this learning informed a number of cultural awareness training events across the region, helping practitioners to better understand cultural expectations among recently arrived communities.

Within children's social care services, management audits specifically address the extent to which assessments and care planning activities address needs arising from disability, ethnicity, faith, sexuality and any other diversity issues. Education services have also championed the delivery of positive outcomes for children and young people from diverse backgrounds; the achievement gap for children and young people who have English as an Additional Language was recognised and an EAL Academy developed to enable schools to share best practice around supporting improved outcomes for this group of children, with considerable success as outlined in section 7 below. The service also provides guidance and policy support to schools on the sensitive management of the needs of children and young people, including providing guidance on support children and young people experiencing symptoms associated with gender dysphoria.

An audit of cultural competence as evidenced within direct work with children and young people open to Children's Social Care completed in March 2017 showed that in most cases, issues of identity were identified and informed plans.

5.8) Drifts and delays for children and their families in assessment, decision making processes or provision of service are minimised and appropriately challenged where they do exist. (M)

As noted above, the timeliness of completion of assessments within Children's Social Care within required timescales has remained above 80% of the last 12 months, although there was a dip in performance in this area around the summer 2016. This coincided with some staffing issues [largely sickness and annual leave combining] taking place at the time that Operation Dunholt took place. This was a largescale joint enquiry into allegations of sexual abuse relating to one prolific offender who had potential contacts with more than 60 children and young people. While the enquiry had a very positive outcome, in that the offender was convicted of a number of offences and received a lengthy custodial sentence, it did result in significant additional pressures on the service.

We have worked hard to ensure that children and young people subject to child protection plans are not subject to drift, and very low numbers are subject to plans for longer than 18 months. Any child subject to a plan for 9 months is reviewed by the head of service. Where plans have been in place for 12 months, legal planning meetings are held to review the threshold for legal intervention, and to ensure that appropriate actions are being carried out to safeguard the child or young person.

We have also reviewed our approach to permanency planning and a permanency planning meeting is now held whenever a legal planning meeting is convened. This ensures that planning for permanency is considered as soon as there is consideration of the threshold for PLO or legal proceedings. This approach is already delivering benefits, with better contingency and care planning evident at an early stage.

Independent chairs and reviewing officers are proactive and challenge drift; there is an effective case alert system and good dialogue between chairs, social workers and team managers in ensuring that children and young people do not experience delays in planning to secure positive outcomes.



## PERFORMANCE AND OUTCOMES BY SERVICE AREA

### 6. EDUCATION – STRATEGY AND SUPPORT TO SCHOOLS

6.1) There are sufficient school places, with appropriate school place planning, and there is a high proportion of children attending a school which is good or better.

The Council produces an annual School Organisation Plan. School place planning is reviewed after census data is received. The next review is currently underway now that the secondary and primary allocations are completed and the January school census data is received.

- Capacity in primary schools is considered to be sufficient but does require very close monitoring in particular for in year growth as it excludes the recommended DfE 5% surplus place allowance
- Shortfalls in secondary capacity are a concern (as they are for all authorities) from 2019 onwards as a consequence of the growth in migration and birth rates and the population of children in Years R, Yr 1, 2 and 3 – Plans to develop additional capacity are referenced in the SOP and in the council’s Capital Programme (2015 – 2020)
- There is a high, and consistently improving, proportion of children and young people attending a school which is judged by Ofsted at its latest inspection to be good or better. This proportion for children in Peterborough is above the national average, which is 86.9%:

	September 2012	September 2013	September 2014	September 2015	January 2017
<b>% of all schools judged good or better</b>	57.1	56.7	76.9	85.6	<b>89.9</b>
<b>% of children attending all schools judged good or better</b>	59.5	60.1	78.2	83.9	<b>89.4</b>

6.2 ) The LA promotes high standards in schools in their area. Strategies, support and challenge are effective in raising standards in schools and other providers and the LA has clearly defined its monitoring, challenge, support and intervention roles. There are regular meetings between schools and School Improvement service to review performance and provide challenge and support. Evidence of action where appropriate to tackle issues within schools, including the use of formal powers.

- Educational improvement remains a key strategic priority of the council.
- Documentation which outlines our improvement strategy has been reviewed and approved by our scrutiny committee and agreement has been reached which has established a formal and additional scrutiny and challenge group to review school improvement activity and its impact at a more detailed level.

- Extensive work has been undertaken to develop and improve elected members’ understanding of the performance and challenge of schools in Peterborough.
- Strong support has been received by members (both scrutiny and the council’s cabinet) around the development of the “Self Improving Schools Network” school to school support model and the changing role of the local authority in education.
- Regular reports on the performance of schools are shared with the cross party “Children and Education” Scrutiny Committee
- The Leader of the Council, Lead Member and Chief Executive are involved in all key decision making and work closely with senior officers to develop strategy and intervention around school improvement.
- We meet regularly for briefing and debate meetings with our local MPs. We have also invited and welcomed the Minister for Schools, the Education Select Committee and the Pupil Premium Champion to Peterborough within the last 2 years. Standards in schools have been improving until 2016 and the proportion of children attending schools judged good or better by Ofsted is increasing (see sections 6.1, 7.2 and 7.4)
- The current role of the LA in education is clearly defined in both the School Improvement Strategy and Self Improving Schools Network Handbook. These documents are further supported by the contents of the “Support to Schools” document.
- School improvement functions are overseen by a School Improvement Board in addition to council scrutiny committees. This Board has been commissioned by the local authority.
- The local authority issues Performance, Standards and Safety Warning Notices where outcomes and/or provision in school causes concern. Prior to this and in an effort to work in a preventative way, the local authority also issues pre-Warning Notices, which it calls Letters of Concern.
- The school improvement function for schools which are not causing concern is delivered via school to school support and monitored by the School Improvement Board.
- The local authority has a strong and positive relationship with both the Regional Schools Commissioner (DfE) and the regional lead for HMI (Ofsted).

6.3) There is evidence of the effectiveness of support for schools (including Governor services, Education Welfare, Educational Psychology, safeguarding and other advice and support).

- Governor Services Service Level Agreements 2016-17 – 100% of Peterborough maintained schools and 88% of all Peterborough schools now subscribing plus out of area schools.
- Governor vacancies – recruitment drive ongoing. Saturday schools and community groups have been contacted with a good level of success.
- Training Programme advertised on Peterborough Education Network (PEN) website, sent electronically to schools and a printed timetable posted to all governors. Updated Governor Handbook now on a secure link on PEN. Secure area for Governor Services subscribers now live. Increasing demand for conversion to MAT training.
- RAG rating for governors/school website/minute taking workshop ongoing. GB Skills Audit currently underway, along with audit of websites and GB meeting minutes. Meeting of Governance Audit group (formed at last GLG meeting) at regular intervals.
- Training Programme for 2016-17 fully in place. Governor suggestions for content incorporated into the new programme.
- New regulations for DBS checks on governors come into force 18.03.16. Information was cascaded in Chairs Update w/c 07.03.16.



- Governor Guidance Notes: an updated guidance note and template for an annual governance statement for maintained schools circulated - this was further to a request by clerks at the last clerks' briefing.
- Governor Handbook for maintained schools and academies updated and on PEN April 2016 and ongoing.
- Additional Chairs Update circulated following publication of latest White Paper.

6.4) Available funding, including DSG and pupil premium, are used to effect improvement, including on areas of greatest need.

The Dedicated Schools Grant (DSG) – the local authority’s DSG allocation for 2016/17 - is £185m prior to recoupment. This is broken down into three blocks:

- Schools Block allocation is £144m (before recoupment). The majority of this funding is delegated to schools using Peterborough’s School Funding Formula. Each year the local authority consults with its Schools Forum on factors used in the funding formula to ensure fair and equitable allocation of resources to its schools. As part of this consultation the local authority benchmarks its funding formula against regional and statistical neighbours to monitor its performance. A small proportion of the Schools Block DSG is retained centrally to fund historic arrangements/initiatives which have been put in place to support schools and drive improved outcomes including the EAL academy, headspace and Schools Improvement Board. Each year Schools Forum reviews their impact.
- Early Years Block allocation is £13.2m. The majority of this funding is allocated to early years providers to meet the cost of delivering the free nursery education entitlement for 3/4 year olds and qualifying 2 year olds using the Early Years Single Funding Formula. Each year the local authority meets with its Early Years Working Group to review the allocation of resources and benchmark Peterborough’s performance against regional and statistical neighbours. A small proportion of the Early Years Block is retained centrally to fund the early years team who work with early years providers to improve outcomes.
- High Needs Block allocation is £27.51m (before recoupment). This is used to support and fund SEN provision in its schools. Two key pieces of work have taken place over the last year to ensure best value is being achieved from the resources available through the high needs block.
  - A review of the special schools funding formula to ensure resources are being matched to need.
  - A review of Enhanced Resource Provision and the establishment of centres of excellence.

Pupil Premium Funding – The local authority’s estimated pupil premium funding is £7.6m for 2016/17. The majority of this funding is passported to schools using the national formula based on year 6 FSM, service children and pupils adopted from care. Schools are required to publish a statement on its website stating the amount of funding received, how the funding is used and the outcomes achieved. £530k of the pupil premium is retained by the local authority and managed by the LAC virtual Headteacher. From 2016/17 schools will be required to bid for funding detailing and evidencing how the resources will be used to improve outcomes.

6.5) The LA fosters an inclusive and aspirational environment, ensuring fair access to opportunity for education and training in schools and other providers that meets the needs of all pupils. This includes appropriate provision for excluded children; children with special educational needs; and children who may have English as an additional language.

The Council is committed to ensuring that there is fair access to opportunity and takes great care to promote an inclusive environment that promotes aspiration.

The Pupil Referral Service and Peterborough Learning Centres, for example, have an Ofsted rating of Good with Outstanding Leadership and Management.

***The Service has 4 core functions / features.***

1. Provision of full time education for children and young people aged 4-16 years, who live within the City of Peterborough and who have been permanently excluded from school, are at risk of permanent exclusion or for some other reason cannot access mainstream provision. The Service operates across 3 different Key Stage sites and provided for **252** pupils in 2014 / 15 and there are 219 pupils on roll
2. Primary Behaviour Support which is part of the new LA Behaviour Strategy written and implemented by the Head of Service and includes the new Behaviour Panel, joint home visits, observations, advice, guidance and training in schools. In year one there were 45 cases heard from 21 different primary schools, 39 observations in school, joint home visits, 15 referrals to other agencies e.g. Health, SASP, cases allocated to our Family Support work staff, 11 placements in the Primary Learning Centre and 4 referred children taken into Care as a result of findings on a home visit. There has been a 50% reduction in year in Fixed Term Exclusions and no permanent exclusions from this cohort. A secondary Behaviour Panel started in November 2015 and is having a similarly positive impact.
3. Provision of dual registered placements as part of an intervention package with the home school, with the aim of preventing exclusion. In 2014/15 there were **29** such placements across the school and a further **15** pupils who are dual registered with us as the main school but who actually attend
4. Delivery of the Local Authority's statutory role, functions and duties around permanent exclusions, Managed Moves and Fair Access Placements. Integrating these functions with the provision available within the Learning Centres and wider Service has provided a seamless service for children and young people, their families, schools and other agencies. The Headteacher has worked in partnership with City Heads to re-shape provision to enable a greater support offer for those pupils not coping in mainstream and with other Heads of Service to develop a comprehensive, holistic, integrated support offer to families. This integrated working has had a highly positive impact on both permanent exclusions and Fair Access placements.

The Service offers an integrated all through service for pupils, families, schools and other services and this is having a highly positive impact in driving down permanent exclusions. The Head of Service Chairs Primary and Secondary Behaviour Panels which provide opportunities for early, integrated interventions which is also impacting positively on permanent exclusions.

**Permanent Exclusions trend**

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
78	95	43	24	37	21	27

**Fair Access**

The new Fair Access Protocol was agreed and signed up to by all City secondary Heads in 2016. We contribute to an annual DfE return on admissions, exclusions and Fair

Access. This Protocol was reviewed at the Head's Conference in March 2016 and we have agreed a few minor adjustments but feedback on the Fair Access process and practice was extremely positive. One change that has been requested by both the Admissions Team and Secondary Heads is that all Year 11 in year transfers come to the Pupil Referral Service in order to access targeted provision.

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
18	21	32	39	28	32	21

**Peterborough Learning Centres – delivering GOOD and OUSTANDING outcomes for learners**

**YEAR 11 ATTAINMENT TREND**

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Number of pupils	39	45	54	56	83	94
% achieving English and Maths quals	69%	89%	93%	100%	100%	90%
% achieving 5 A-C (L2) with English and maths	0%	6%	17%	30.5%	36%	7.5%
% achieving 5 A-G (L1/2) with English and maths	0%	69%	81%	86%	91.5%	72%

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## 7. EDUCATION AND TRAINING – OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

7.1) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in EARLY YEARS

- There had been a sustained improvement in outcomes for children at the end of YR judged by both GLD and APS, until a decline in 2016;
- APS improvement is especially pleasing since this includes every child and is a reflection of the good progress made by pupils at the beginning of their primary school education
- APS moved ahead of the national performance in 2014 and this was sustained into 2015 but declined in 2016, reflecting lower attainment on entry for this cohort
- Attainment outcomes remain stubbornly below the national average, with the improvement rate declining and the gap to the national average widening
- As a result of this decline, the local authority has commenced a “School readiness” initiative, involving schools and wider stakeholders, to ascertain the deficiencies in learning and attitudes displayed by children on entry to school, and a series of actions designed to help parents to support children prior to and upon entry to school

	GLD All Pupils	Average Points Score All Pupils
<b>2016 Peterborough</b>	62.9	34.1
<b>2016 National</b>	69.3	34.5
<b>2016 Gap</b>	<b>-6.4</b>	<b>-0.4</b>

7.2) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in KEY STAGE 1 and 2

The table below summarises outcomes and trends where possible:

Age	All Pupils	2012	2013	2014	2015	2016
Year 1	Phonics Peterborough	49	60	66	70	77
Year 1	Phonics National	58 <b>-9</b>	69 <b>-9</b>	74 <b>-8</b>	77 <b>-7</b>	81 <b>-4</b>
End of KS1	Phonics Peterborough				84	88

End of KS1	Phonics National				90 -6	91 -3
	All Pupils	2016		2016		
Year 2 ExS+	Reading Peterborough	68				
	Reading National	74 -6				
	Writing Peterborough	61				
	Writing National	66 -5				
	Maths Peterborough	69				
	Maths National	73 -4				
Year 6 ExS+	Reading Peterborough	55	Year 6 Progress	Reading Peterborough	-0.9	
	Reading National	66 -11		Reading National	0.0 -0.9	
	Writing Peterborough	72		Writing Peterborough	0.6	
	Writing National	74 -2		Writing National	0.0 0.6	
	Maths Peterborough	62		Maths Peterborough	-0.6	
	Maths National	70 -8		Maths National	0.0 -0.6	
	GPS Peterborough	65				
	GPS National	72 -7				
	Combined Peterborough	44				
	Combined National	53 -9				

- Whilst accepting that there are a unique combination of contextual factors which adversely affect attainment rates in Peterborough, we are acutely aware that standards of attainment and rates of progress in primary schools in 2016 were not good enough;
- As a result, 8 formal warning notice letters and 10 letters of concern were issued to primary schools in October 2016, and robust monitoring visits have taken place to keep these schools under review;
- As a result of low standards in phonics, the local authority commenced an “improving phonics standards” programme with targeted schools in 2014, resulting in improvements in 2015 which have been sustained and accelerated in 2016
- The local authority has now commenced an “Improving reading Standards” programme in targeted schools along the lines of the phonics programme and we are confident of seeing a similar improvement to outcomes in 2017
- In addition, we have formed a strategic partnership with “Success for All” which is focused upon EYFS, KS1 and KS2 outcomes. A pilot programme commenced in February 2017, with a view to seeing major impact from 2018 and beyond
- In addition, we have commenced a “school readiness” project (referred to above) and a “family support” project which aims to enable greater support to be offered to families, thereby freeing up school leaders to focus upon teaching and learning more rigorously
- As a result of insufficient improvement, the local authority has commissioned the “Self Improving Schools Network” and the School Improvement Board to oversee its school improvement role.
- School improvement officers directly employed by the local authority continue to fulfil this function in schools causing concern.
- In addition, the local authority has commissioned a 3 year strategy to improve outcomes for EAL learners. The EAL Academy has been commissioned to fulfil this function and as the strategy nears the end of its third year, impact is expected in 2017 outcomes.
- The improvement in both the proportion of primary schools judged by Ofsted as good or better and the proportion of children attending schools judged good or better over time has shown a consistent and sustained improvement, although it has now declined to slightly below the national average:

	September 2012	September 2013	September 2014	September 2015	January 2017
<b>% of primary schools judged good or better</b>	57.1	56.7	76.9	85.6	<b>88.4</b>
<b>% of children attending primary schools judged good or better</b>	59.5	60.1	78.2	83.9	<b>87.8</b>

7.3 ) Attendance at primary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

- Attendance at school is overseen by an attendance service which is positioned within the school improvement team.
- This team of officers oversee and promote overall attendance, assist schools in tackling persistent absence and also have oversight of elective home education
- Each school has access to a link attendance officer (academies are able to commission this support).
- Strategies for improving attendance and reducing persistent absence are published in a policy document “Promoting Good School Attendance”.
- Members of the attendance team meet regularly with attendance lead staff from schools in briefing/information/workshop sessions, and have organised and delivered a conference to raise the profile of attendance in schools, attracting a nationally-recognised keynote speaker.
- Rates of attendance are improving and the gap to the national average is closing.
- Rates of persistent absence are declining:

Full Year outcomes (latest available data)	Overall Absence %			Persistent Absence %		
	Pb	National	SNs	Pb	National	SNs
<b>2010/11</b>	5.3 (+0.3)	5.0	NA	4.1 (+0.2)	3.9	NA
<b>2011/12</b>	4.6 (+0.2)	4.4	5.3	3.5 (+0.4)	3.1	4.1
<b>2012/13</b>	4.8 (+0.1)	4.7	4.6	2.9 (-0.1)	3.0	3.5
<b>2013/14</b>	4.0 (-0.1)	4.1	4.1	1.7 (-0.2)	1.9	2.3
<b>2014/15</b>	4.1 (+0.1)	4.0	4.3	2.0 (-0.1)	2.1	2.5

- We continue to encourage schools to contact parents/carers at an early stage of concern (97% attendance) and escalate their actions at 95%. School attendance meetings are held at 93% and penalty notices are issued at 90% or below. We also encourage schools to issue penalty notices for leave of absence during term time where there are no unavoidable circumstances if this contributes to an unauthorised absence rate of at least 10% over an 8 week period.
- We give strong and continuous advice to schools regarding the importance of promoting and rewarding good attendance as a first strategy and not focusing on sanctions at a point where it may be too late.

7.4) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in KEY STAGE 4

The table below shows trend data between 2011 and 2015 where possible, and 2016 outcomes where this is the first year of measures:

	Subject	2012	2013	2014	2015	2016
Year 11	5+ A* - C GCSEs including En and Ma Peterborough	51	58	50	49	49
	5+ A* - C GCSEs including En and Ma National	59 -8	61 -3	55 -5	56 -7	58 -9
	A* - C English Peterborough	60	66	68	64	70
	A*-C English National	67 -7	68 -2	67 1	67 -3	75 -5
	A*-C Maths Peterborough	64	69	59	60	60
	A*-C Maths National	69 -5	71 -2	67 -8	66 -6	69 -9
	A*-C both English and Maths Peterborough		57	52	53	55
	A*-C both English and maths National		57 00	58 -6	58 -5	63 -8
	English Bacc Peterborough	13	18	19	21	22
	English Bacc. National	18 -5	22 -4	24 -5	24 -3	25 -3
	Attainment 8 Peterborough					46.9
	Attainment 8 National					50.1 -3.2
	Progress 8 Peterborough					-0.03
	Progress 8 National					-0.03 00



- Whilst it is true that progress outcomes have been relatively positive in comparison to national average outcomes, it remains the case that attainment outcomes have remained consistently low and showing insufficient rates of improvement. Gaps to the national average are widening rather than closing.
- The local authority has commissioned the “Self Improving Schools Network” and the School Improvement Board to oversee its school improvement role with the intention that this strategy should bring about a more rapid and substantial improvement to outcomes and a concerted narrowing of gaps to the national average.
- This strategy is currently into its third year of operation and the local authority is anticipating that the impact of these initiatives will be seen in 2017 outcomes, with a closing of the gap to national averages for all pupils and for groups of pupils.
- In addition, the local authority has commissioned a 3 year strategy to improve outcomes for EAL learners. The EAL Academy has been commissioned to fulfil this function and as the strategy nears the end of its final year, impact is expected in 2017 outcomes.
- The improvement in both the proportion of secondary schools judged by Ofsted as good or better and the proportion of children attending schools judged good or better over time has shown a consistent and sustained improvement and is above the national average, which is 78.9%:

	September 2012	September 2013	September 2014	September 2015	January 2017
% of schools judged good or better	75.0	55.8	72.7	81.8	90.9
% of children attending schools judged good or better	82.1	53.6	67.7	81.0	90.9

7.5) Attendance at secondary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

- Attendance at school is overseen by an attendance service which is positioned within the school improvement team.
- This team of officers oversee and promote overall attendance, assist schools in tackling persistent absence and also have oversight of elective home education and children missing education.
- Each school has access to a link attendance officer (academies are able to commission this support).
- Strategies for improving attendance and reducing persistent absence are published in a policy document “Promoting Good School Attendance”.
- Members of the attendance team meet regularly with attendance lead staff from schools in briefing/information/workshop sessions, and have organised and delivered a conference to raise the profile of attendance in schools, attracting a nationally-recognised keynote speaker.
- Rates of attendance are improving in a sustained manner. However, the gap to the national average is not closing fast enough, although significantly better than it was in 2011.

- Rates of persistent absence are declining rapidly and are now better than those of Statistical Neighbours, but the gap to the national average is not closing sufficiently quickly.
- 75% of Peterborough secondary schools are academies, and where there are significant concerns regarding attendance or persistent absence these have been shared with the Regional Schools Commissioner.
- We continue to encourage schools to contact parents/carers at an early stage of concern (97% attendance) and escalate their actions at 95%. | School attendance meetings are held at 93% and penalty notices are issued at 90% or below. We also encourage schools to issue penalty notices for leave of absence during term time where there are no unavoidable circumstances.

Full Year – latest available data	Overall Absence %			Persistent Absence %		
	Pb	National	SNs	Pb	National	SNs
<b>2010/11</b>	7.1 (+0.6)	6.5	NA	9.4 (+1.0)	8.4	NA
<b>2011/12</b>	6.4 (+0.5)	5.9	5.7	7.8 (+0.4)	7.4	8.9
<b>2012/13</b>	6.0 (+0.2)	5.8	6.0	6.8 (+0.4)	6.4	6.4
<b>2013/14</b>	5.5 (+0.3)	5.2	5.5	6.0 (+0.7)	5.3	6.2
<b>2014/15</b>	<b>5.4 (+0.1)</b>	<b>5.3</b>	<b>5.7</b>	<b>6.3 (+0.9)</b>	<b>5.4</b>	<b>6.4</b>

#### 7.6) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) POST 16

The council has produced the Post 16 Education and Skills Plan which clearly articulates its aspirations for all young people. The plan identifies 6 learning pathways that young people post 16 should have access to.

The council, in line with government thinking is promoting the 4<sup>th</sup> pathway – the Apprenticeship Pathway, in a number of ways:

In conjunction with City College Peterborough, Health Education England and Thomas Deacon Academy, it is developing pathways for young people into health that start in school as Health Ambassadors, then progress into Apprenticeships, there are currently 30 young people starting this pathway with 8 associate nurse training roles secured at Peterborough City Hospital for them to move into,

In addition to this, the council will look at how its own levy and those of other Peterborough businesses and public service sector can be used to support young people, especially vulnerable young people into local apprenticeships.

This is further supported but the Apprenticeship Grant for Employers (AGE) being managed locally, as part of the Devolution Deal and it now paying eligible employers a higher rate for 16-19 apprentices.

Education for Looked After Children and Care Leavers is also owned and reported on at Cabinet Members Level and they are supporting routes into apprenticeships, FE and University for this vulnerable group and Information booklets to support this have been produced.

Although the % of young people gaining an A Level pass is in line with national averages, there are concerns about the progress made by young people from Key Stage 4 to Key Stage 5. Value added data for many of the city's sixth forms suggests that a number of young people are not reaching their full potential at the end of their A Level study.

The council has concerns about the range and quality of STEM subjects on offer in the city. Outcomes for these subjects in a number of the city schools are below national average. The council is working with The National Space Academy in Leicester and through the Future Business Centre to raise the profile and importance of STEM subjects at A Level.

The Greater Peterborough University Technical College will open in September with a strong and viable post 16 cohort. The provision on offer will support both the apprenticeship and the vocational A Level pathways to university.

Approximately 50% of young people chose to go to college to study at post 16. Officers from the council work closely with all three of the local colleges providing effective challenge and support.

The council is also fully engaged with the Area Review of Post 16 Education that is fully underway in the Peterborough and Cambridge area (December 16 to March 17) and has presented its ask of FE colleges for the City, which the college will need to respond to.

7.7) A low proportion of young people are not in education, employment or training (NEET) and targeted youth services support young people as they prepare for, and transition into adulthood.

The NEET figure for Peterborough has declined significantly over the last five years. The way in which NEET is calculated was changed by DfE in September 2016. Previously this was taken as the number of young people aged 16-19 years whose situation was known to be NEET. The new calculation is only for young people aged 16-18 years but includes both those who have a known situation of NEET plus the number of young people for whom their current situation is 'not known'. Using the

new calculation the combined NEET figure was 6.3% of the cohort which equates to 293 young people (183 NEET and 110 not known). The number of 16 to 18 year olds in learning is 91% [data as at February 2017]

There are concerns about the higher number of girls who are pregnant between the ages of 16 -19 in Peterborough compared with other areas. The Peterborough figure is 1.5% of the female under 20 population compared to an England average of 0.6% and an East of England average of 0.6%. Again plans are in place to provide more dedicated support and intervention to this cohort. Whilst Peterborough have the highest rate of teenage parents in the Eastern Region (11/11) we are very successful in supporting teenage mothers into employment, education and training (EET) with 27% returning to EET (4/11).

In order to ensure that all young people leaving care have access to information about the post 16 choices available to them the following has been put in place:

- A named link worker from the NEET and Leaving Care teams has been identified and they regularly attend each other's team meetings. A referral pathway has been established into the NEET team and is well used by Leaving Care workers.
  - Young people referred in via this pathway are given priority contact from the NEET workers to ensure the earliest possible intervention.
  - The NEET team attend the PEP meetings held in January and have regular follow up meetings with the young person in year 11 to ensure appropriate support is in place during the summer holiday period.
  - The professionals at the meeting make a judgement about the appropriateness, given potential and ability, of future learning choices made by the young people.

The council has prepared a range of booklets for young people at the point of leaving care identifying the choices they can make around further study and the opportunities that studying at university can bring. In addition the council is supporting a range of initiatives, including a Record of Quality Achievement, in order to raise the quality of information, advice and guidance that all young people can access.

The Youth in Localities team actively work with, and engage with, young people who have left care. Through their National Citizenship Programme and Prince's Trust Team Programme, they ensure that year 11 young people and those who have left care are targeted for recruitment.

## 8. EARLY HELP

8.1) PLAN: An Early Intervention (EI) plan (either a separate plan or 'golden thread' in all major strategies and plans) has been informing how all local agencies deliver EI for a while. It is based on full understanding of local needs. Many agencies pool money to pay for EI support, and commission it to jointly agreed outcomes. EI Services provided for ages 0-19, with evidence to show they work.

8.2) LEAD: All local partnerships play a part in delivering EI. The group that leads the plan makes sure everyone knows what is happening and their role. Senior leaders are all 'champions' for EI in public locally and nationally.

### ***Summary and evidence:***

There is a well-developed Early Help offer in Peterborough, which is the result of a strong multi-agency partnership committed to working together to secure the best possible outcomes for children, young people and families.

Governance and accountability is through the Children's Joint Commissioning Board, the Emotional Health and Well-Being Board and through the Safer Peterborough Partnership. Early Help is also an integral part of both the Peterborough City Council Community Strategy and Poverty Strategy. Line management for Early Help Services is through the Service Director for Children and Safeguarding which ensures that links between early help and children's social care services are strong.

The focus is on ensuring that children and families receive the support they need at the right time. We aim to provide help for children and families when problems start to emerge or when there is a strong likelihood that problems will emerge in the future. This means providing support early in life and early in the identification and development of a problem. There is also a recognition that some families will require additional help at various times of their lives and may need to access targeted services periodically to help re-build resilience. Early help services also play a key role in supporting the stepping down of families from specialist support services.

There has been significant investment in early help services by all partners, supported by a shared commitment to prevent difficulties escalating and resulting in the need for specialist services. During the last year, Peterborough has:

- Committed to driving phase 2 of the national Troubled Families agenda [known as Connecting Families in Peterborough] through early help. The broadening of the eligibility criteria has enabled us to focus our attention on addressing issues as soon as they arise. We are utilising some of the Troubled Families funding to build capacity with third sector organisations and jointly fund a number of early help projects; We have increased the multi-agency presence in the Peterborough MASH (multi-agency safeguarding hub) to ensure families with identified needs can be picked up and supported as early as possible; We are providing additional targeted resource for families with the greatest need through one of the Early Help panels – Multi-agency Support Group (MASG),

and Early Support 0-5. We are also working closely with partners to develop a number of small projects aligned to the programme that will achieve specific outcomes on specific elements of the outcome plan and/or contribute to our model of building community capacity. Aligning Troubled Families with early help has enhanced our understanding of the needs of our families, and helped us to track progress and monitor impact through the Troubled Families data solution that is being developed locally in Peterborough. Development of a shared Outcome Plan has also resulted in improved information sharing arrangements with partners which is enabling partners to support families earlier and ensure co-ordination of support. The Head of Service for Prevention and Early Help Services also holds the responsibility of Troubled Families Co-ordinator for the City enabling the development of the programme to be mainstreamed within early help.

- Supported the transformation and re-design of the 0-19 emotional health and well-being pathway, as led by the Joint Commissioning Unit and Emotional Health and Wellbeing Board. The Clinical Commissioning Group have applied for and been successful as an iTHRIVE accelerator site. This iTHRIVE approach is enabling us to focus on early intervention through a number of different workstreams based around a model of Thriving, Getting Advice, Getting Help, Getting More Help and Risk Support.
- Working with health partners, we have developed a new pathway for ASD/ADHD referrals that emphasises a holistic support plan for the family, including the opportunity to engage in Evidenced-Based parenting programmes, which is made available as soon as difficulties begin to be identified. This approach aims to ensure that families are better supported to meet any emerging additional needs while reducing the rate of referral to specialist services.

The approach in Peterborough has been to enable and empower local partners to develop the confidence to support the holistic assessment of needs through the early help assessment, and take on lead professional responsibilities. It is our view that this approach is much more likely to be sustainable in the long term. This model also means that children and families are supported by key professionals who they know well [teachers, health visitors and so on] rather than being referred on to a separate service. This approach is supported by the Early Help Team, which offers support, training, coaching and mentoring to the workforce. All schools, settings and partner organisations have a minimum of one nominated Early Help lead who is the first point of contact.

AN example of the success of this approach is provided by the successful implementation of the e-CAF/Early Help Module within Liquid Logic/ICS in January 2014. Use of this system for recording early help assessments and direct work is now very well embedded across the system.

8.3) DELIVER: There are clear, aligned processes for identifying, assessing providing appropriate help to children and families at an early stage, understood and agreed across all local partners. Information on family needs and strengths is being shared efficiently all the time. All staff have an excellent understanding of EI and the roles they play. They have high quality training and support to do their jobs. Staff always deliver in a joined up way.

**Summary and evidence:**

Early Help assessments are completed by those practitioners who are already in direct contact with families where they identify that the family would benefit from the support of two or more services. This approach ensures that there is one lead professional and a single plan, developed in partnership with the family. Early Help Assessments are recorded on Liquid Logic, which is the same database as used by Children's Social Care, meaning that families can be stepped up or down within the same case recording system. The Early Help Team provides support to practitioners who are new to undertaking assessments or chairing teams around the child, where this is requested.

There is a recognition that continuing to sustain this approach will require on-going support and training for a changing workforce, but adoption of the much shortened [4 page] Peterborough Early help Assessment has been good across all agencies in the City, with an average rate of 370 per 10,000 of the 0-17 population as of November 2016. Completion of Early Help Assessments in Peterborough for the last four years has increased year on year, with peaks and troughs within the year falling in line with school holidays. The highest number of initiators of Early Help Assessments is within the Primary School age range followed by 0-5, followed by 12+. Weekly, monthly and quarterly analysis of Early Help Assessments provides information on age, gender and Early Help Assessment initiator.

All Early Help Assessments, once finalised on the Liquid Logic system, come through the Early Help Gateway at which point every assessment is read by a member of the Early Help Team and checked primarily for any safeguarding concerns and also for quality assurance. This is the point at which a dialogue will automatically commence between the Early Help Team and the Lead Professional and the point at which suggestions for taking the case forward are made.

Some families have a level of need that means that they are likely to require support over and above that available to practitioners in universal and targeted services. To address this issue, we have established a number of panels including:

**Multi-Agency Support Group (MASG) panels.** There are three locality-based MASG panels operating across the city in South Locality, Central & East Locality and North West & Rural Locality. Each panel meets every two weeks and consists of a multi-agency group of professionals that use their skills, knowledge and experience to consider multi-agency interventions that will best meet the assessed needs of a child/family. The panels are designed to provide additional targeted support through a co-ordinated approach. Cases to be considered are usually where:

- The needs are either unclear or such that additional resources are needed
- The family have been supported in the Community through an Early Help Assessment and Team around the Child (TAC) meetings but little progress has been made;

- Practitioners have identified the need for more specific, targeted and sometimes, funded pieces of work to more appropriately address the needs of a family. Examples include Sleep Solutions, access to Local Authority commissioned Evidenced Based Parenting Programmes, access to a Family Group Conference or place on a 'Stop the Hurt' programme for perpetrators of domestic violence, and commissioned Family Support from a variety of agencies including, Children's Centres, Third Sector partners and private providers ;
- A transition package of support may be required for a family who have recently been open to Children's Social Care who need a range of co-ordinated targeted support to maintain and sustain progress

Cases heard at the MASG panels are kept open to the panel for a minimum period of 12 weeks during which time the case will be reviewed as considered appropriate by the panel to ensure sufficient progress is being made and sufficient resource is being allocated. Access to the panel is via an up-to-date Early Help Assessment or Children's Social Care Assessment which is being stepped down for support at a targeted level.

A multi-agency Neglect Strategy developed by the LSCB was launched in Autumn 2016, accompanied by a training programme to introduce practitioners across early help services to a variation of the graded care profile. The aim of this approach is to help practitioners to identify neglect at an early stage and be supported in understanding the key areas on which to focus their support to families. The tool also provides evidence of impact. Take up of this approach is yet to be fully embedded, however, and the LSCB will be leading work with partners to progress this area of early help work.

**Early Support** is a national program established to improve the way that services for children with disabilities work with families and together. The service is a pre-school age service for families with a child who has significant disabilities. Professional referrals are received through an Early Help assessment to ensure a robust assessment of the child and family's needs. An Early Support Multi-agency meeting happens every two weeks to look at the referrals and to suggest recommendations to support the child and family. A wide range of services could be involved to help support the family including Barnardo's, Spurgeons, Sleep Solutions, Portage, Early Support Inclusion Officer, the Paediatrician and wider Child Development Team. Families are supported by a Lead Professional who will generate a six month review to ensure that the right level of support is in place for each family, and identify possible future needs to allow for planning.

The tracking of progress and measuring impact within Early Help is achieved in a variety of ways. For services that we commission, impact is measured through our contract monitoring. All Early Help Assessments are now tracked through our connecting families programme with a variety of tools and measures to determine impact on the family. As part of our Connecting Families Outcome Plan, one of the success criteria for a 'child in need of help' category of the Troubled Families framework is that the Early Help Assessment is closed having made recorded progress on eCAF, with no new episode being opened in a 6 month period after closure nor opened to Children's Social Care.

Of 1,365 Early Help Episodes closed since January 2015, 913 (66.89%) have closed with a positive outcome - 518 with a progress score of 7+, and 395 with an outcome score of 3-6. For all closures with a score of 3-6 as determined by the Lead Professional, these are followed up by a telephone call enabling further



discussion and understanding of the case. No or little progress was achieved for the remaining 452 episodes (33.11%), as they closed with an outcome score of 1-2. The lack of progress in the main is due to non-engagement, an escalation of concerns, or move out of area.

Early Help in Peterborough is dependent upon the direct support and involvement of a range of services and teams from within the Local Authority including YOS, Youth in localities, housing, attendance, school admissions, SEND, EP service as well as external partners. In addition, Peterborough has access to support from the Safer Peterborough Partnership that is located in Bayard Place – one of the main office buildings occupied by Peterborough City Council staff. This provides access to a range of additional services including police, fire service, ASB team, registered social landlords, hate crime, domestic violence. The Local Authority Early Years' Service offers a range of support including for example training programmes to support practitioners to develop and improve children's communications skills considered as vital for transition to primary school – Talking Boxes and Every Child a Talker. In addition, Peterborough commissions a range of services from external partners to deliver for example provision of children's centre services, Young People and Adults Drug and Alcohol services, Young Carers, and Family Support work.

8.4) FAMILY FOCUS: Families are involved in designing and delivering services. It is easy to access all support needed through one point of contact. ('No wrong door') All families get well coordinated help delivered by joined-up teams. Families are at the centre of the support provided. Support takes account of family and community strengths, which are a big part of local delivery.

***Summary and evidence:***

Peterborough actively promotes the use of the Early Help Assessment as the one holistic assessment that all agencies use and contribute to. Families should only need to tell their story once and through appropriate information sharing protocols obtain well co-ordinated multi-agency support appropriate to their needs. The direct involvement of families in shaping their own support and services is very important to us. Peterborough has introduced the use of Outcome Star as a change management and distance measured tool within Early Help. It is promoted as part of our basket of tools and interventions and some practitioners use it more than others. However, we do recognise that as a tool it provides opportunity for the family to really have a say in what they want to happen and how they think that is going to be achieved. Following an external audit on the Early Help Service, one of the recommendations was to try to ensure better and improved voice of the family and voice of the child in assessments. Through consultation and support of the Early Help Delivery Group we have actively promoted the Outcome Star alongside a range of other tools to improve this on assessments. In addition, we have built the use of Outcome Star into our Outcomes Plan for Connecting Families, with many partner organisations already using the Outcome Star as an integral part of their work.

As part of the transformation of the emotional health and well-being pathway, and introduction of a new ASD/ADHD pathway focussed on supporting families at an earlier stage with evidenced-based interventions, we have been working closely with our local voluntary sector organisations to gain feedback from families which is helping shape future delivery. In addition, we have parent representation on the iTHRIVE workstreams supporting the transformation of emotional health and well-being for 0-19 year olds.

### **Outcomes of the Evidence Based Parenting Programmes**

Whilst the number of parents being referred for support and who are accessing the EBPP are continually being reported to the Joint Commissioning Board, evidence of the impact of the programme is being collected. The EBPP have been developed to provide early support for parents struggling to manage a child's behaviour, enable collection of appropriate information to support referral into more specialist services if required, and to reduce inappropriate referrals. Feedback from some parents continue to suggest that the programmes are viewed as a barrier to accessing specialist services, an "additional hoop" to jump through. Work with Family Voice and Pinpoint is being progressed to develop a more positive message and address the issues being raised by parents.

### **Connecting Families**

Connecting families is the local name for the 'Troubled Families' programme. In 2016/17, Peterborough has made a payment by results claim for 240 families where we have evidenced that we have enabled sustained impact across the required timescales and number of domains. We are very pleased with this result and see it as being evidence of broader effectiveness of early help services and the overall approach in Peterborough. As noted elsewhere, we have developed an approach based on building capacity and resilience across existing systems rather than developing directly employed early help teams delivering interventions directly to families [with the exception of a small team that supports early help activities carried out by schools and other partners]. We chose this route because we believe that it is more sustainable than direct investment in the development of teams, providing as it does, funding for things like the training of practitioners in evidenced based parenting programmes. The impact of such training programmes will remain in place for a longer period than time-limited early help teams.

### **Youth Work and an Integrated Approach to Prevention and Early Help in Peterborough**

As noted above, the Safer Peterborough Partnership is an innovative approach to bringing together a range of services including the police, anti-social behaviour team, the fire services and others. Also based within this Multi-Agency Hub are our youth services consisting of 3 Senior Youth Workers, 6 Community Based Youth Workers, 4 FTE Part Time Youth Support workers. The Youth in Localities Team delivers a range of opportunities for young people aged 12 – 19 in the most vulnerable areas of Peterborough. The work of the team is informed by intelligence provided by the Prevention and Enforcement Service, Police, ASB team, Early Help and the Multi Agency Support Group.

Our targeted services are aimed at supporting those young people struggling with low confidence, low aspiration, starting to show risky behaviours and who are isolated from their communities. 325 youth work sessions were delivered between April 16 and Jan 17 in the most at risk areas of Peterborough. On average the team engage with 320 individual young people a month.

There have been significant outcomes from our targeted summer programme in 2016, 31 young people referred by Children's Social Care, Schools and Early Help completed our 48hr programme over 4 weeks. 76% of attendees completed our Outcomes Star distance travelled tool with 100% progressing at least 1 point in two areas of development. There were examples where young people who had not been to school for significant amounts of time then re-engaged with education after

participation in our programme, some young people continued their journey with us and have progressed to other youth provision such as NCS and have also been involved in higher level participation activity.

NCS delivery is a major strength and is expanding in Peterborough. 14 NCS teams have been run since April 2016, 209 places delivered equating to 5370 volunteering hrs, Peterborough tries to ensure that the NCS programme is accessible to all and actively encourages participation from more disengaged groups with 13.3% of participants being in care, 7.6% had SEND, 2.4% being NEET and 28.8% eligible for free school meals. Over the 14 team we have run we have had participation from 13 out of the 20 measured ethnicity categories, 37.32% White British, 21% Pakistani, 16% other white background, 6.22% Black African.

To ensure the most effective use of resources, the team currently focus their work in the most at risk areas of the City this is done in according with the Youth in Localities Risk Index, this takes in to consideration 10 factors including Deprivation, Unauthorised Absence, Crime, NEET, Youth ASB and Families on Low Incomes. Youth Workers are linked in to most schools and undertake 1 to 1 mentoring with young people to support them to access positive activities and through the outcomes star assessment tool, help them to make a plan for change that addresses their issues. The team work with around 50 young people on a one to one basis. Outcomes Star distance travelled tool systems are now in place, over the last 6 months 48 assessment tools have been completed and reviewed with an average of 44% showing positive progression.

The team continue to bring together the elements needed to develop the Youth Community Voluntary Sector, a robust pathway for volunteers is now in place including the offer of level 1 youth work training. The team have collated resources for voluntary clubs to use and are offering support to anyone in the community who has an interest in setting up youth groups. We have arrangements in place with the local VCS to support youth groups with their governance. Next steps will be to launch the Run A Club cloud based tool offering online access to template processes, policies and resources there are already 5 groups interested in signing up to this service which will also enable the local authority to quality assure provision in the City. Significant work was done to reach out to the Romsey Mill youth CVS organisation in Cambridgeshire to support a bid to the Youth Investment Fund - if successful this would see the creation of 2 additional youth work posts that would cover the south of the City.

There is regular detached and street youth work in identified areas of the City that is aimed to engage with young people at risk of gang involvement, CSE and radicalisation. Those that are disaffected and on the fringes of society. The team regularly attend the under 18s club nights offering safeguarding advice to the venue, engaging with young people and ensuring that they get home safely.

As a Local Authority licence holder Peterborough City Council coordinates the DofE provider network in the City since April 2016 we have increase our delivery centres to 19 out of the 23 available secondary schools and colleges, including all special schools, from April 2016 until December 2016 33 young people attending special schools had registered for their Bronze Award, this represents around 5% of all participation. We also support the Peterborough's Open Awards Centre that supports young people who may not have the opportunity to do DofE in the traditional way.

8.5) EVALUATE: Everyone is working to the same ultimate goals around improving children's lives, and have agreed measures to check how well they are meeting them. All services are having their success and impact measured in a good quality way. This information helps inform planning about how to run services better.

8.6) OUTCOMES: There is evidence that all children and their families from groups that are a priority in a local area can access the support they need, when they need it. Outcomes for children, particularly those in 'target groups' who might otherwise not have done so well, are excellent and continuing to get better.

**Summary and evidence:**

The Early Help Team uses the National Quality Assurance Framework for the Common Assessment Framework (CAF) Process. Under this Quality Assurance process, a small number of Early Help Assessments are selected at random and benchmarked against the national quality assurance framework for Early Help Assessments. The Early Help Team provides direct feedback to the practitioners who completed the original assessment on the outcome of the audit, which has helped to support continued improvement in the overall quality of early help assessments.

Questionnaires are sent to Lead Professionals 6 months after the initiation of an Early Help Assessment in order to establish whether there has been positive impact as a result of the intervention. The tracking of progress and determining whether that progress has been sustained is now being picked up and developed as part of the Connecting Families tracking as part of our evidence collecting of significant and sustained progress.

All cases opened to the Multi-Agency Support Group panels are reviewed to ensure appropriate interventions are put in place and that they are having the appropriate impact. Recommendations are produced as a result of this audit which forms the basis of an annual action plan.

The Early Help Services in Peterborough was inspected in April 2015 as part of the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the Local Safeguarding Children Board. Inspection date: 13 April 2015 – 8 May 2015. Report published: 18 September 2015.

**Ofsted findings, 2015:**

'Early help services are well established and offer a range of evidence-based programmes for families. In early help, robust service planning arrangements, strong management oversight and a clear focus on outcomes, allied to effective monitoring and evaluation systems, mean that resources are used to best effect to support children and their families. By reinvesting payment-by-results money from the Troubled Families programme into early help services, the local authority has succeeded in increasing capacity and is able to demonstrate improved outcomes for children and families.' (Leadership, management and governance: Inspection Findings. Point 133, page 35 of full inspection report).

'The three locality-based, multi-agency support groups (MASGs) are effective in mobilising and coordinating partners' responses to assessed need. Meetings are chaired well, information about children's and families' needs is shared appropriately and MASG members challenge each other effectively. MASGs ensure children

and families receive the right level of support in a timely way and are 'stepped-up' appropriately from early help to children's social care when needs or risks increase.' (Inspection Findings. Point 21, page 12 of full inspection report).

'The local authority has commissioned a wide range of early help services which are effective in reducing the need for statutory intervention. Early help to families is well-coordinated and partners have worked well together to improve the quality and effectiveness of services. The local authority has recently negotiated with children's centre providers to implement a more targeted approach and extend their offer to include work with families where there are children up to the age of 12 years. This promotes a more holistic approach to the needs of families. There is a good quality assurance process, informed by feedback from parents and carers, which evaluates the quality and impact of support provided. An electronic system for recording early help assessments, introduced 18 months ago, works well and assessments are good. They provide a detailed picture of the needs of children and families and how they will be met' (Inspection Findings. Point 20, page 12 of full inspection report).

8.7) Children With Disabilities and their families are supported through a range of activities which prevent family breakdown and promote the most positive outcomes for children and their families.

**Summary and evidence:**

In line with the Special Educational Needs and Disability Reforms under the Children and Families Act, Peterborough has developed a 0-25 disability team which provides a specialist service with both statutory and discretionary responsibilities for disabled children/young people defined as Children in Need, Children in Need of Protection or Children who require Local Authority care. The team has statutory and discretionary responsibilities for young people transitioning to adulthood who appear to be in need of care and support applying a national eligibility criteria threshold as well as working with young people/adults with care and support needs to keep them safe from abuse or neglect. The primary function of the team is safeguarding and provision of care and support for children/young people with disabilities and their families where the predominant issue presenting is disability.

This team incorporates the former children with disabilities and transitions teams and ensures that, in line with the philosophy contained within the Care Act, that planning to promote independence as children transition into adulthood begins at an early stage. The team sits within Adult Social Care, but with a continuing safeguarding and support link with Children's Social Care.

The 0-25 team undertake assessments and ensure access to a range of services for children with disabilities, their parents/carers, who meet the threshold criteria for referral. Following an assessment a range of services may be offered according to the needs identified. To this end, the 0-25 team work closely with the Commissioning Services and partner agencies in the health and education fields, to provide complex packages of support and/or care for children/young people with disabilities.

Support offered includes a range of services such as outreach support, short breaks including overnight breaks and funded after school clubs and a wide variety of other community based funded short break services. There are good links with health teams including the Community Learning Difficulties Team, offering support to children and families, and to services such as Sleep Solutions. An increasing number of families are choosing to access direct payments, as they value the increased flexibility that this provides and as of March 2016, 39 children and young people were benefiting from support through Direct Payments.

There are two residential resources within Peterborough that support children and young people with disabilities - Cherry Lodge and The Manor – both of which were inspected by OfSTED in 2016 with both achieving an assessment of 'Good'. Both homes have been praised for their child-centred approach to the care and support of children and young people with disabilities and their families. In addition, there is an established link foster care scheme in place, offering family based short breaks.

Allocation of resources following assessment of needs including carers' assessments as appropriate, are agreed through panels, which support practitioners by providing oversight and advice. Children and young people who have the most complex needs and who are looked after or are on the edge of care are supported through the Joint Agency Support Panel or JASP, chaired by the Service Director for Children and Safeguarding. This panel includes children's health commissioners and the Special Educational Needs service, ensuring that plans are coordinated and resourced jointly as appropriate. This approach also means that there is a clear risk-sharing approach between front-line practitioners and senior leaders.

For those children and young people who are not eligible for services from the 0-25 team but who have additional support needs arising from a disability, there is a wide range of community based services and short breaks available through the locally commissioned Short Breaks programmes formerly known as Aiming High for Disabled Children programmes. Around 500 children and young people were accessing one or more of the short breaks services commissioned by the Council as of March 2017.

We are in the process of conducting an initial review of the overall scope of provision for this group of children, young people and their families. We want to make sure that what we are providing remains in line with family aspirations and continues to meet needs effectively, while delivering the maximum amount of support for the available resources. We expect this initial review to be completed by the end of the financial year 2016/17, after which there will be extensive consultation in the event that any substantive changes to current service delivery are proposed.

There is a strong history of co-production in Peterborough, with positive links and challenge through organisations including Family Voice. This approach has been invaluable in ensuring that, for example, the reforms surrounding the move to Education care and Health Plans have been implemented smoothly and efficiently in the City.

## 9. THRESHOLDS AND DECISION MAKING

9.1) Key threshold and decision-making points are appropriate, effectively understood, consistently applied and evidenced for individual children. (M)

A recommendation from the OfSTED inspection was to review our then thresholds for accessing services to ensure they met requirements and provided clear guidance to practitioners working with children, young people and their families.

It had been a number of years since the then thresholds were put in place, and the feedback from partners as to how they were developed had at the time been mixed, with a number holding the views that consultation had been less than good.

We sought to learn from this in developing the revised thresholds. We wanted to move away from the perception that this was a Children's Services document, and so were very grateful that the Safeguarding Children's Board agreed to lead the consultation on the revised thresholds. Two separate stakeholder streams were developed, one focusing on early help and prevention and the other on specialist services.

Drafts were developed and a number of stakeholder days were organised to obtain feedback. These were very well attended with over 200 practitioners from the multi-agency partnership attending.

The final version has moved away from the previous approach of long lists of indicators that might suggest that a particular threshold has been met to one that provides broader indications of types of need that indicate the likelihood of a particular response. There is much more information to support practitioners to consider the journey of the child as well as their lived experiences and to consider how engagement with families before making an onward referral is likely to be more effective in terms of longer term outcomes, except of course where concerns are immediate or where involving families may increase risks.

This new approach to thresholds appears to have been well received, and was launched in September 2016.

An Early help coordinator is located within the Peterborough Mash Hub. Part of this role is to help in identifying lead professionals where contacts and referrals are received that do not meet statutory thresholds, but where the child and family may benefit from a coordinated assessment of their support needs. This work is also supported by the rest of the early help service.

Children stepping down from children's social care to early help services do so through the child in need process, ensuring that a team around the child is identified for the child or young person concerned. Where an initial assessment is undertaken that recommends a step down to early help services, this takes place through the Multi-Agency Support Groups, ensuring that a suitable lead professional is identified.

Within the service, arrangements are in place to ensure that there is a review of children who have been subject to child protection plans for 9 months or more. This is carried out by the head of service in Family Support.

As noted elsewhere, we are progressing towards a fully co-located MASH and Early Help hub with Cambridgeshire County Council, based in Cambridgeshire [but relatively close to Peterborough geographically]. This development is in part a recognition that a single location will facilitate better communication between partners, including health and police partners in particular since many partners deliver service across both Peterborough and Cambridgeshire and can only facilitate a physical presence in one location.

Consultation papers have been drafted for both early help and children's social care staff and we are modelling how Peterborough processes can map seamlessly with Cambridgeshire in a single location; we aim to have established a new co-located service by summer 2017.

As well as facilitating better communication, which in itself should assist in the quality of decision making about individual children and young people, our view is that this new arrangement will bring benefits in terms of increased resilience and through sharing of best practice, training and modelling opportunities and similar.

9.2) Children who are neglected or physically, sexually or emotionally abused are identified early. There is an effective strategy to respond to neglect and front line practitioners are confident about their work with families where neglect is known or suspected. (M)

The Early Help Team provides advice and support to practitioners on all issues relating to the identification and provision of early help support to all children and young people where appropriate. Partners offer a wide range of training and development opportunities for practitioners and these are supported by a training plan delivered by the LSCB.

A multi-agency neglect strategy has been developed and launched by the LSCB. A complementing neglect strategy for use by practitioners within Children's Social Care was developed alongside this and both were launched at the same time in September 2016 through a series of workshops.

It has been agreed to implement a version of the graded care profile as an integral assessment tool alongside the Outcome Star [in early help] which will provide a consistent professional response to neglect going forward, particularly within early help services. As noted above, although training and workshops have been delivered, with wide ranging take up, use of the new tool is not yet embedded and further support will be offered to partners through the LSCB during the early part of 2017/18.

The same version of the graded care profile will also be used by social workers in children's social care where neglect is a clear feature. This will help practitioners to take focused action to support families to change their parenting where neglect has become entrenched, and to more quickly identify where there is a need for alternative interventions in order to safeguard and protect children and young people. Training has been provided to staff, and managers will help to ensure that this practice is embedded during the early part of 2017/18.



Taken together, this approach will help support families where neglect is a feature and prevent this from becoming entrenched, while helping to evidence those families where progress is not sustained despite support, and for whom more specialist interventions are needed if outcomes for children are to be improved.

9.3) Trends and changes in early help assessments, referrals and child protection plans, including step up/step down is understood and appropriate.

Indications of need as identified in early help assessments and in cases presented to panels such as the Multi-Agency Support Groups are closely monitored and feed through to commissioning decisions as appropriate. This approach has resulted in developing additional family support capacity within the City including extending the remit of children's centres so that they can support families with older children up to the age of 12.

Information from assessments and child protection plans is used in a similar way and is helping to inform the development of the neglect strategy and practice guidance referred to above. Themes from audits and other information from child protection plans is also used to identify themes for practice workshops.

Relatively high numbers of children referred to children's social care by partners but found not to have reached threshold has also led to changes within the MASH hub, with early help coordinators taking a more active role in identifying lead professionals to undertake early help assessments where it is clear that children would benefit from targeted assessments based on a holistic assessment of need. The development of the single co-located MASH and early help hub will continue to help us to help partners to identify the best level of support for children, young people and their families.

## 10. CHILDREN'S SOCIAL CARE: REFERRAL, ASSESSMENT, CHILDREN IN NEED AND CHILD PROTECTION

10.1) Rates of referrals, assessments, Children In Need and children subject of child protection plans are in line with expected ranges, and there is evidence through audit, management oversight and performance management that the right children are being referred, are CIN or subject of a plan.

10.2) Decision making, assessments and reviews are timely.

10.3) Care plans contain sufficient, detailed information about the needs of the child and what needs to happen, by when. Risks are identified and prioritised, and plans are audited and reviewed frequently enough and with sufficient scrutiny to take robust action to challenge when this is not the case.

10.4) There is high quality and impact of direct work with children and families and quality and effectiveness of services to support children. Views of children, young people and families about the service they have received is fed into care planning and strategic planning (M)

### **Summary and evidence:**

Contacts are progressed through the Cambridgeshire MASH and MASH Hub in Peterborough to referral and on for an assessment by children's social care where they meet threshold. Assessments are completed by workers in two First Response teams or, where the child or young person has a disability and meets eligibility criteria for services from the 0-25 disability service, by the 0-25 service. This process ensures a consistent response to contacts.

A number of partner agencies are co-located within the MASH hub in Peterborough including a health visitor, the missing from home and care coordinator and an early help coordinator. Police colleagues are based in the main MASH in Cambridgeshire, and while there is a good working relationship between the two sites, the strategic decision to co-locate the Peterborough and Cambridge MASH and early help hubs into a single location was taken in early 2017. This is in part because co-locating will bring benefits in terms of better communication and information sharing between partners and children's services. Many partners work across both local authority areas, and struggle to provide a resource across two geographical locations. It is also the view that co-locating the services will result in increased resilience and the opportunities for both authorities to benefit from sharing of best practice and training opportunities. All of these factors should improve decision making and hence outcomes for children and young people. The aim is for the new co-located service to be in place from summer 2017.

The LSCB led a review of thresholds during 2016, with a new threshold document being published in September 2016. This appears to have been well-received by partners, who were closely involved in the development of the document. There is much better information about issues such as securing consent and on the range of early help services that are available.

A similar partnership approach was taken in developing pre-birth assessment and guidance which was also implemented in 2016. This guidance supports all professionals in identifying risk factors that indicate that a child should be referred to children's social care. The guidance is also much more explicit about how agencies will work together to assess risks before birth, ensuring that more children benefit from early permanency whether with their birth families or in alternative permanent legal arrangements

### **Contacts to Referral and Assessment**

Contacts into the service typically range from between 800 to 900 per month, fewer during school holiday periods. Of these, around 200 are passed to early help services, with a similar number typically progressing to a referral. The advice on thresholds was revised and launched in September 2016, which was in part aimed at supporting partners to consider approaches other than contacting children's social care except where a clear need to do so was indicated; the impact of this approach in helping to reduce contacts is not yet clear.

A number of issues including ICS systems issues, around the recording of referrals meant that for a number of months in 2015 and into 2016, referral rates appeared to be very high in Peterborough. More recently, the year to date referral rate for March 2017 was 570 per 10,000 – much more in line with local performance historically, and while lower than the 2015/16 statistical neighbour average of 660, this average includes a wide range of actual rates, with Plymouth as outlier at over 1,000 at one and with 5 of our statistical neighbours having referral rates of under 500 per 10,000. This change in local performance followed a review of work processes within the MASH hub, enabling a higher proportion of contacts to be closed within 24 hours where threshold is not met.

The conversion rate from referrals to assessments has varied over the 2016/17 financial year, which in part will be influenced by the ICS issues identified above. The year to date figure is 72 % as of March 2017, close to our target of 75%. Monthly conversion rates towards the end of the financial year have been higher than this, however, and this, combined with relatively high proportions of assessments being stepped down to early help or closed with no further action indicates a need for some further analysis in this area, which is to take place in April 2017..

### **Section 47 Enquiries and Child Protection Conferences**

The rate of s.47 enquiries in Peterborough has been steady at between 180 and 195 per 10,000 since the beginning of the current financial year. This is below the statistical neighbour average of 221 per 10,000 as of 2015/16. It is however noteworthy that the range among our statistical neighbours is from 97 to 384 per 10,000, which might suggest that this is an indicator that is very sensitive to variations in local practice.

The conversion rate from s.47s to initial child protection conferences was 43% year to date in Peterborough as of March 2017. While this is in line with our statistical neighbours, our view is that there is a tendency to undertake too many s.47s in Peterborough. It is an area where we would like to see better targeting as a result of the

move to a fully co-located MASH. Joint workshops for police and children's social care staff are also planned for early 2017/18 with the aim of developing a better shared understanding of the threshold for s.47 enquiries.

Overall numbers of children subject to child protection plans declined slowly over the course of the current financial year from around 250 to just under 240 at the end of March 2017 – equivalent to a rate of 50 per 10,000. This is lower than the statistical neighbour average of 57 in 2015/16, although small overall numbers combined with a seemingly high proportion of families with relatively large numbers of children make this a fairly volatile indicator. Numbers of children subject to plans longer than 18 months remain consistently low, with only four children and young people subject to a plan for longer than 18 months as at the end of March 2017. This performance is supported by the active review of all plans and progress being made by the head of service when children have been subject to a plan for 9 and 12 months. At 12 months, it is usual to call a legal planning meeting to assess whether threshold for escalation into PLO is met, and to explore what further actions or assessments may be required in order to deliver positive outcomes for the children and their family.

A number of activities including practice workshops, training and development programmes and similar, have taken place for key staff and managers since April 2015. Despite these activities, it is acknowledged that the quality of plans and degree of purposefulness with which they are implemented remains too inconsistent. Because of this, a skills audit was undertaken in January 2016 and this is being used to develop bespoke training activities on a team by team basis as well as to develop some bespoke mentoring and development programmes for our managers.

To some extent this can also be seen as continuing recording issues; whenever auditors and managers talk to workers about their direct work with children and their families, it is mostly the case that workers know their cases well and are clear about the work they are undertaking. The Council has a mobile working programme that is now equipping workers with equipment that will allow them to access the ICS system remotely. This will enable, where appropriate, workers to record their work in real time, and to help them to make better use of their time more generally. This should help to support them to have more opportunities for detailed recording of their work.

The Child & Family Single assessment and Child Protection Plan are now formed from the same assessment process, which has enabled better and clearer planning for actions and timescales informed from identified needs. A rolling programme of monthly audit by managers focuses on the quality of the plan and how effective it is being implemented between conferences.

There is currently work being undertaken to expand the strengthening families approach used within child protection to all statutory social work activities. This approach will provide a more structured and active approach for workers, children and families at child in need level, with a more consistent and effective approach to managing risk and safety planning. This is to be implemented by the close of the current financial year and an implementation plan is being delivered in order to achieve that goal.

In the longer term, and very excitingly, the Family Safeguarding approach will be implemented in Peterborough. This follows the successful development and implementation of the approach in Hertfordshire under the Government's Innovation Funding, which has proved successful in improving outcomes for children subject to child protection plans. Peterborough and three other authorities applied to the DFE for Innovation Funding under the leadership of Hertfordshire, to implement the model in a more local authorities to further test the model and provide further evidence of its effectiveness in a variety of settings and communities.

This model involves the secondment of a number of practitioners from different disciplines [adult mental health, substance misuse and domestic abuse] into children's teams in order to create the environment where it is possible to develop a single multi-agency plan to work with families with the most complex needs, supported by motivational interviewing approaches. Group supervision is used and recording is based on a single multi-agency record. Our view is that this project offers the opportunity for the quality of interventions and impact for vulnerable families and children in Peterborough to improve dramatically over the 18 month to two year period of the project.

### **Children in Need**

During 2015/16 a decision was taken to implement a pilot project to recruit a range of alternatively qualified workers to undertake some direct work with children in need. This project has been successful, with around 185 children in need assessed by qualified social workers as being of a lower level of need being directly allocated to this group of workers.

This approach has had a significant impact on the case loads of qualified social workers, enabling them to provide more focused work to children and young people with even more complex needs. As importantly, it has also enabled those children in need with less complex needs to be an equal part of a manageable case load, and so receiving a dedicated service, rather than being allocated to a qualified social worker who is also dealing with more pressing needs.

As well as helping to address drift for this group of children in need, the workforce recruited as part of this initiative has been much more closely reflective of the community served in terms of cultural backgrounds. Turnover has been very low, and the commitment and enthusiasm of the workers we have recruited is very evident.

Now that we are clear that the Family safeguarding approach will be implemented in the City, we are in a position to also confirm the alternatively qualified workers into permanent roles, subject to the usual HR considerations, consultation and so on.

## Management Oversight

The OfSTED inspection in April 2015 identified management oversight as an area requiring improvement, although noting that by the time of inspection, there was evidence that this was improving. While the position remains more positive than it was at the time of the inspection, this remains an area where there is an acknowledged continuing need for improvement in consistency.

A number of approaches have been put in place to support improvements in consistency in this area. These have included practice workshops, training and a development programme for our team managers. We remain committed to developing the skills of our managers, many of whom have limited previous experience of team management. During January 2017 we completed a skills audit and this has formed the basis of a bespoke mentoring and team by team training for managers and advanced practitioners to further improve practice standards and further build understanding of what good looks like. At the same time, we are increasing the frequency of performance improvement meetings with heads of service and team managers, and these will now be chaired by the Principal Social Worker, who is able to bring direct knowledge of care planning and other practice strengths and weaknesses to the group while also benefiting from the structural position of not being a direct line manager.

Early feedback from managers is that both approaches are proving very valuable to them in terms of developing their confidence, skills and experience. As the financial year 2017/18 progresses, a number of focused audits of the quality of child in need, child protection, care and pathway plans and supervision will take place in order to ensure that these approaches are improving the consistency of practice and management oversight. Team managers and management oversight will also be supported by the development of group manager roles in family support as part of the Family safeguarding approach we are developing in Peterborough.

Independent chairs play a key and effective role in supporting and monitoring the effectiveness of child protection plans. There is a well-established system of case alerts in place for chairs to bring to the attention of managers children and young people about whom they have concerns or where plans are not progressing effectively.

Increased stability of the workforce including among term managers, accompanied by reducing caseloads, have provided a strong foundation for improved consistency of practice and associated outcomes. We do acknowledge that there is more to do to ensure consistent quality, however, but we have a clear plan for achieving this.

## 11. LOOKED AFTER CHILDREN

11.1) Senior leaders and lead members discharge their responsibilities of a corporate parent, and are ambitious for children and young people's educational progress.  
(M)

11.2) Looked after children are healthy, and able to access health provision when required.

### **Summary and evidence:**

The OfSTED inspection identified that there was some work to be done to support the then Corporate Parenting Panel to develop their roles as corporate parents, to better understand the lived experience of children and young people in care and care leavers, and to build more effective links with a better supported children in care council to help this happen.

A lot of work has taken place since the inspection. The Corporate Parenting Panel has been reconstituted as a formal Committee, providing it with equal status to other committees within the Council. This signifies the importance that the Council ascribes to corporate parenting responsibilities. This change has also meant that it is possible to hold both formal and informal meetings, which in practice alternate throughout the year. The press is excluded from the informal committee meetings, and these meetings have become much more child focused and centred on improving participation of children and young people from the children in care council.

Committee Members have taken part in a training and development programme through the Local Government Association. This has included them having the opportunity to observe corporate parenting in Westminster and speak to key Members. The Assistant Director for Children's Social Care has developed a focused programme for the Peterborough Committee, which has helped members to scrutinise performance and hold the service to account.

Senior leaders also discharge their responsibilities as corporate parents; the Chief Executive, for example, places significant importance on the performance of children's services in general and for children in care in particular. This commitment extends to Corporate Management Team in general, which has always ensured that where it is evident that additional resources may be required in order for children's services to deliver effective outcomes, these are identified.

The Children in Care Council is now supported by a dedicated officer, which is additional capacity compared to what was available at the time of the OfSTED inspection. The post holder is working with groups of children and young people in care and with care leavers to support the process of increasing participation.

In 2014/15 Initial health assessments were not completed in accordance with timescales, with fewer than 20% taking place within the required 20 working days. Following a decision taken in 2014, review health assessments were no longer informed by the strength and difficulty questionnaire [SDQ]. This decision flowed from listening to the views of children and carers, who completed the SDQ each year but were unclear how this benefited the child in care.

Performance in relation to initial health assessments has improved significantly over the course of 2015/16 and it is usually the case that 80-90% of initial health assessments are completed within the 20 day timescale. Where performance is lower, this is now usually related to children and young people placed outside of the area and that area not meeting the timescale for the assessment, or the young person reducing to participate in the assessment.

As of the end of March 2017, over 90% of children and young people in care had benefited from an annual medical. There is a group of young people who have declined health assessments has affected overall performance although the head of service is focusing on improving the percentage uptake of health assessments and will continue to do so over 2017/18.

We have continued to invest in a looked after children's psychology service. This provides direct access to psychological support and is now based within the Cambridgeshire and Peterborough Foundation Trust, meaning that there is a better link between this dedicated service and other child and adolescent mental health services.

The SDQ has been re-instated as noted above, and in order to address the earlier feedback from carers and children in care, summary information from these is reported into the Children in Care Board, chaired by the Assistant Director, enabling key issues to be identified and action taken.

Care leavers benefit from an effective 'staying put' policy, and the vast majority of care leavers live in suitable accommodation. While this is a need to do more to improve the consistency and quality of pathway plans, work has taken place to ensure that care leavers are given full information about their health histories. The number of care leavers engaged in apprenticeships is also increasing, although admittedly from a low base.

11.3) Looked after children receive appropriate education and do not have to wait for a school place when they move into a new placement. There is effective multi-agency support (including social workers, IROs, parent and carers, schools and Virtual School) to help looked after children achieve, including the quality and impact of PEPs. Pupil premium funding is targeted to help children achieve well and in accordance with the grant conditions. The attainment gap between looked after children and their peers is narrowing, and young people are supported to achieve successful transition to higher education, training and employment. (M)

#### **Summary and evidence:**

The Peterborough Virtual School (PVS) is committed to collaborative working with all stakeholders, particularly Designated Teachers, Social Workers, SEND Officers, Independent Reviewing Officers and the School Admissions team. We also engage with the Sensory Support Service, Educational and Clinical Psychologists. This collaborative working ensures the team around the child is fully engaged and working together to improve outcomes. We work with a range of professionals to ensure our children who are placed out of the city receive the same level of service and have equal opportunity to achieve positive outcomes. We work closely with the Access to Resources team, which is the team that identifies placements, to ensure that education is a major part of discussions about new placements to ensure that children do not have to wait for a school place. Children's views on their education is collected, as a minimum at each PEP review and at Child Care Reviews.



## Personal Education Plans

PEP meetings are the responsibility for the social workers and designated teachers – PVS staff review every PEP through our electronic PEP system and offer support and guidance to ensure they are high quality and relevant to the progress of the child. Foster Carers are expected to attend all PEP and review meetings and are supported accordingly. One of the roles of the PVS is very much targeted at ensuring Foster Carers are able to support the children in their care to achieve their full potential and offer challenge and advice as required.

## Outcomes 2015-2016: Children in care for a year or more on 31<sup>st</sup> March 2016

The small size of the cohort in Peterborough means that variations in performance from year to year are more likely. The changes to tests at KS1 and 2 mean comparisons are difficult to make from last year to this. In terms of narrowing the gap (now called reducing the differences) we can see an improvement in Year 1 and 2 Phonics , a downturn in performance at KS2 which is in line with national performance and a 3% fall in Year 11 pupils achieving 5 A\* – C including English and Maths. However a much higher number of Year 11 pupils made expected progress in Maths and English in this year.

Assessment type	Cohort size	Peterborough CiC	Peterborough Non CiC	National Non CiC
Y1 Phonics check	9	71% (National CiC 61%)	77%	81%
Y2 phonics retakes	9/10	77% (National CiC 77%)	88%	91%
Y2 reading expected or above	9/10	22%	68%	74%
Y2 writing expected or above	9/10	11%	61%	65%
Y2 maths expected or above	9/10	11%	69%	73%
Y6 reading, writing, maths expected or above	11	25%	43%	54%
Y6 reading expected or above	11	63%	55%	66%
Y6 writing expected or above	11	45%	72%	74%
Y6 maths expected or above	11	38%	61%	70%
Yr 6 Grammar Expected or above	11	50%	65%	73%
Y11 5+ A*-C including English and maths	28	14%	49%	57%

Y11 expected progress English	28	32%	-	-
Y11 expected progress Maths	28	29%	-	-

- To address the downturn in performance in KS1 and 2 an Education Advisor for Primary-aged children in care was appointed in February 2017 and a fixed term Specialist Maths Teacher funded by Pupil Premium is to be appointed from April 2017. We continue to challenge schools and more closely monitor performance through termly PEP meetings. The KS1 and 2 Literacy Project Leader post continues to be funded by centrally retained Pupil Premium and targets children identified as requiring support, particularly with phonics;
- 84% of children attended a good or better school.
- Average school attendance through Reception to Year 10 was 94%. Year 11 data is not included as exam revision leave impacts on overall figures. An attendance monitoring service has been commissioned to start during the summer term 2017 to ensure timely intervention if attendance falls and accurate up to the minute data.
- PEP completion as at end March 2017 was 99% for pupils in Reception to Year 11. We also complete PEPs for Early Years and have introduced ePEPs for Years 12 and 13.

#### **Pupil Premium**

Pupil Premium has been requested through the ePEP system since April 2016 with funding amounts related to SMART learning targets. Requests are approved or declined by PVS. All targets are reviewed termly to ensure appropriate use and to monitor impact.

Centrally held funds continue to provide support for those struggling to maintain a school place, interim provision for those who have had to unexpectedly move care placements and additional tuition targeted particularly at Year 10 and 11 pupils.

A collaboration with a local secondary academy, funded by centrally held Pupil Premium, will provide additional learning support for KS3 and 4 pupils from September 2017.

#### **16-19 CiC**

A Post 16 Education Coordinator has been appointed to monitor and support Year 12 and 13 pupils. Year 12 and 13 pupils are now included in the PVS roll and a number already have ePEPs.

11.4) Looked after children and care leavers are aware of, and receive their rights and entitlements, and their views and wishes are taken into account in how/when they receive these. (M)

11.5) Planning takes into account children's wishes and feelings, including maintaining positive relationships with people who are important to them. Children and families are supported where the plan is for the child to return home. (M)

**Summary and evidence:**

Looked after children's reviews are held on time. The right of children to be consulted about the decisions that affect them is taken very seriously by social workers and IROs. In the last year, the vast majority of looked after children aged four or over contributed to their reviews, either in person or through an advocate or trusted adult. A small number of young people have chaired their own reviews, enabling them to make a meaningful contribution to the planning process.

Placement stability for children and young people in care is good, with only 6.3% of children and young people experiencing three or more placement moves in the last 12 months as at end of March 2017. Since April 2016, however, we have found it more difficult to identify suitable fostering placements within the local Independent Fostering Agency market. This appears to be connected to increasing numbers of children and young people in care locally and among some of our near neighbours. The result has been that for a few children and young people, placements have had to be identified further from the City than we would like. We have also seen a small but significant rise in the use of residential placements since April 2016.

We expect some of these issues to be resolved as a result of our new partnership with the leading charity, TACT, which is centred on recruiting an increased number of foster carers locally for Peterborough children and young people.

This partnership is also required to improve the support provided to prepare and enable children and young people to return home to their families permanently and successfully. TACT has developed an innovative approach in Wales – 'Parallel Parenting' – which trains foster carers to use their skills as carers and help to model these for parents and children.

The Children in Care Council meets on a monthly basis and sends representatives to every Corporate Parenting Panel. Attendance at the group is mixed, with attendance being better during school holidays than term times. The OfSTED inspection identified that there was a need to seek to re-invigorate the children in care council to make it more representative and so in a better position to participate fully in decisions being made about services for children in care. We have appointed an additional member of staff to work exclusively on developing the participation of children and young people in care and care leavers, who is working with the group to improve participation levels. The Chair of the Corporate parenting Committee and the Service Director for Children and Safeguarding meets the council regularly to listen to any concerns or suggestions for improvement.

Young people in care contributed to the development of the Permanency Service, and the shortlisted bidders for the service were evaluated by a young person's panel as well as by foster carers and members of staff.

There is good engagement from a small group of care leavers who have helped develop health passports and other information resources for care leavers.

Children and young people benefit from a high quality advocacy service commissioned through a voluntary organisation. They are actively supported to participate in child protection conferences and looked after children reviews, either in person or through an advocate, so that their voices are heard and can be acted upon. Independent visiting services are provided by a voluntary organisation. Currently, 16 looked after children have access to an independent visitor (IV). There are no children waiting to be matched with an IV.

Complaints are taken seriously and are investigated quickly and sensitively. Themes from complaints are reviewed at regular service improvement meetings to enable learning and inform any need for changes in practice or guidance.

11.6) Arrangements for Looked after children who are placed outside of the local authority area are made in their best interests and in accordance with regulations. Senior offices and lead members monitor the quality and impact of care and support for these children. (M)

Any residential/IFA placement being considered in excess of a 20 mile radius from Peterborough, as per regulations, requires the Service Director's authorisation. Prior to considering a potential placement, the Access To Resources team secures local information from the host authority, requires a copy of the home's Local Area Assessment, liaises with the Head of the Virtual School to determine education provision and ensures that where appropriate, parents' views of the provision are taken into account. Views from independent chairs are also sought whenever possible, although the nature of placement changes does sometimes mean that decisions have to be taken very quickly.

Once the placement option has been agreed, the host authority is informed. The CCG CLA Health Lead is also notified so that arrangements for initial and review medical health assessments can be transferred to the local CLA health Team.

All decisions for children to come into care are made at Assistant Director level or above. As of January 2017, we have implemented a Care Planning Panel, chaired by the head of service for children in care and care leavers. This panel has been established in order to increase oversight of the quality of care plans and does place a priority on children placed out of City, in view of their increased vulnerability.

The DCS receives regular performance data about Children in Care and there is a regular meeting with the Chief Executive, Leader of the Council and Lead Member that reviews all aspects of Children's Social Care performance.

The Service Director also chairs the Joint Access to Support Panel (JASP) which determines and reviews the needs and placements of children with additional needs (who may most often be placed at a distance due to the type of provision required), and also chairs the Placement Strategy Group that reviews all placements and ensures that appropriate commissioning decisions are made to meet identified need. There are monthly meetings with the AD, Service Director and the Lead Member

to ensure that she is kept abreast of all performance and developments in the Service and the Assistant Director and colleagues sit on the Corporate Parenting Committee.

11.7) Looked after children who live outside of the local authority area have the same level of support and opportunities as all looked after children (e.g. contact with family; social work and IRO visits; involvement in care panel; access to health, education and leisure activities; attendance at celebration events). Their voice is heard and reports take close account of their views. (M)

The majority of children placed outside the Local Authority receive the same services as children placed within it, as Peterborough is a very small geographical area and a number of children placed outside the boundary are still very much “within reach”. Only a relatively small minority live at a significant distance from the City. All children have an allocated Social Worker and all have an IRO. Children are visited regularly by their social workers and reviewing officers.

Health assessments are provided to all children and the LAC Health Team will travel across the border to assess children in care if this is at all possible. There are on occasion, difficulties with children placed at a significant distance from the city but Health colleagues continue to negotiate with their partner CCGs to try and resolve these issues as quickly as they can.

The Virtual School supports all children in ensuring that they have an appropriate school place. At times, there may be a degree of difficulty with securing appropriate school placements when children are placed at a wide distance and have significant educational needs. When necessary, this has been escalated to very senior levels and the VS has also worked very creatively with more than one young person to ensure that their education or placement does not suffer whilst a school placement is secured.

Individual Care Plans address issues such as contact and interests and activities; children living outside the Authority receive the same level of support in these areas as children within the area. The Children in Care Council is Peterborough based and inevitably it is easier for local children to participate in this.

We have invested in the Mind of My Own application [MOMO], and there is a programme of activities to support its use among children, young people and social workers.

Arrangements are in place to ensure that should any child placed outside the City go missing from care, they have independent return interviews, which are commissioned through NYAS.

11.8) Looked after children who are the responsibility of another local authority who live within the local area are known, and services provided for them as appropriate.

***Summary and evidence:***

The Quality Assurance and Safeguarding Team are notified of placements in area by their placing authority. A list of all children and their authorities is circulated to managers on a weekly basis, from this we are able to ensure placing authorities are aware of key council, voluntary sector and health colleague contact details. The

Access To Resources Team ensure all authorities are annually updated of services and officer contact details should an authority consider a placement in/around the Peterborough area. We have also developed an information pack for potential providers/placing authorities that in one document provides links to the Safeguarding Children Board, Safer Peterborough Partnership. Essentially this pack offers any authority key details and information that would be needed in drafting a Local Area Assessment.

We had been notified of 225 children placed in Peterborough who are from another local authority as of the end of March 2017. These placements are made by host councils from across the country, although the majority are from the surrounding Eastern region local authorities, with Cambridgeshire being the single biggest contributor, accounting for 26% of all placements, with a further 22% of the total being placed here by Lincolnshire.

## 12. FOSTERING AND ADOPTION

12.1) Foster carer recruitment, retention, sufficiency and skills are effective to meet the needs of children and young people, and there is evidence that sufficiency of foster placements is regularly reviewed and where shortfalls are identified, effective action is taken. (M)

12.2) Placements are made, and ended appropriate so that information is shared with foster families prior to a child coming to live with them, and where the plan is for the child to return home or change placement, there is effective work with the child, parents and carers. The 'foster to adopt' initiative is effective. (M)

12.3) Responses to allegations against foster carers are timely and effective; unnecessary placement moves do not take place; and supervising social workers are effective.

### **Summary and evidence:**

We have an active community of foster carers in Peterborough, supported by a foster carer association. A relatively high proportion of children in care are placed with in-house foster carers which is good, since we know our carers well and are in a better position to be confident in matching children and young people. Despite this, however, around 100 of our children and young people are placed with agency foster carers. As well as knowing agency carers less well, they are more likely to be further from the City and the average unit cost is at least twice that of a comparable in-house foster placement.

These factors were part of the drive towards developing a partnership arrangement with TACT to deliver the new Permanency Service in Peterborough, which was launched on 3<sup>rd</sup> April 2017. The new service, by reducing reliance on higher cost placements, will generate savings of which a proportion will be re-invested in improving services for children in care and on the edge of care.

Foster carers will transfer to TACT under these arrangements. Foster carers have been actively involved in developing the proposals. All shortlisted bidders were required to present their ideas to a panel of experienced foster carers.

Placement matching for foster carers is undertaken by the Access to Resources Team in consultation with the placing social worker and in-house fostering team. Where no appropriate in-house foster placement is available, we identify placements that are sourced from the Independent Fostering Agency sector. These functions have now transferred to TACT, including the placement budget; TACT will seek to match children with local 'in-house' carers wherever possible and will fund the cost of IFA placements from the transferred budgets where needed. Decision making about children including all arrangements in respect of care planning is retained by the local authority, however.

Placement stability is good in Peterborough and is above both national and statistical neighbour averages. We will continue to monitor performance indicators such as these closely as the new arrangements with TACT bed down.

We seek to proactively promote permanency for children who are unable to live with their parents. All options for alternative care are explored prior to any decision being made to accommodate the child and family assessments are completed within set timescales. If the child needs to come into Local Authority care, there is exploration of all options to secure permanency and all relevant factors are taken into account. Permanency planning meetings are held prior to the child's second statutory review. These are chaired by managers within Children Looked After and Adoption Services. These meetings ensure that where applicable, permanency plans are being developed without any delay.

The new Permanency Service is also designed to increase the number of children and young people in care and on the edge of care who are able to progress to secure, loving and permanent homes.

Independent Reviewing Officers use case alert processes effectively if they are concerned about any aspect of a child's placement. Supervising Social Workers in the in-house Fostering Team are in general long-standing members of staff who know their carers and the children who are placed with them well and who are able to promote positive models of care with the carers they supervise.

An audit of practice standards within the fostering service carried out in March identified some inconsistencies in respect of case recording, gaps in some foster carer files, and some supervision of carers that appeared to be somewhat superficial. There are also a number of annual reviews that are overdue. TACT is fully aware of these issues and while not the primary reason for developing the new arrangements, the local authority is mindful of the reputation that TACT has for fostering and adoption services, with all services being assessed as being at least good. Part of the benefit that the local authority expects as a result of the new arrangement is an improvement in quality and outcomes given that the services are now being operated by an organisation that has expertise in the areas of fostering and adoption and does not have to be concerned about the quality of child protection, child in need or assessment functions that the Council undertakes.

We have a provider concerns process through our Access to Resources Team that enables social workers, Independent Reviewing Officers and others to raise concerns they have about a placement that are not in themselves significant [i.e. not issues suggesting safeguarding or serious standards of care issues] but which may indicate some emerging difficulties. These are addressed with the provider and the social worker receives a fully detailed response.

There is an effective LADO process in place, supported by experienced officers within the Quality Assurance and Safeguarding Service.



12.4) The right permanence option is achieved for all children and young people, no matter what their age, and family finding commences at the earliest opportunity where appropriate. Children and young people are helped to achieve permanency without delay, permanence plans are rigorously tracked, and matching practice is effective. Support is provided for as long as it is needed. (M)

12.5) National adoption targets are met (Adoption Scorecard), and information from CAFCASS and the local Family Justice Board demonstrate effectiveness. Reasons for current performance understood, appropriate actions to improve planned, and trajectory known (M).

12.6) Changes of the Children and Families Act 2014 have been implemented fully. (M)

**Summary and evidence:**

There is a strong culture of permanency planning for children who are looked after which includes early exploration of extended family options that can be secured through Special Guardianship Orders or Child Arrangement Orders.

Outcomes for most of our children and young people looked after are good. High proportions are placed within family based care – in-house, agency or connected carers - and placement stability is good. There is a strong culture of securing permanency for children and young people looked after. In general social workers know their children and young people well and the stability of team managers and Head of Service within the Children Looked After Service has meant that there has been less turnover of staff in this part of the service, with consequent benefits for children and young people in terms of sustaining long term relationships.

Allowances are payable where children and young people were previously looked after and support with making applications is provided where appropriate.

Permanency planning meetings are held prior to the second looked after review and our social workers, team managers and independent reviewing officers are all proactive in identifying and progressing these outcomes.

Adoption performance had remained relatively stable in Peterborough, compared with national trends, but has most recently shown a slight decline in numbers of children being adopted from care, again in line with the national position: 24 children were adopted in the last financial year [to March 2017] compared with 31 in the year 2015-16.

Adoption performance is good and improving: 27 children were adopted in the last financial year [to March 2014] and 32 have been adopted in the year 2014-15.

	2016/17	2015/16	2014/15
A1 Scorecard measure -Child entering care to moving in with adopters (total days)	302	374	501

A2 Scorecard measure - Court date to match to adopters date (total days)	157	179	236
A3 Scorecard measure - Adopted by Foster carers	Redacted	335	n/a
Adoption Orders	24	30	32
Foster for adoption (placed and adopted AT 31/03)	14	11	9
Youngest child adopted	4 months	10 months	5 months
Oldest child adopted	7 years	5 years	10 years
Adopters approved	18	23	41
Adopters waiting	15	20	13
Interagency adoptions – children / adopters	4/2	2 / 4	0 / 4

Adoption is considered at the earliest possible point in a child's journey and is tracked for individual children and babies to ensure that there is no delay. This takes place through permanency planning meetings and unborn baby tracking meetings. Wherever adoption is either the primary or parallel plan, further monitoring takes place through Adoption Tracking meetings.

We have a very active fostering for adoption scheme. Of adopters approved, 66% have been approved as suitable for fostering for adoption, and the number of children placed under the scheme has continued to increase, with 58% of children adopted in 2016-17 being placed under fostering for adoption regulations compared with 38% in 2015 -16. This represents excellent progress in developing this initiative locally and it ensures that the children concerned are able to benefit from secure bonding and attachment from the earliest stages.

We continue to pursue adoption for as many children as we can and have found use of adoption activity days a useful means of identifying potential adopters for harder to place children in particular. The number of children where adoption plans were approved by the Agency Decision Maker has remained stable with 29 in 2016 – 17 compared with 27 in 2015 – 16. The Court, however, did not endorse plans for 6 of these children.

The A1 figures remain good, showing an improving situation at 302\* days which is significantly better than the government target of 487 days.

The A2 figures also show an improvement at 157 although fall short of the target of 121. In part this is because this measure does not take into account FFA arrangements, the use of which is an area where there has been considerable success in Peterborough, and where the children are placed in their adoptive homes much sooner than is indicated by the A2 measure. FFA has been used for some harder to place children and high levels of support have been offered. The decision to

formalise the match has been delayed in some cases to ensure all are happy with the proposal. The success of this can be demonstrated as all of these placements have in fact gone on to be formalised.

A further factor in the higher figure is the ambition of the service to find adoptive homes for harder to place children in which it has had success. These placements skew the data significantly however the service is committed to adoption for children when this is their plan. Some work is required however to ensure that permanency is achieved in good timescales.

We have very low adoption disruption rates, indicating that matching processes are effective. Sadly, however, there was one disruption in the current financial year involving a sibling group of two, four months after placement. A disruption meeting, held to share learning, identified that a number of complex events had been likely to have contributed to the breakdown. These included the family facing a number of life events soon after the children were placed with them, which had an understandable impact on their resilience.

Close links between the adoption service and the childcare teams ensures that we consider emerging needs in relation to adoption recruitment activities.

We have continued to recruit adopters this year, both to meet the needs of children in Peterborough and to contribute to the demand regionally and nationally. In view of the current relatively high numbers of families waiting nationally, we have focused recruitment on carers able to offer fostering for adoption, two for older children and one family was assessed for a specific child with complex health needs. Three families were fast tracked as previous adopters or foster carers.

12.7) Prospective adopters are informed about adoption support entitlements. Children who are in need of adoption support are being appropriately assessed and able to access a sufficient range of support when it is needed. (M)

**Summary and evidence:**

Peterborough provides adoption support assessments and services in line with its statutory duties, to all those affected by adoption including adopters, adopted children, their birth families and adopted adults.

All adopters in Peterborough are able to access a range of adoption support services. The agency is required to provide adoption support services to all adopters of Peterborough children for 3 years post adoption order irrespective of where they live and to any families with adopted children who live within Peterborough where the child has been adopted for over 3 years. In this period 55 children received adoption support services.

The main reason for parents to request an adoption support assessment is for therapeutic support for their children, parenting advice and for support with accessing health or educational resources. It is clear that there are many adoptive families supporting children with complex needs including attachment issues, foetal alcohol disorder, autism and ADHD. There has also been an increase in the acknowledgement of child to parent violence and subsequently accessing services.

Adoption financial support is available to support families in their parenting of their children. It is also available to assist families at particular times of financial pressure, with one off items or therapy. These are means tested if ongoing and reviewed annually. There are 80 financial support arrangements in place.

Peterborough has an active and well respected Post Adoption Contact Service, which is staffed by 2 Team Support Workers; 1 full-time and 1 part-time. 405 children have post adoption contact agreements. Most of the contact that takes place is indirect with mail being exchanged between the adopters and birth family members. Contact agreements vary in the number of exchange participants from between 1 and 8 parties and generally occur at a frequency of 1 or 2 times per year. Direct contacts are also arranged by the service and are supervised if needed.

Birth family members are able to access independent counselling services, commissioned from Adoptionplus at any time, although are always referred during care proceedings where adoption is a plan for the child. 27 birth family members accessed the service during this period. The service is able to respond promptly with no waiting list operated during this period.

The Fostering and Adoption psychology service provides adopters and their children with training, parenting advice, counselling and therapeutic services such as filial therapy and Therapeutic Life Story Work. Advice and support is available through direct referral from the social worker whereas the therapeutic services require approval from PASP. Carers of children in care and adopted children are able to access this support, and the service now sits within CAMHS.

Adopters have access to the full foster carer and adopter training programme which cover a range of subjects, both pre and post placement. Individual training needs are also considered where required to meet specific needs of the child and family, such as Joy Rees' life story workshops and CPV training.

Adoption support groups operate to offer peer support to adopters and their children. The preschool and parent group, 'Play and Stay' takes place monthly in a city community centre, has a core group of about 12 families who attend. Collaboration with Coram-Cambridgeshire adoption enables adopters south of the region to access adoption support groups closer to their home and vice versa. There is an Easter event, summer picnic, Halloween event and Christmas party. These have grown in popularity and are always well attended.

A second filial therapy group was commissioned through Adoption Support Fund (ASF) funding. This was co-worked with a filial therapist and a member of the team. A programme of 10 sessions was carried out for 4 families. Feedback was very positive from attendees. In addition funding was gained for a follow on group for the first filial therapy group allowing the supportive links between members to continue and for the learning to be consolidated and adjusted. Extremely positive feedback has been received from this cohort.

Members of the team have gained qualifications in theraplay and VVIP-SD, which enables the service to provide therapeutic support to families and children.

ASF funding has been secured for 37 children and families for a range of therapeutic and parenting services, with total funds received of £120,939.12.

**Support to adopted Adults**

The adoption service supports adopted adults in accessing their adoption files and offers counselling as appropriate. 18 adults were supported by the agency during the period. Peterborough City Council does not offer an intermediary service to adopted adults or their families but will signpost if required. The service has not needed to operate a waiting list during this period.

**Non-agency adoptions**

The agency is required to respond to all notifications of non-agency adoptions and undertake an investigation if an adoption application is made. In this period there have been 16 new notifications and 10 adoption orders have been granted.

## 13. CARE LEAVERS

13.1) The LA and partners prioritise the current and future accommodation needs of children looked after and care leavers, including their responses to complaints and feedback about how safe they feel where they are living (M)

13.2) Care leavers are prepared for independence and living in high-quality, safe, permanent and affordable accommodation that meets their needs (M)

13.3) Young people who are homeless are identified and supported to live in suitable accommodation (M)

A total of three teams support children and young people in care and care leavers. Young people in care with significant disabilities are supported by the 0-25 Team who also have a specialised Personal Adviser within the team.

In March 2017, 237 Eligible, Relevant and Former Relevant young people were actively supported by the service. 85% had a Pathway Plan and 81% had a Pathway Plan updated within 6 months. This is a significant increase on the numbers in 2015/16, which in part represents the impact of larger number of unaccompanied asylum seeking young people coming into and exiting the care system.

### **Housing and accommodation**

A range of safe and suitable accommodation options are available to care leavers depending on need. For young people in foster care, 'Staying Put' is actively promoted and taken up by both in house and independent agency providers. As of the end of March 2017, there were 12 young people in Staying Put arrangements. For those in residential care, or those for whom foster care is no longer appropriate, we have a range of providers who can offer shared or single occupancy semi-independent options with on site or floating support. Support can be increased or decreased and support can be provided flexibly, allowing young people to learn from their mistakes. One provider of shared accommodation is particularly knowledgeable in the areas of unaccompanied asylum seeking children and is able to provide a specific service to those with these particular additional needs.

At the point a young person reaches 18, depending on assessment, they will generally either be referred for supported accommodation with onsite support or referred for their own tenancy through Peterborough Council Housing Department. The council's housing department provide priority status to ensure a timely move and work well with social care staff to ease the process where ever possible. For those young people who are able to demonstrate significant independence skills, this option can be made available from the age of seventeen and a half.

A contract with Axiom enables young people in care and care leavers to access support via the Foyer. Axiom have also invested in supported move-on accommodation, in recognition that for many vulnerable young people, there is a need for a significant period of support before it is likely that they will be able to successfully manage a tenancy of their own.

This range of accommodation options contributes to the low number of care leavers identifying that they are not in suitable accommodation. The service continues to engage with young people who are not in suitable accommodation for any reason, and takes a proactive stance to resolve issues. There are occasions, however, where the lack of suitable accommodation is the result of informed choices by the young person concerned. As of the end of February 2017, fewer than 5 young people were identified as being in unsuitable accommodation.

For young people who have significant disabilities, a number of specialist accommodation options are available including Shared Lives. Transitions are planned carefully within the 0-25 service.

### **Homeless 16/17 year olds**

Young people who are not in care and who are homeless are assessed by the First Response Team. Their needs are assessed and they will be offered support and assistance to remain living at home with their parents or to return home, if it is safe to do so. Where this is not possible, young people are assessed to determine if they need to become looked after by the local authority.

All young people who are assessed as needing section 20 accommodation are usually offered a foster placement, acknowledging the level of need and vulnerability is likely to be high. At November 2016 there were 102 looked after children aged 16 and 17 years, which is a higher proportion of the overall population than was the case in 2015/16. In part, the growth in the population of young people in care is related to the increase in unaccompanied asylum seeking young people that have arrived in Peterborough since 2015, most of whom are aged 16 and 17.

For those young people for whom foster care is not felt to be appropriate or where the young person themselves refuses this type of accommodation, they may be offered alternative provision, subject to assessment under section 7 of the Housing Act. This could be an allocation of social housing with a Housing Association, securing accommodation in a supported housing project e.g. Peterborough Foyer, Fairview Court or the YMCA. The local authority are committed to not using Bed & Breakfast accommodation for 16 and 17 year old young people.

Homeless figures for young people within these age bands remains low. The total number in the year to date for 2015 – 16 indicates that there were 17 presentations from 16 & 17 year olds and of this number only two became looked after children.

### **Health**

All looked after young people are offered an annual health assessment; performance in this area has declined slightly and this has resulted in the development of performance clinics. There is a group of young people who refuse to attend health and dental appointments. The performance clinics are focused on actions we can

take to help to persuade them of the benefits of attendance. Initial Health Assessments completed within the 20-day timeframe have been at or above 90% for most months of 2016/17.

Monthly meetings between the Children in Care Team Managers and the lead Designated Nurse, review particular young people's needs, which facilitates individualised packages for young people, including outreach work, to be discussed and agreed upon. There is a commitment to a high level of monitoring with regard to dental checks but this remains an area for further development, particularly with young people who consistently refuse to attend.

The Children in Care and Leaving Care Service has developed positive working relationships with a range of partners with regard to sexual health, substance misuse, mental health, and emotional wellbeing, to engage with and the results of this are yielding positive results for care leavers.

Care leavers have access to a health passport on leaving care that details their health histories.

### **Support**

The Children in Care and Leaving Care Service seek to identify and put in place a range of support mechanisms to create a helpful network for young people, particularly as they are nearing the end of their time in care. This includes the pathway plan looking at family members; advocacy services; 'No Cracks' to support young people through release from custodial sentences; NSPC; YMCA who operate a drop in service beyond those offered to their tenants; a nominated champion within the Council NEET team; 'Right Resolutions' who work with young people who are out of work and education or who are not meeting their potential. Links have been made with the local mosque who are providing 'community champions' for unaccompanied asylum seeking children from the Muslim faith.

Young people leaving care and who are NEET is a priority for the Council; overall performance in respect of young people who are NEET in the City has been good in recent years, with overall performance better than our comparator authorities. The position for care leavers is more mixed. Under the current data reporting system we are only able to confidently report the position for young people aged 16-19, of whom around 46% were recorded as being NEET as of March 2017, slightly worse than the statistical neighbour average in 2015, although we know much more about our care leavers than is the case in most areas, with the status of fewer than 5% being not known, compared to a statistical neighbour average of around 11%. It is more likely that the status of the majority of those who are not know will be that they are not in employment, education or training.

The development of the Targeted Youth Support Service is designed to improve the level of support to the most vulnerable young people, and specifically target vulnerable young people including care leavers who are NEET.



## 14. YOUTH OFFENDING

14.1) Young people who are at risk of offending are identified early and preventative support provided.

14.2) Young people who offend are identified and appropriate action taken promptly to safeguarding others, and prevent re-offending.

### **Summary and evidence:**

#### Governance and Partnership

The multi-agency Youth Offending Service sits in the People and Communities Directorate which leads on a broad range of both children's and adult's services including early intervention and prevention, youth services, NEET work, community safety, adult social care and integrated offender management. The Youth Offending Service is therefore positioned in the area which is most likely to support the aims of the youth justice system and to assist in the development and greater integration of work to support young people and their families who are at risk of or are already in trouble with the law.

The service reports to the statutory Youth Justice Management Board, which in turn reports to the Safer Peterborough Partnership. Board membership appropriately reflects the local youth justice partnership with representation at the right level to ensure effective challenge and support. Board members have a good understanding of the local issues affecting youth justice.

The Youth Offending Service is well respected within the city and its links with relevant partnership organisations are strong. This was clearly identified in the 2014 Full Joint Inspection led by the Probation Inspectorate which commented:

*'We found good strategic partnerships in Peterborough with commitment to the work of the YOS. The refreshed Management Board had clear terms of reference and a reporting structure to the Safer Peterborough Partnership and was just completing its membership.'*

*Performance against the national indicators for youth justice was regularly reported to the Board and the YOS was performing well against these.*

*The YOS was a member of a range of multi-agency boards and was well respected.'*

In respect of direct strategic links the YOS Head of Service sits on the Safer Peterborough Partnership (SPP) Board, the Local Safeguarding Children's Board, the Joint Commissioning Group (for substance misuse services), the Cambridgeshire Criminal Justice Board (CCJB), its CCJB Offender sub-Group and the SPP Delivery Board. The Head of Service is the chair of the Channel Panel and sits on the countywide Prevent Strategic Board.

### Service Delivery

#### Early Help

There has been a continued increase in the numbers of young people being offered support at either the pre-offending or first low level offence stages. This work is delivered either through a prevention programme or a pre criminal justice Youth Restorative Disposal. During 2016 there has been an increase in the number of young people being offered support at a pre-offending stage with over 80 young people participating in a voluntary prevention programme. There were also 63 young people offered support through a Youth Restorative Disposal. This has successfully reduced the risk of offending in a significant number of cases and prevented young people from getting a criminal record, which would negatively impact on their future.

#### Restorative Justice

In the last 12 months the Youth Offending Service has initiated contact with 228 victims of crime. 65% (147) responded to the contact and of those 88% (130) indicated a willingness to participate in some form of restorative justice. 78 young offenders also agreed to take part in a restorative process. As a result 37 face to face conferences were held while in another 13 cases other forms of restorative intervention were completed. All the victims who took part reported a positive experience. There are also close working links with the victim's hub, (the police section dedicated to supporting victims) and both services share resources to improve the take up of Restorative Justice. In addition the Safer Peterborough Partnership (SPP) have made a commitment to developing the concept of restorative approaches across the city and this has been supported by local councillors.

#### Systemic Working

The Youth Offending service has always demonstrated good skills in engaging young people in their orders. However although there was a degree of parental involvement in both the planning and delivery of interventions it was felt that this could be extended and improved. Over the last 12 months a number of changes have been made to YOS systems and processes and specific training on systems theory provided to case managers. This has resulted in an improvement in service delivery.

#### Mentoring

The service provides a mentoring service and we have around 24 active mentors including a number recruited from the Central and Eastern European communities in the city. This is particularly important given the disproportionate representation of young people from these groups in the youth justice system.

### Sexually Harmful Behaviour

This work strand is now firmly embedded in the local landscape with good links being formed with the police, social care and local schools. There has been an increase in awareness of the issue locally and the Youth Offending Service lead on this area of work is regularly involved both as a consultant and in completing assessments and interventions with young people. The work is supported by other YOS staff who have been trained to complete AIM assessments and in the delivery of the 'Good Lives' model.

### Tackling Recidivism with High Risk Offenders

This remains a challenge for the service. Additional training and support, targeted at improving work in this area, has been provided to all case managers. This has included additional training on CBT, systemic working and desistance theories. Recidivism reviews also continue to be completed although it has been difficult to draw any clear conclusions or identify patterns in what the service could do better to have a significant impact on preventing re-offending amongst this group.

However the number of Prolific and Persistent Offenders is falling, as the offenders who turn 18 are not being replaced with the same quantity coming through. This is likely to have been influenced by the early help work being undertaken by the service.

### Other Areas of Effective Practice

A system of early planning in cases, where custody has been given to ensure more effective resettlement outcomes, is now fully in place. There are currently five such cases in the service and in each effective planning took place particularly around education, training and employment and accommodation and this has resulted in positive outcomes for the young people concerned.

An assessment of young people's physical health needs is now regularly undertaken and any issues which need to be addressed are incorporated into plans through the intervention planning process.

There has been an increase in the number and complexity of cases picked up by the Youth Justice Liaison Diversion Service where emotional and mental health concerns are identified. This now includes complex referrals from the local Child and Adolescent Mental Health Service. This work provides a significant benefit to young people and contributes to reducing their risk of offending or re-offending.

The number of volunteers recruited and the range of projects they are involved in has continued to grow during 2016 and there are now around 80 active volunteers working with the service who are supporting a wide range of services including appropriate adult services, Referral Order Panel work, restorative justice conferences and youth mentoring. Their work is delivering considerable success for young people.

#### Funding

The service currently spend two thirds of its budget on preventing re-offending, while around 12% is spent on each of the areas, tackling first time entrants and reducing custody. The remainder is spent on prevention, working with young people who are at risk of offending but have not yet done so.

The budget over the last year has remained static but there has been a shift in the funding profile of the service with increasing local authority support and reduced central funding. This pattern looks set to continue going forward, although the development of an integrated adolescent service may shift the focus on areas of spend, with an increase in preventing offending and early help.

#### Planned Future Developments

As noted elsewhere, we have consulted in the development of a new Targeted Youth Support Service, which will bring together a number of services and functions and is intended to enable us to target support at some of our most vulnerable young people more effectively. These developments will draw on some of the strengths of the multi-disciplinary approach of the YOS, which will support improved outcomes for vulnerable young people. This new development is planned to launch in summer 2017.

#### Conclusion

Overall the service continues to deliver positive outcomes for young people and continues to offer services across the full spectrum from prevention to high risk entrenched offenders. The number of re-offenders has remained static and although there has been a small increase in the number of first time entrants this has been agreed as a priority area for action by the Safer Peterborough Partnership and this will assist in turning this around.

## 15. MISSING CHILDREN (HOME, CARE, EDUCATION)

15.1) There is effective Police and LA collaboration in respect of children who are missing or who are at risk of going missing; clear, well-established and consistently applied inter-agency protocols; and regularly reviewed strategic analysis by the LSCB and partners resulting in a strong understanding of the risks associated with going missing (M).

15.2) There are effective plans and action to protect and help children who go missing as well as family members, including risk assessments; risk management plans; and return interviews. Outcomes from return home interviews are evaluated to assess any emerging patterns and trends. Statutory guidance is followed (M).

15.3) Agencies and teams such as virtual school, schools, social workers and carers work together to identify and support children missing education and there are effective processes for information sharing. Actions are taken to help children return to suitable education and children in alternative provision receive at least 25 hours per week. Statutory guidance is followed (M).

### **Summary and evidence:**

There is a clear multi-agency protocol in place in respect of children who are missing or who are at risk of going missing which reflects the statutory guidance and which has been in place since November 2014.

Collaboration between the LA and police is effective although there have been challenges in meeting the demand for strategy meetings on occasions where young people subject to child protection plans or who are looked after have gone missing. This is a result of capacity issues and is kept under review.

A strategic operational group considers the needs of children and young people who go missing from home, care or education was established in April 2016. This group pulls together a range of information from strategic partners and considers whether young people who go missing may also be at risk from child sexual exploitation, becoming involved in offending or at risk of radicalisation. The meeting considers information from return interviews, and considers patterns of missing behaviour in the context of information from 'Operation Makesafe' and other sources of intelligence.

Where individual young people are assessed as being at particularly high risk [for example as a result of repeat missing episodes, indications of CSE, or as a fact of their age or any special needs] the group discusses and agrees multi-agency safety plans and interventions.

Return Interviews have been undertaken by commissioned services (Barnardo's for those children living at home and NYAS for those children who are in the care of the LA). This arrangement means that interviews are carried out by persons independent of the local authority. Some young people do not want to engage with return interviews; in these situations, services do their best to gain information from parents and carers.

All missing episodes are reported through to the contact centre and there is a clear recording system on ICS which facilitates improved and more reliable reporting in terms of the picture of missing children within Peterborough.

### **Risk Management**

There is a clear well established “Need to Know” process within Peterborough whereby the DCS and senior managers are notified immediately of any child that is on a Child Protection Plan or is Looked After goes missing and tracking is undertaken by the Heads of Service until the child is found. Where appropriate the Chief Executive and Lead Member are also informed and this ensures that we fulfil our corporate parenting duties, in respect of our CLA children, and ensure that every effort is made to secure the return of the child safely.

### **Going Forward**

Building on progress made over the last year, areas for continuing improvement include better evidence of the voice of the child in plans where there are risks associated with missing episodes, more joined up scrutiny by police and CSC following missing episodes and better safety planning to improve resilience and reduce risks.

Cambridgeshire County Council has developed an integrated approach to management of missing children and young people and those who may be at risk of child sexual exploitation, which has been located within the MASH/Early Help Hub. As noted elsewhere, the current MASH and Early help arrangement within Peterborough are to co-locate with Cambridgeshire. As part of this change, we will monitor the impact and effectiveness of the new Cambridgeshire arrangements as it may be that there are benefits and efficiencies to joining such approaches.

## 16. CHILD SEXUAL EXPLOITATION

16.1) There is effective Police, LA and other agency collaboration in respect of children who are at risk of, or who are being sexually exploited. There are clear, well-established and consistently applied protocols; a clear understanding of the local culture and prevalence; and regularly reviewed strategic analysis by the LSCB and partners; and a high level of awareness among professional staff, resulting in a strong understanding of the risks associated with going sexual exploitation; identification and prevention (M).

16.2) There is high quality and impact of referral, assessment and planning for CYP with regard to sexual exploitation; direct work is effective and the voices of CYP, families and professionals are gathered and acted on appropriately. (M)

16.3) There is effective work with partners to disrupt offenders and appropriate action relating to perpetrators (M)

### **Summary and evidence:**

There is a proactive approach to CSE from all agencies within Peterborough and there has been good multi-agency training and awareness raising to assist in effectively identifying the risks posed by organised child sexual exploitation within our area.

Within Peterborough we recognise that there are benefits to being a small unitary authority as we can work closely across services where risks and vulnerabilities are identified (in cases such as FGM, forced marriage, trafficking, CSE and Missing) to ensure the most appropriate response to children and young people.

A joint Peterborough and Cambridgeshire CSE strategy drives and reviews the multi-agency response to CSE and provides the strategic basis for planning and delivery of services. An Operational Group for CSE and Missing has been held monthly from April 2106, focusing on sharing information from the key partner agencies including, for example, information from return home interviews, police intelligence around the activities of known high risk individuals and similar.

Any child identified as at risk of or vulnerable to CSE has a risk assessment completed and this is sent to the police CSE team for information and response. The child is identified on the LA ICS system and a weekly report is generated for senior managers to review. This is cross referenced with those children that have gone missing as well as those missing from education (CME), as it is recognised that these factors increase vulnerability to CSE.

Complex strategy meetings are held to review those cases that are giving cause for concern in respect of CSE and there is active disruption and police intervention to reduce risks

During this year we have moved from having a dedicated CSE team to making CSE “everyone’s business”. This has meant that we have had to focus on up-skilling the workforce within the LA and across the partnership to ensure that they are sufficiently equipped through improved professional knowledge, skills and support to safeguard children and young people.

As of the end of March 2017, 42 young people identified within Peterborough as being at risk of Child Sexual Exploitation. All but 1 were female and the majority come from a White British or White European background; 15 are young people in care. Risks are managed through a variety of means including through risk management and care and child protection plans. Numbers of young people assessed as being at risk of CSE have increased over the year which we see as being the result of staff being more aware of the need to ensure that case records accurately reflect need and risk.



## 17. DOMESTIC ABUSE, PARENTAL SUBSTANCE MISUSE, AND MENTAL ILL HEALTH

17.1) The prevalence and impact of children living in households where domestic abuse, parental substance misuse and mental ill-health are a factor is known and there is effective work with partners, especially adult services, to reduce this impact and provide help and support. There is a high level of awareness among professional staff, resulting in a strong understanding of the risks and early identification. The LSCB is assured of the effectiveness of practice (M)

### **Summary and evidence:**

#### Domestic Abuse

A Joint Peterborough and Cambridgeshire Domestic Abuse and Sexual Violence Multi Agency Strategic Board was set up in January 2016 to create a countywide strategic board. Countywide community safety arrangements have been under extensive review, led by Cambridgeshire Constabulary, and as part of this a new Domestic Abuse and Sexual Violence Delivery Group is being established which will report into a reformed Community Safety Strategic Board, with clear lines to the Local Safeguarding Children's Boards and the Health and Wellbeing Boards. The delivery group will be chaired by the Head of Public Protection in the Constabulary, with the Vice Chair being a Service Director acting for Cambridgeshire and Peterborough. The first meeting will take place in May 2017.

#### Adults Domestic Abuse Support Service

Peterborough City Council's contract for domestic abuse services with Peterborough Women's Aid (SASP) came to an end on 31 March 2017. The adults' domestic abuse staff have moved through TUPE transfer to Peterborough City Council but are managed as part of a joint team with Cambridgeshire colleagues. The adults independent domestic violence advocate (IDVA) team are now co-located with staff at the Victim and Witness Hub at Copse Court in Peterborough as part of an ongoing project to develop a 'single front door' response to domestic abuse across the county.

Work has been ongoing to consolidate partnership work across Cambridgeshire and Peterborough to secure the best support to victims and perpetrators of domestic abuse and sexual violence, and maximise our joint work with the Police and Health partners. Work is currently underway to develop an integrated (across Cambridgeshire and Peterborough) domestic abuse service, using a 'single front door' approach to provision.

#### Childrens Domestic Abuse Support Service

From 1 April 2017, two full time specialist domestic abuse support staff are working to deliver services to the local authority's children's services. A member of staff supports high level child protection and children in need cases and the second member of staff supports families through early help, including professionals from early years settings, schools and further education establishments, health services and the Police.

Domestic abuse remains to be a significant priority in Peterborough. The children's support service, which was operated from the Specialist Abuse Support Peterborough (SASP), operated a waiting list for children referred from numerous sources including children's social care, schools and the Police. There continues to be a need for high level complex support to children and young people who have been the victim or witness to domestic abuse and sexual violence incidents.

Between April 2016 and March 2017, the adults' domestic abuse service received 1,273 referrals and the children's service received 225 referrals. The majority of referrals for the children and young people's service are for children aged between 4 and 10 years of age.

The number of repeat referrals have decreased during 2016/17 from 88 in July -September 2016 to 66 by March 2017.

The majority of victims are White British. The next highest groups of nationalities are Lithuanian, Polish and Pakistan (between 5 and 7% of the total number of referrals).

#### Refuge Services in Peterborough

Peterborough Women's Aid run a refuge in Peterborough (which receives a funding contribution from the local authority housing team). The refuge is able to accommodate 8 victims at a time. The average operating capacity of the refuge during 2016/17 was over 90%. The refuge is able to accommodate women with children. The DCLG has recently awarded funding to Cambridgeshire and Peterborough Councils to add additional outreach support services for the community and refuges.

#### Sexual Violence Support Service

From 1 April 2017, Cambridge & Peterborough Rape Crisis Partnership (CAPRCP) deliver a countywide service for survivors of sexual violence, including children and young people. All referrals in to the service are made through an online referral system on the new partnership website. The website currently includes information on the partnership, the services available, how to contact plus links to self-referral forms and professional referral forms.

The core purpose of the service is to alleviate the psychological and emotional trauma that affects survivors of sexual violence and assist them to overcome both the short and long-term effects of sexual violence whilst they work to regain control of their lives and make positive decisions about their future.

#### Drug and Alcohol Abuse

Within Peterborough during 2015/16 there were 1,309 adults in treatment for substance misuse, 240 of whom lived with children under 18 (18.4%) - source National Drug and Alcohol Monitoring System (NDTMS).

Peterborough had lower rates of clients coming into drug treatment who lived with their children (14.1 %) in 15/16 but higher rates of those who are parents not living with children (36.3 %). This mirrors the picture with those adults who have alcohol dependency issues in that there are lower numbers coming into treatment living with children (28.3 %) compared to (49.3%) who do not live with any children.

During 2015/16 the local authority contracted with DrinkSense (operating as Drink and DrugSense) to deliver young people and family interventions, including for young people where substance misuse was a problem in their family.

The work with those affected by parental substance misuse is distinguished between one-to-one work with individual children and young people, and family interventions where systemic work is undertaken with the whole family to address the impact of parental alcohol/drug misuse.

In 2015/16 there were 102 young people engaged in 1-1 support. 60 parents were referred into the children and families service along with their children (more than one parent may come from the same family). An additional 31 individual children of substance misusing parents were referred on a 1-1 basis outside of their home. A total of 144 children were referred into the service. 46 families received some form of support before being discharged from the service in 2015/16.

Please note that 2016/17 data will be available from May 2017.

### **Mental Health**

Peterborough City Council commissions Cambridgeshire, Peterborough and South Lincolnshire MIND to deliver a specific “course” for peri-natal mental health – accessible both during pregnancy and up to two years post-delivery. Five courses run throughout the year, across different locations, offering a 6 week resilience courses, based on the 5 Ways to Wellbeing developed by the New Economic Foundation and used by many mental health and other professionals across the UK.

At the time of writing, four courses have been completed during 2016/17 73 mothers were referred in to the course, 36 enrolled on to the course and of this 36, 19 completed the full course. MIND completes a Recovery Star for each participant at the beginning and end of each course. This is a national evaluation tool used by many mental health services and allows each participant’s journey to be mapped in terms of their resilience and wellbeing throughout the course. The Star is broken down into 10 components. Each component is measured and for each course an overall measure of change in emotional health can be provided. All four courses have demonstrated an improvement in participants’ emotional health. Due to the positive outcomes, this service has been commissioned for a further year.

### **Future Developments: Family Safeguarding**

As noted elsewhere, we are very excited at our success in receiving innovation funding to develop family Safeguarding in Peterborough. While this approach focuses on children and young people subject to child protection plans where parents have alcohol or substance misuse issues, mental health difficulties, are in relationships characterised by abuse or any combination of these, the development of multi-disciplinary approaches to meeting needs will bring benefits to a wider population of children, young people and their families. This is because the additional capacity available to address issues will support those working with broader populations of families than those where children are subject to plans.

All partner agencies have signed up to the principles behind the approach and the first Family Safeguarding Commissioning and Delivery Board takes place before the end of April 2017. The project will launch in autumn 2017, and offers a real opportunity for us to deliver significantly improved outcomes for children and young people growing up in families where these issues have a profound impact on emotional health and wellbeing.

## 18. RADICALISATION AND EXTREMISM

### **Summary and evidence:**

The latest Counter Terrorism Local Profile (CTLP) currently assesses the risk of radicalisation in Peterborough and Cambridgeshire as low. However this issue is taken extremely seriously by both authorities. Peterborough Local Authority has developed a Prevent Action Plan which focuses on all the requirements set out in counter terrorism legislation. There is a significant drive to raise awareness of the issue among professionals through the provision of both WRAP training for all front line staff and a mandatory on-line course for others. Safeguarding children and adults is at the heart of Prevent delivery. Work is also being undertaken to ensure local communities are kept informed of and are engaged in the discussion on this issue.

### The Peterborough and Cambridgeshire Combined Channel Panel

The Channel Panel is the key mechanism for assessing and reviewing individuals' risk and for providing support to those considered vulnerable to radicalisation. Referrals to the panel are made through existing safeguarding referral routes.

It has been agreed that there should be a combined panel which covers both Peterborough and Cambridgeshire. This is permitted by the legislation and the panel is currently chaired by a staff member from the Peterborough Local Authority. The panel meets monthly at police headquarters in Huntingdon.

The panel membership currently includes the following partner agencies.

- An adult mental health representative who covers both Peterborough and Cambridgeshire.
- Adult social care representatives from Peterborough and Cambridgeshire
- Representatives from both Cambridgeshire and Peterborough Youth Offending Services
- Representatives from both Cambridgeshire and Peterborough Children's Social Care services
- Representatives for education (schools) in both Peterborough and Cambridgeshire
- Representative from Peterborough and Cambridge Regional Colleges
- A number of police officers including Safer Schools in Peterborough and the public protection unit
- The Channel Police Practitioner, the regional police prevent manager and the police link to accessing interventionists
- A regional NPS / CRC representative

The panel has agreed that the current group is generally sufficient to allow them to complete their duties with a recognition that the panel should not be too large. The level of panel attendance continues to a little variable and this needs to be addressed if the panel is going to deliver maximum benefit.

During the current financial year to the end of 2016, 41 individuals were reviewed by the panel. 80% of those were not adopted as there was no clear evidence of a radicalisation risk although in many cases referrals to other agencies were completed to manage identified vulnerabilities.

Those adopted were all offered effective support packages most of which were delivered by local services, although a number were linked to a Home Office interventionist. Outcomes of this work to date have been positive.

However, while it is recognised that although the risk for Cambridgeshire and Peterborough is assessed as low and the work to date has been positive, it is clear that there needs to be a continued focus on this key area of work.

## FINAL WORDS

We have maintained the stability in the service during 2016/17, with a particularly stable group of managers across children's social care, early help and education support services.

The timeliness and compliance issues identified in the self-assessment prior to the most recent OfSTED inspection of children's services in 2015 and identified within the inspection itself have largely been addressed. We have also supported a more robust approach to corporate parenting arrangements, with the establishment of a formal Council Committee.

It is also clear, however, that we continue to need to do more to ensure the consistency of management oversight and the quality of practice, despite investing quite significantly in training and development programmes over the last 12 months. Following a skills audit undertaken in January 2017, we have commissioned a bespoke training and mentoring programme for team managers and advanced practitioners to continue to develop skills and competencies at this level.

This approach will also place us in a strong position to reap the full benefits of our success in achieving funding from the Innovation Fund to develop the Family Safeguarding approach here in Peterborough. We are very grateful to Hertfordshire in supporting us in this opportunity, and we are confident that we will be able to deliver the same improvement in outcomes that Hertfordshire has achieved over the last two years.

We are also developing very strong links with Cambridgeshire County Council, building on the success of past joint commissioning approaches and beginning to explore shared areas of delivery and management. We see this as an important step for what is a small unitary authority in building resilience across children's services - including school improvement and early help – while also offering opportunities for the sharing of best practice and improving value for money.

# PETERBOROUGH SUMMARY SELF ASSESSMENT: CHILDREN LIVING WITH NEGLECT, INCLUDING THE SAFEGUARDING CHILDREN BOARD SELF ASSESSMENT RELATING TO NEGLECT

Version 1.5

June 2017

## Introduction and Context

The full Peterborough self-assessment prepared in April 2017 is available to inspectors and is in the library. This brief addendum does not repeat information in the full self-assessment; instead it aims to provide some further information from key partners about the response to children and young people living with neglect.

## Summary: Reducing the impact of neglect on children and young people in Peterborough

Partners are committed to reducing the impact of neglect on children and young people in Peterborough. Adopting the principles of systems leadership, we have worked together under the leadership of the Safeguarding Children Board to develop a multi-agency neglect strategy, which we are in the process of ensuring is embedded.

We have worked hard to deliver training to key staff across the partnership to help them to identify neglect, and work with families to address difficulties before these become entrenched.

We have an effective early help offer in the City, based on the commissioning of a range of services as well as building capacity within universal and targeted services through the development of evidenced based parenting programmes.

Significant work has taken place within Children's Social Care services to reduce the high rates of turnover and of temporary staff that characterised the workforce at the time of the last OfSTED inspection. We have strived to ensure that the changes that are needed have taken place in a sustainable way. While there remain some areas where some inconsistencies continue in practice, as described in our self-assessment, and in relation to the complexity of updating our ICT infrastructure, we believe that we are taking the steps needed to continue to address these areas.

## Descriptors and Evidence

The following sections briefly describe actions by partners and impact in relation to children living with neglect.

### **Risks to children living with neglect are prevented and reduced. The needs of the child and their family are met at an early stage through timely access to effective help<sup>1</sup> (ESN 23)<sup>2</sup>**

Neglect is targeted by early help services in the City, with practitioners supported by a range of practice tools as well as training and workforce development approaches coordinated by the Peterborough Safeguarding Children Board in addition to the work of individual agencies.

Early help services in Peterborough are an area of strength. Peterborough's approach to Early Help is one that focuses on building capacity in the system through the commissioning of support services from, for example, children's centres and the local voluntary and independent sectors. The approach also aims to build capacity through, for example, provision of training in the delivery of evidence-based parenting courses.

There is a small Early Help service within Peterborough City Council that focusses on offering support to universal and targeted early help settings in identifying needs through use of the Early Help

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<sup>1</sup> This includes the troubled families programme.

<sup>2</sup> The evaluation schedule numbers (ESN) are a referencing system to support inspectors when they record their findings in evidence records. ESNs 01–22 are in the main JTAI framework.



Assessment and the provision of other training as well as a quality assurance role. This approach has secured the support of partners and as of the end of May 2017, there were over 2,000 open early help episodes recorded on Liquid Logic.

Over 60 practitioners in universal and targeted services have now been trained in the Webster Stratton evidence-based parenting programme, and a further 20 in the Teen Triple P. There are currently 10 schools delivering Webster Stratton and a growing number of partner agencies are delivering the Teen Triple P on an individual basis with teenagers and their parents.

This commissioning and sustainability based approach is also the basis of our approach to working with Troubled Families, known locally as the Connecting Families programme, which is driven through our early help services. We have delivered significant and sustainable progress in 240 families in 2016/17. The Department for Communities and Local Government audited our payment by results claim on 21<sup>st</sup> June 2017. They found that we had evidenced the progress required to meet the stretching eligibility criteria involved.

Where the needs of families are more complex or where issues have not been successfully resolved through use of targeted early help services as described above, Multi-Agency Support Groups [MASGs] are in place to help to coordinate and provide additional services and support.

Three MASGs operate across the City, one for each of the three localities. They are attended by senior representatives from a range of local partner organisations, able to bend and flex resources in order to meet additional needs. Families presented at the MASGs are reviewed regularly by the panel to ensure that progress is being made.

### **Children living with neglect receive the right help and protection because of application of appropriate thresholds, effective information sharing and timely intervention<sup>3</sup> (ESN 24)**

The Safeguarding Children Board launched revised threshold procedures in September 2016, following a wide ranging consultation. The revised threshold document has moved away from the inclusion of a large number of detailed descriptors that might identify the existence of needs that can be met at universal, targeted and specialist services. The approach has instead been to encourage practitioners to look more holistically at the lived lives of children, and to have confidence in engaging with families directly in order to seek to address emerging difficulties and address early help needs.

The revised thresholds were developed and launched at the same time as the Board's and the Council's Neglect Strategies. This was to ensure that there is a coherence across them all.

Audits of decision making within the MASH consistently identify this to be an area of strength. However, the current arrangement where the Peterborough MASH hub is located separately from the main MASH at Chord Park in Cambridgeshire means that for many partner agencies, servicing both locations has been a challenge.

The decision has therefore been taken to co-locate the Peterborough MASH hub with the main MASH site at Chord Park in Cambridgeshire. We will also be contributing an Early Help presence in the newly created Early Help Hub at Chord Park. We are taking this step as we believe that co-locating our services will improve the availability of partner information in decision making, with all agencies operating in the same location.

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<sup>3</sup> This includes thresholds for early help, children in need, child protection processes, children becoming looked after

Consultations with affected members of staff within Peterborough City Council concluded at the time of the announcement of the JTAI. The plan is to co-locate staff from July 2017.

Where children and young people are supported by Children's Social Care, assessments are completed by qualified social workers and all direct work with children and families is undertaken by or overseen by a qualified social worker or supervisor. Some direct work with children in need is undertaken by alternatively qualified workers.

The decision to expand the role of alternatively qualified staff was made in the face of historical difficulties in recruiting qualified social workers in sufficient numbers to Peterborough, together with a belief that expanding the skills set of the overall staff group would be likely to better meet the diverse needs of children and young people. Originally begun as a pilot, the alternatively qualified workforce now plays an important role in work with children and families.

They have also contributed to reducing vacancy rates among qualified social workers, with the vacancy rate reducing from 38% of staff in 2015 to an estimated 15% by July 2017, including leavers and starters. We expect to reduce our vacancy rate further as we are able to publicise our success in securing funding to develop the Family Safeguarding approach in Peterborough, and embed the step up programme for continued recruitment of newly qualified social workers into children's social care.

This is significant for the quality of service offered to children in need; in 2015, social workers carried mixed caseloads of children in need, child protection and court work in Family Support. High turnovers of staff combined with a then average caseload of 25 meant that it was children and young people needing longer term support as children in need – a high proportion of whom would have been likely to be children affected by neglect – who experienced the most changes of social workers. By comparison, the average caseload in Family Support was 18 as of 9<sup>th</sup> June 2017.

Children and young people subject to child protection plans are closely scrutinised to ensure that any drift is minimised, and only 3 children had a plan of between 18 and 23 months as of the end of May 2017; none had been subject to a plan for longer than this.

The Head of Service for Family Support reviews all children who are subject to a child protection plan for 9 months, and legal planning meetings are convened whenever a child is subject to a plan for 12 months to test legal thresholds for intervention and ensure that children are escalated into pre-proceedings where criteria is met.

The threshold for accessing the care system is either through the Peterborough Access to Support Panel or, in more urgent situations, through the Assistant Director.

There are good arrangements for information sharing in place across all partner agencies. Information sharing agreements are in place and on a day to day basis, relationships between partner agencies are generally good.

The Early Help module of Liquid Logic is widely used by all partner agencies, and this ensures that information about children and young people at early help level is shared in accordance with the consent provided by the family.

Some issues affecting the sharing of information between key agencies where children are subject to child in need plans have been identified, which is an area of focus for managers within the Family Support teams for the current year, with the move towards adopting the strengthening families model in child in need work to support improving the sharing of information including of minutes.

**Agencies work together to identify children who are neglected, intervene to reduce risk and monitor effectively the impact of interventions so that risk is reduced (ESN 25)**

Both the Peterborough Safeguarding Children Board and the local authority have launched Neglect Strategies. These were developed following widespread participation by partner agencies as well as parents.

Safeguarding children board partners have agreed to promote the use of the Quality of Care tool where neglect is identified as a key factor impacting on children within a family. The tool helps practitioners at all levels to identify which areas of parenting are most significant in terms of impact on the child, thereby helping the development of targeted interventions to provide support in those areas.

Use of this tool forms significant elements of both neglect strategies. Although the use of the tool is not yet embedded it is beginning to enable practitioners to evaluate the extent to which families where neglect is a feature have been able to maintain progress sustained as a result of earlier interventions, or where subsequent difficulties are the result of other changed circumstances within the life cycle of the family concerned. As the tool becomes used more widely, it will enable practitioners to better identify families where improvements are not sustained following an intervention at, for example, an early help level, and where early referral to more specialist services is therefore indicated.

The consistency of management supervision and oversight within Children's Social Care services has been identified as an area where there is a continuing need for support. Team managers have some of the most difficult roles in front line practice, and we made the decision in February 2017 to invest in training and development for managers and advanced practitioners by commissioning a bespoke mentoring and development programme that will run until July 2017. We have also increased management capacity in this part of the service through the development of two Group Manager roles; these report to the head of service and supervise four team managers each. We expect that the combination of continued investment and increased management capacity will help to address any continuing issues.

The Clinical Commissioning Group offers support to GPs to assist them in identifying neglect. This has included providing guidance on neglect and raising the profile of the experience of the child, as well as training from the consultant paediatrician to GPs.

Safeguarding supervision is undertaken of staff in the City Hospital, community paediatrics and 0-19 services, adult and paediatric mental health and sexual health services. This allows the opportunity to review practice as well as providing practitioners to seek guidance and support in a timely way.

Procedures describing actions when children do not attend appointments have also been tightened and apply across the health community, including the hospital.

The Safeguarding Children Board has worked closely with the Muslim Council of Peterborough (MCP) to develop a safeguarding project that is owned by the community. The Board supported the MCP in developing safeguarding procedures that include information about neglect. The Head of Service for the Safeguarding Boards has worked in partnership with the Education Safeguarding lead to develop a "train the trainer" programme for the MCP. The training included information around the importance of recognising and responding to cases of neglect. To date the following people have been trained on safeguarding and neglect:

- 138 Mosque Madrasa Teachers and volunteers
- 19 Non-Mosque Madrasa teachers and volunteers
- 16 teachers from 5 EU Communities running Supplementary Schools

**The impact of neglect on children is reduced because they and their families can access a sufficient range of local services, including therapeutic help that improves children’s emotional well-being and safety. This may include help provided by community and voluntary services (ESN 26)**

There are a wide range of services available to children and young people that improves children’s emotional wellbeing and safety. There is commissioned family support available from a number of partner agencies including Family Action, which provides in the home support to families struggling to meet needs for a variety of reasons, including neglect. Children’s centres also work directly in a targeted way with families where there is a need for additional support and where children are up to 11 years of age.

The local authority has also provided training to practitioners working for local housing providers with families where environmental conditions are having a negative impact on family life. The local authority also commissions workers in early help services to support children who have been affected by domestic abuse, which is often associated with neglect.

The NSPCC is active in Peterborough and offers a range of targeted interventions to support children, young people and families, including those where neglect is identified as a primary need.

Child and Adolescent Mental Health services offer a range of interventions across the iThrive pathway to promote children’s emotional health and well-being. The Keep Your Head website is a resource for professionals and parents alike to improve understanding of issues that may impact on children and young people as well as providing information on how to access support services. This site can be found at: <http://keep-your-head.com/CP-MHS>

Kooth is an online counselling service that has been widely accessed by young people locally to help them with their emotional health and well-being and can be accessed at <https://kooth.com/>

In addition, there are a range of services that are directly provided by the Council. These include the Youth Offending Service, which has developed a strong preventative offer to young people as well as a number of specialist interventions that are of relevance to young people who may be engaged in challenging and risky behaviours as a result of the impact of difficult childhood experiences within and outside of their family, including exposure to neglect.

Examples include work with young people displaying or at risk of displaying sexually harmful behaviours. The YOS also offers therapeutic support to young people available through psychologists located within the service.

We have identified that young people who are at significant risk of various forms of exploitation, often as a result of earlier and sometimes current experiences of neglect and other trauma, would benefit from a multi-disciplinary response. Peterborough City Council is currently consulting with staff and wider partners about the proposed development of a Targeted Youth Support Service.

We envisage this service drawing together some resources from Children’s Social Care, the YOS and targeted services including our youth service and services to young people at risk of being Not in Education, Employment or training.

The aims of the proposed new service include providing a much more child-centred response to the needs of young people who are at risk as result of difficult home relationships, regular missing

episodes, involvement with substance and alcohol misuse and possible offending behaviour than is often provided through more traditional child protection responses. The mixture of skills within the proposed new service will enable a more effective relationship-led response to engaging with and working with young people with complex needs and their families.

**Professionals<sup>4</sup> and support staff are well trained, confident and knowledgeable. They understand the impact of neglect on children's daily lives as well as the long-term and cumulative impact on their health and well-being. This enables them to identify how to help and protect children and to take action to do so (ESN 27)**

Full details of the training provided by the Local Safeguarding Children Board is available under the relevant section below.

In addition, individual agencies provide a range of training to practitioners in a number of areas including in relation to the impact of neglect on the lives of children. For example, the Consultant Paediatrician and Designated Doctor for Safeguarding in the CCG offers regular training and support to GPs.

Within the Cambridgeshire and Peterborough Foundation Trust [CPFT], supervision of staff includes the collation of themes relating to neglect and specific guidance on the use of the Quality of Care tool. CPFT has also produced a 'Day in the life of a school aged child suffering neglect tool' which is to help practitioners to ensure that the lived experience of and voice of the child informs their assessments particularly where neglect is indicated.

Within Children's Social Care, there has been a continuing emphasis in training and practice forums on the use of assessment tools including the Quality of Care tool, the need for clear chronologies of significant events, the inclusion of the voice of the child in assessments and planning, and the appropriate consideration of family history in assessments of need.

**Children who are neglected experience a child-centred approach from all professionals. The risks to them and their needs are assessed effectively and responded to appropriately. Assessments consider family history and the cumulative impact of neglect, and show that there is a clear understanding of the ways in which different forms of neglect affect children. The views of the child are clearly recorded and central to the work with the family (ESN 28)**

It is acknowledged that the quality of assessments remains variable within Peterborough Children's Social Care. What is clear however, is that in most cases, children's social care staff know the children well. They can articulate the history of the family's circumstances, the current risk and protective factors, and describe in detail the actions that they and others are taking as part of the plan to address the risks facing the child.

Similarly, in most cases, children's social care staff can also clearly articulate the voice of the child, and describe the child's lived experience within their family, although this is not always recorded in detail and work with families where neglect is the primary feature is not always labelled as such. This has led to the recent direct work label for recording specific direct work that has usually been embedded within case recordings of home visits.

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<sup>4</sup> This means but is not limited to early help workers, social workers, family/social work support workers, police officers and support staff, health professionals and support staff, personnel in the National Probation Service and community rehabilitation company, youth offending team staff, teachers and school staff.

Equally there are also areas where practice is much more consistently improved than at the time of the last OfSTED inspection. This includes the multi-agency response to children and young people who go missing from home, care or education, and the embedded use of risk assessments for young people vulnerable to exploitation and other risks as a result.

There are also a number of examples of good examples of multi-agency working. These include the Unborn Baby Panel, which is chaired by senior managers within children's social care and includes representatives from, for example, the midwifery service. The panel discusses plans and actions needed where unborn babies have been identified who are likely to face significant risks including those related to neglect.

Peterborough City Council has also invested in the Mind of My Own application [MOMO], which supports participation by children and young people, and which is becoming steadily more established.

Support has been offered to practitioners working across universal and Early Help services in the form of training on undertaking good quality assessments of need. All Early Help assessments are checked for quality by the Early Help Service within Peterborough City Council. Support is offered directly where the quality of assessment may have an adverse impact on the likelihood of achieving positive outcomes.

**Professionals have a clear understanding of how the behaviour of parents and carers affects children. They assess any strengths and risks in parenting and the extended family. Where changes in parents' and/or carers' behaviour are required, clear timescales for change are agreed. These timescales are based on the child's needs, and improvements in parenting are closely monitored (ESN 29)**

The recent mock 'JTAI' multi-agency audit of children living with neglect identified that in almost all those children considered, engagement with the family had been in place for a considerable period of time. The audit identified that assessments included information from partner agencies and at least some consideration of the history of the family.

The audit also identified that monitoring and overview by Children's Social Care was more robust where children were subject to child protection plans than was the case where children were subject to child in need plans, although it also found that practice in this area had improved over the last 6 months.

The mock JTAI also identified, unsurprisingly, that parental difficulties including substance and alcohol misuse, mental health difficulties and/or domestic abuse featured prominently. This is of course one of the primary reasons why we as a partnership have been so committed to securing the funding to support the development of the Family Safeguarding model in the City.

**Children living with neglect benefit from evidence-based approaches, tools and services that reduce risks and meet their needs (ESN 31)**

Use of the Quality of Care tool is currently in the process of being embedded, as noted above. Use of the Outcomes Star is embedded within a number of targeted and early help services, with practitioners and families alike finding the tool to be intuitive and helpful.

Individual agencies offer support and resources to practitioners that are specific to working with children and young people experiencing neglect. Practitioners within the Cambridgeshire and

Peterborough Foundation Trust have a 'safeguarding satchel' that includes policies, national and local guidance and tools that practitioners can use.

Within Children's Social Care, the use of Strengthening Families is in the process of extending beyond child protection to include the multi-agency response to working with children in need. This will help to improve the consistency of approach to this group of children and young people, many of whom are vulnerable as a result of neglectful parenting. The Strengthening Families approach is being complimented by Motivational Interviewing: all social workers and alternatively qualified workers are currently receiving training in this approach, a fundamental feature of Family Safeguarding, which is due to launch in September 2017.

**The police work in partnership with other agencies to appropriately identify and address the needs of children who have been or are neglected. They investigate effectively cases of neglect in families with children (ESN 33)**

The Police are a core component within the Multi-Agency Safeguarding Hub (MASH) with dedicated and trained staff assessing, triaging and sharing child concern referral with partner agencies to deliver the best multi-agency safeguarding response.

The Child Abuse Investigation Safeguarding Unit (CAISU) investigates all neglect cases where a crime is believed to have occurred. This team is comprised of trained detectives who specialise in child abuse investigations and undergo bespoke training specific to this role.

There are also strong relationships between the MASH and MARAC arrangements. A review of the Partnership's Domestic Abuse arrangements in 2016 led to the creation of the Countywide Domestic Abuse service, in partnership with Cambridgeshire County Council, and operational from April 2017. This includes specific IDVAs for young people and health; programmes and outreach support are all accessed through the MARAC.

In addition, two dedicated partnership managers work across the partnership to raise awareness of domestic abuse, and to address the linked concerns that this type of abuse creates or exacerbates neglect. In order to ensure that there is a timely response to all concerns, 'mini' MARACS are held daily, with a larger meeting once per week. There is a dedicated MARAC Advanced Practitioner in the Peterborough MASH hub at present; this post will combine with the wider Vulnerable Persons' and MARAC service when the Peterborough MASH is co-located with the MASH at Chord Park.

**Schools have effective systems to identify children at risk of or subject to neglect. They make timely referrals to early help or children's social care where appropriate and children receive support within the school and/or from external agencies where required (ESN 34)**

Most schools recognise the impact that neglect can have on pupils' progress and attainment although they often find it difficult to identify early signs. Most schools invest in family support to engage with families of children causing concern. They escalate concerns through early help referrals and engage well with Connecting Families/Troubled Families provision.

Schools play a significant role in the coordination and frequently, in the delivery of Early Help services. Schools collectively are one of the largest completers off early help assessments. A number of schools provide support services to families as part of their broader support functions. Ten schools are now offering evidenced-based parenting programmes [Webster-Stratton] and more school staff are to be trained in delivering the programme in due course. While not specifically targeting neglect, supporting parents to develop parenting skills through programmes such as Webster-Stratton reduces the likelihood of children experiencing neglectful parenting.

**Schools contribute effectively to inter-agency working to improve outcomes for children who are being or have been neglected. This includes contributing to a coordinated offer of early help or inter-agency plans for children in need of help and protection (ESN 35)**

Schools collectively are one of the largest sources of referrals into Children's Social Care. They often have a considerable amount of information of relevance to decision making, assessment and case planning.

One of the benefits to moving towards the co-located MASH at Chord Park is expected to be the greater involvement of schools in decision making, using the existing dedicated resource of an 'education navigator' within the MASH.

Head Teacher representatives are members of the safeguarding children board and play an active role in the strategic safeguarding responsibilities of the partnership. The Regional College is also represented on the Safeguarding Board and similarly plays an active role in the strategic safeguarding responsibilities of the board, particularly as these apply to older young people. Schools contribute well to child protection conferences and core groups.

**Leaders and managers understand the experiences of children living with neglect that live locally.<sup>5</sup> This leads to effective action to meet children's needs and improve the help and support provided to children and their families (ESN 36)**

Neglect is a priority area for the Local Safeguarding Children Board, and Members are jointly committed to working in partnership at a strategic level to understand the impact of neglect locally and take action to meet needs and improve the support provided to children and their families.

The bid for innovation funding to develop the Family Safeguarding approach in Peterborough was one that was supported by leaders of all partner agencies in the City. It was this clear and committed support that helped to secure success. This multi-agency approach illustrates the understanding of the way in which children and young people living in families where parents have very complex needs require a different approach for support to be effective.

The development of the Family Safeguarding approach will have a significant role in reducing the impact of neglect on some of the most vulnerable children and young people in the City. As the pilot develops, we will seek to ensure that an increasing number of children and their families are able to benefit from support that draws on the best features of Family Safeguarding.

Leaders within children's and community services within Peterborough City Council have recognised the need to develop multi-disciplinary responses to young people with complex needs. The proposals to develop the Targeted Youth Support Service outlined above have been developed as a result.

Senior Police leaders are engaged with the issue of neglect as evidenced by the constabulary safeguarding lead, the Assistant Chief Constable, being the executive representative at the LSCB and the head of Public Protection Department (PPD) also attending the LSCB board and business committee meetings. Furthermore the head of PPD represents the constabulary at the MASH governance board.

Local leaders in the National Probation Service and the BeNCH Community Rehabilitation Company work to address neglect at a strategic level through active participation within the Local

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<sup>5</sup> This includes leaders and managers from the police, health, probation and the local authority.



Safeguarding Children Board and sub groups. The head of the National Probation Service Local Delivery Unit is also a member of the MASH governance board. Operational managers brief offender managers on relevant guidance such as the threshold document and the guidance on neglect and provide oversight on the assessment and management of risk. Training is provided on key areas of practice for offender managers including in ensuring that children of adults they are working with are visible, and the impact of adult behaviour and difficulties on children in the household or in close contact are considered.

**Leaders and managers recognise the challenges involved in responding to neglect and provide effective support, training and challenge to practitioners (ESN 37)**

Leaders in Peterborough are signed up to the principles of 'System Leadership'. This means that we work together to identify difficulties and agree solutions; we work together openly and honestly and see success as collective.

We have a range of processes in place to support the training of practitioners; the safeguarding board offers a range of training including training specific to neglect, as do individual agencies. The constabulary, for example, recognises the ongoing need to support practitioners and has invited officers and staff to attend child neglect workshops that focus on helping professionals understand what neglect is as well highlighting the signs and how to identify where children may be impacted by neglect.

The partnership works hard to ensure that there are good relationships in place and there are regular meetings between key leaders at all levels that offer the opportunity to discuss general and specific issues and develop improved ways of working proactively. The Safeguarding Children Board has a clear escalation policy in place that is available for partners to use where necessary.

Within Peterborough children's services, there is a well-established and respected quality assurance service. The head of service reports directly to the Service Director. This is deliberate as it means that there is some distance from the operational Assistant Director in terms of line management. The quality assurance service undertakes a range of audits, themes from which inform service plans within children's social care services.

Independent chairs play an important role in ensuring that any issues affecting individual children and young people subject to child protection plans are raised using the case alert system.

The Head of Service for Quality Assurance is also the Principal Social Worker. In this role, she facilitates the social care forum, which is now operated jointly with adult social care services. This provides an opportunity for social workers to share good practice as well as raising any concerns that they may have.

**The LSCB actively monitors, promotes, coordinates and evaluates the work of the statutory partners that help and protect children at risk of neglect, including working effectively with other multi-agency groups that have responsibility for responding to neglect. (ESN 38)**

**Monitoring and scrutiny**

The PSCB has a strong quality assurance function and regularly undertakes quality assurance activity. This includes a range of activity including audits, focus groups and surveys. The scrutiny and monitoring function of the Board is conducted via the multi-agency Quality and Effectiveness Sub group.

Over the last 12 months the PSCB has undertaken 11 multi-agency audits and dip samples focusing on various areas of practice including neglect, the application of thresholds, domestic abuse and the response to young people at risk of child sexual exploitation. All audits result in action plans and learning for practice.

### **Thresholds**

The revised threshold document was developed in the spring/ summer of 2016. A multi-agency task and finish group was set up to develop the document and three multi-agency consultation events were held across the City in April 2016. This provided front line practitioners with an opportunity to give their views on the proposed document and raise any concerns. The document was launched in September 2016.

To assure the PSCB that the threshold document had been embedded into practice and was working appropriately a multi-agency audit of thresholds was scheduled to take place six months after the launch. In the interim period the PSCB monitored the thresholds through its performance dataset and escalations from partner agencies. These were reviewed at both the PSCB meetings and the Quality and Effectiveness sub groups. The PSCB also undertook two multi-agency audits within the six month period, one that focussed on domestic abuse and the other focussing on CSE contacts. Whilst neither of these audits were specifically relating to referrals, both audits had questions that required the auditors to assess the quality of the referrals and the front door. In both instances the audits found the quality of referrals to be improved, were appropriate and progressed in a timely manner. The front door was seen to be a strength in the safeguarding process.

A threshold audit was undertaken in March 2017, six months after the launch of the threshold criteria, and this is also available to inspectors. The audit found that considerable improvements had been made over the twelve month period since the MASH audit had been undertaken in March 2016.

### **Neglect**

The Board developed and launched a neglect strategy in September 2016 to coincide with the launch of the threshold document. To assure the Board that the strategy had been appropriately embedded into practice a multi-agency audit was scheduled to take place in May 2017.

The PSCB has worked with public health to strengthen the PSCB dataset to include information about low birth weight, immunisations, obesity, repeat accidental injuries. Whilst this data is in place work is taking place to further refine the data and make it more meaningful. In addition the PSCB has struggled to gain accurate information regarding the picture of neglect in the City and the number of neglect tools that have been completed.

In May 2017 the Board undertook a mock JTAI neglect audit. The audit considered six cases, of which 3 were subject to child protection plans, while the remaining three were children in need. This audit report is also available to inspectors.

In addition to the neglect audit the PSCB is using the S11 audit as a further opportunity to monitor and scrutinise practice around neglect.

### **Section 11**

The PSCB undertakes a Section 11 audit every two years and is a crucial part of the Boards evaluation of agencies practice. The Section 11 process follows a “stepped” procedure, agencies are

required to complete a Section 11 self-assessment audit. This audit comprises of the following eight standards against which agencies are asked to assess themselves against:

- Agency is clear about its responsibility to safeguard children
- Senior management are committed to the importance of safeguarding promoting children's welfare
- There is a clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children and staff know how to respond to safeguarding concerns
- Service development take account for the need to safeguard and promote welfare and is informed by the views of children and families
- There is staff training on safeguarding and promoting the welfare of children for all staff working with or in contact with children and families
- Appropriate recruitment vetting procedures and allegations against staff procedures and processes are in place
- Information is shared appropriately

To assist the Board in monitoring and scrutinising agencies response to neglect an additional standard has been included in the 2017 Section 11 self-assessment. This standard is:

- That Neglect is appropriately identified and addressed.

Agencies submit their self-assessment together with any supporting evidence to the PSCB. The Chair of the PSCB hosts a challenge day where agencies challenge the content of the Section 11 returns. This has proved to be a useful part of the scrutiny process.

The current Section 11 audit commenced on the 19<sup>th</sup> May 2017 and responses are required by the 19<sup>th</sup> July 2017. This year we have also included a front line practitioner survey as part of the process. To ensure that respondents are honest in their responses they are only required to detail the agency for which they work. The questions in the survey mirror the 8 standards and will give the Board an insight into the views of front line practitioner across the City.

### **Capturing the voice of the Child**

The PSCB has worked hard to capture the views and opinions of young people across the City and ensure that they are used to improve agencies practice. Over the last twelve months the Board has undertaken three surveys with young people across the City and had an overwhelming response. Whilst none of the surveys were explicitly around the subject of neglect they all involved subject areas that research indicates are intrinsically linked to those children who are the subject of neglect.

In February 2016 the Board ran a survey on Domestic abuse and sexual violence (healthy relationships). We produced two surveys, one aimed at school years 4-7 and one aimed at school 8-11. Questions included what makes a health relationship, what things are ok/ not ok in a relationship, who they would talk to if they had a concern in a relationship. There were also specific questions around whether they had seen/heard violence at home, the frequency with which it occurred and who they would talk to about it. We received a total of 1946 responses from across the City which provided the Board with a good insight into the lives of young people across the City. The findings from the survey have been used to inform the work of the DA/SV strategic Board. The findings have also been used by the Safer Peterborough Partnership (CSP) to their work around DA and were also used to inform the Countywide Joint Strategic Needs Assessment on Violence Against Women and Girls.

In February/ March 2017 the PSCB undertook a survey around “gangs” with secondary school students across the City. The questions included their perception of gangs, had they been a member of a gang, names of local gangs. We received 669 responses to the survey and the results were used to inform the PSCB Gang workshops that are currently being delivered across the County. The work has also been shared with the Safer Peterborough Partnership (CSP) to help inform their work around Gang related activity.

The Board undertook a further survey in March 2017. This survey examined the issues of e safety, sexting and on line bullying. The Board produced two surveys, one aimed at school years 3-5 and one aimed at school years 6 and above. 2011 children and young people from across the City responded to the Survey. Research tells us that children who are neglected are more vulnerable to online abuse and it is of particular interest that the results showed a high percentage of primary school children are spending in excess of four hours a day online, they are accessing the net in the privacy of their bedroom and not using privacy settings. The learning from the survey has been used to shape the work plan of the E safety sub group. The findings have also been shared with schools across the City, governors, and parents. The Internet Watch Foundation have also used the findings as part of their research information.

### **Capturing the views of front line practitioners**

The PSCB has started to develop a process of capturing the views of front line practitioners to ensure that it is fully aware of issues that are facing staff across the City. When the threshold document and neglect strategy was developed consultation events were held to allow practitioners from partner agencies to give their views and raise any concerns.

In the last eight months the Board has run three staff surveys with practitioners across the City. One was aimed at designated safeguarding leads to check compliance with their role (September 2016). We are currently running two surveys both of which were launched in May 2017, one is looking at the threshold criteria and peoples understanding of its application the other is the S11 survey. This survey has specific questions around the neglect strategy, understanding of the threshold and neglect cases, attendance at neglect training and use of tools to assess neglect. The survey closes on the 19<sup>th</sup> July 2017, to date we have received 549 responses from staff across the City.

In addition to the above frontline practitioners from health and CSC have been asked to attend recent PSCB meetings (March & May 2017) to give their views on the current challenges facing front line practitioners. This programme of inviting front line practitioners to the Board will continue in future meetings.

### **Training on Neglect**

The PSCB runs a very successful multi-agency training programme. During the period 1 April 2016- 31<sup>st</sup> March 2017 the PSCB offered over 40 different safeguarding courses with 90 individual training sessions being offered. A total of 867 delegates attended training during this period (this does not include attendance at conferences or threshold/neglect launch).

The Board has developed a suite of multi-agency neglect training that practitioners can access. The training is regularly evaluated and the impact of training is assessed. Further details can be found in the annual training report, where there is also information on the full LSCB training programme.

## **Conferences**

In February 2016 the Peterborough and Cambridge Boards jointly hosted a multi-agency conference entitled “neglect – not just a grubby child”. 194 delegates attended the conference from a range of agencies across the County. The purpose of the conference was to highlight the impact of neglect and provide an opportunity to learn from leaders in the field on identifying understanding and responding to Neglect. Delegates were given the opportunity to hear from both national speakers (Patrick Ayre, Jan Horwath) and local speakers on a range of issues involving neglect.

In March 2017 the Board hosted a conference (Adolescent perception of risk: Understanding and preventing high risk behaviour). 110 people attended the conference from a range of agencies. A key note speaker gave a presentation about mental health and neglect and there was a specific workshop “Thrive to survive” that explored the impact of neglect for adolescents.

## **Raising Awareness**

The board publishes a wide range of resources on the website, and provides briefings to particular groups on findings from research including, for example a briefing to the Child Sexual Exploitation strategic group on the report: *‘Exploring the relationship between neglect and child sexual exploitation’* 2016 E Hanson.

## **Relationships with other Boards**

There are clear links between PSCB, Safeguarding Adult Board (SAB), Safer Peterborough Partnership (SPP), Health and Wellbeing Board (HWB) with the Independent Chair being a representative on these. An Inter board protocol setting out the reporting and governance between the four statutory Boards was implemented in March 2017. The PSCB business priorities for 2016/17 have been aligned with those of the SPP and the HWB. The priorities and work plans of the various boards are co-ordinated to ensure that there is no duplication of activities by other multi-agency partnerships such as the Safer Peterborough Partnership.

The PSCB has developed enhanced links with other strategic groups such as Domestic Abuse and MAPP.

The Independent chair of the PSCB is a member of the MAPPA strategic Management Board, and there is an agreed and signed protocol between the two boards. The PSCB Business Manager is a member of the DA/ SV Strategic Board and contributes to the development and monitoring of the DA action plan.

In addition to the above the PSCB have established links with the local judiciary and an annual meeting between the Chair of the PSCB and a local District Judge who sits within the Family Division. There is also an agreement that either party can arrange additional meetings if required.

The Chair of the Board also meets with the Chief Executive of Peterborough City Council on a regular basis. The Lead Member is a member of the Board as a participating observer. In addition the Chair of the PSCB and the Business Manager ensures that the Lead Member is kept up to date.

The PSCB has developed priorities through consultation with both stake holders and children and young people. The business plan is structured under these priorities and this is further supported by alignment of the data set and audit programme.

### **Areas for Development**

The PSCB have engaged effectively with young people across the city. The next step for the Board is to strengthen our engagement with parents and carers. As a Board we have distributed newsletters to parents, developed leaflets in 8 languages and have dedicated information on our website for parent's and carers. We also held a Chelsea's Choice performance aimed at Parents.

The Board has launched the neglect strategy but the quality assurance activity that has taken place around neglect has evidenced that practitioners are not yet using the tools available in their work with families. The next step for the Board is to ensure that the tools are being utilised and monitor both the numbers completed and the quality of the assessments.

The Board has a good quality assurance audit programme in place. We are working with colleagues in public health to strengthen the data that is available for scrutiny to assist us further in measuring impact and focusing activities on areas of greatest need.



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10 August 2017

Wendi Ogle-Welbourn, Executive Director of People and Communities, Peterborough City Council

Ms Jill Houghton, Chief Nurse for NHS Cambridgeshire and Peterborough CCG

Ms Sarah Hamilton, Designated Nurse, Safeguarding Children for NHS Cambridgeshire and Peterborough CCG

Dr Emilia Wawrzkowicz, Designated Doctor, Safeguarding Children for NHS Cambridgeshire and Peterborough CCG

Jason Ablewhite, Police and Crime Commissioner

Alec Wood, Chief Constable of Cambridgeshire Constabulary

Steve Johnson-Proctor, National Probation Service, Divisional Director

Emma Osborne, Community Rehabilitation Company, Regional Chief Executive

Iain Easton, Youth Offending Service Manager

Russell Wate, Chair of Peterborough City LSCB

Dear **local partnership**

### **Joint targeted area inspection of the multi-agency response to abuse and neglect in Peterborough City Council**

Between 26 and 30 June 2017, Ofsted, the Care Quality Commission (CQC), HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and HM Inspectorate of Probation (HMI Probation) undertook a joint targeted area inspection (JTAI) of the multi-agency response to abuse and neglect in Peterborough City Council.<sup>1</sup>

This letter to all the service leaders in the area outlines our findings about the effectiveness of partnership working and about the work of individual agencies in Peterborough.

This JTAI includes an evaluation of the multi-agency 'front door' for child protection, when children at risk become known to local services. In this inspection, the evaluation of the multi-agency 'front door' focused on children of all ages who are being or have been neglected. The JTAI also included a 'deep dive' focus on children between seven and 15 years old who have been neglected. This group of children will be referred to as 'older children' for the purpose of this letter.

A strong multi-agency partnership coordinated by the Peterborough Safeguarding Children Board (PSCB) works effectively to deliver services for children in Peterborough. Senior leaders recognise that the current arrangements at the 'front door' do not

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<sup>1</sup> This joint inspection was conducted under section 20 of the Children Act 2004.



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provide a sufficiently resilient multi-agency response for all children. As a result, plans to introduce a fully integrated multi-agency safeguarding hub (MASH) with Cambridgeshire are well advanced and will become fully operational in July 2017. The move by all partners across Peterborough and Cambridge to co-locate will support agencies to work together more effectively to safeguard children, as it will provide greater opportunities for increased joint working.

Children who are suffering from neglect are identified by professionals and referred for assessment of their needs and additional support. The rates of referrals for children identified as suffering from neglect are consistently higher in Peterborough than the England average. The rate of children becoming subject to child protection plans under the category of neglect is currently 68%. This is a slight reduction on last year, but still consistently well above the England average of 43.8% (March 2016). There is a good understanding of the complex and changing demographics of the city, and what this means in relation to the needs of children and families. A combination of factors means that there are challenges in delivering services to children who experience neglect. There are neighbourhoods within the local authority with significant deprivation, diverse populations, and some established and more recently arrived families from minority ethnic communities. There is also a growing population of young people, at 40% of children in primary education, who speak English as their second language.

The PSCB has led the development of a multi-agency neglect strategy that was launched in September 2016. The strategy is supported by extensive resources, including a 'neglect assessment toolkit', and was published alongside a revised thresholds document. In May 2017, the board coordinated a multi-agency audit of the work carried out with children suffering from neglect to ensure a good understanding across the partnership of frontline practice, including areas for improvement. However, the partnership has not developed good-quality action plans to implement change and monitor improvement. Its ability to monitor progress effectively is also limited because there is a lack of relevant performance information. For this reason, the impact of the strategy on operational work with children is limited. Currently, there is too little improvement in levels of awareness of neglect, and limited effective use of resources and tools to identify its impact among frontline practitioners.

This theme of good strategic cooperation and involvement not translating into robust, outcome-focused planning is also seen in the work of frontline staff. Despite strong partnership involvement at multi-agency meetings and cooperation to deliver many good-quality services, there is not enough improvement for many older children who are suffering from neglect. Planning and intervention often lack focus and impact. Assessments do not address the underlying causes or impact of neglect, and care planning is not outcome focused, clear or measurable. As a result, some children are experiencing neglect for too long before any change takes place.





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## Key strengths

The PSCB has started to support partners to understand and focus on the specific risks to older children suffering neglect. The board has identified the further work needed to develop links between the strategy around neglect and work with children at risk of criminal exploitation and from gangs. The board has also facilitated learning, through presentations of research, regarding the links between neglect and child sexual exploitation.

A multi-agency audit of cases of neglect was completed in May 2017 to review the impact of the strategy on work with children. This resulted in the partnership identifying some strengths, as well as many areas of practice that require improvement to ensure that children experiencing neglect are responded to effectively. Similar findings from the audit were also identified during this inspection, providing evidence that the partnership has gained an accurate understanding of progress to date in this area of work.

Strong leadership and a well-coordinated system of support from the local authority are enabling lead professionals from a wide range of agencies, particularly schools, to undertake early help assessments and deliver some effective interventions for children suffering from neglect. A wide range of effective in-house and commissioned services, targeted to meet specific needs, support this.

Most children referred to the MASH are appropriately triaged and signposted to the right services, despite the current limitations of staff being based across two sites. Police staff in the MASH process most referrals made to children's services in a timely manner. The National Probation Service (NPS) and Community Rehabilitation Company (CRC) are also both committed to providing the MASH with timely information, and they have set up mirror administrative processes to enable their organisations to respond quickly to MASH requests for information about known offenders. Youth offending service (YOS) managers quality assure all referrals to the MASH hub prior to submission in order to make sure that they contain relevant information, meet the threshold for referral and enhance the timeliness of action to support children experiencing neglect.

The health practitioner in the MASH provides a valued and robust contribution to multi-agency strategy discussions and is a key influencer in multi-agency decisions. Agencies are committed to the future improvement of the multi-agency arrangements.

Vulnerable unborn children are identified early through coordinated multi-agency sharing of information. This sharing of information provides opportunities for relevant agencies to support parents and safeguard children.



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The quality of children and family assessments in children's social care is improving. Recent better-quality work includes more effective identification of children's individual needs and of their cultural and identity needs. The best examples of this work are appropriately analytical of presenting concerns, including neglect.

When children are assessed as being in need of help and support, they are the subject of multi-agency child in need plans, led by support workers who bring a range of appropriate knowledge and skills. This ensures that effective services are offered to support children who are experiencing neglect. This work is overseen, supported and reviewed by experienced, qualified social workers and managers, who authorise plans.

Practitioners who work with children spend time building relationships with them to understand their views. When there are larger brother and sister groups, workers engage with each child effectively to reach an understanding of their needs as part of the family. Schools undertake effective work with children, and ensure that their views are captured and represented when plans are made to reduce the neglect.

Young people have good access to child and adolescent mental health services (CAMHS) for assessment and treatment. The core and neuro-developmental CAMHS services routinely beat targets for waiting times for assessment and treatment, and there has been a significant improvement in performance over the past 12 months. The service is child focused in its delivery and case recording. Children are seen alone, and clinicians and practitioners prioritise and capture the voices of the children, routinely quoting children's wishes and views in the case records.

All general practitioner (GP) practices have an identified link health visitor, and most hold regular multidisciplinary meetings to share information and discuss children and families known to be vulnerable or at risk. These meetings include discussions regarding families where neglect has been identified, and this means that vulnerable children and families can be signposted and be engaged through early help and support in a timely way.

Adult mental health services have recognised the challenge that the case recording system presents in supporting effective work with families. The service has customised the system to ensure that any children linked to the adult client are immediately identified when the case record is accessed. Adult mental health services are making good use of the children safeguarding module, which is part of the adult mental health assessment. This supports practitioners well in keeping the profile of children high, enabling practitioners to prioritise the safeguarding of children while working primarily with the adult.

The adult substance misuse service has a particularly good understanding of neglect and its impact on children. Parents who are using the service, and whose children are experiencing or are at risk of neglect, have been able to access a bespoke service that



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provides emotional support. Parents and children report really valuing the support that they have received, which has improved the experiences of children at risk of neglect.

Protection of the vulnerable is a priority for Cambridgeshire Constabulary and the police and crime commissioner (PCC), as outlined in the police and crime plan. There is a communications strategy that highlights to staff different types of neglect and what their responsibilities are around this issue. It is too early to know whether this has improved understanding and how it may affect potential outcomes for children. Over the past two years, there has been an increase in staff within the MASH and public protection, illustrating that these services are regarded as important. The constabulary's review of demand will inform where and when service change is required and the level of resource needed to meet this demand. There is a recognition that any changes in service delivery and staffing will need to be made in consultation with other partners to ensure that the current relationships and joint working are maintained and enhanced.

Safeguarding has remained a strategic priority for the NPS and CRC through a complex period of organisational transition. Progress in implementing the NPS action plan, drafted as a result of its audit, is monitored and indicates improved practice. Both organisations monitor and encourage attendance at child protection conferences and child safeguarding training, and the vast majority of practitioners have completed their training at level 1 or 2. The CRC has commissioned a range of appropriate interventions to support families and parenting, and these have made a difference to children.

The YOS's strong focus on neglect has been enhanced not only through its work to understand and address the increasing risks posed by gangs, but also through its contribution to the development of a targeted youth support service. YOS practitioners understand and recognise signs of neglect and have access to a range of specialists, which enhances their response to neglect. The emotional and mental health team within the YOS provides screening on a range of presenting issues and delivers effective preventative interventions to help children to manage their behaviour and improve their psychological and emotional well-being.

The health safeguarding group provides strong leadership to coordinate safeguarding activity and promote good practice among health staff. It also provides the means to challenge performance when shortfalls are identified. The group has directed the action plan that is derived from the recent children looked after and safeguarding review carried out by the CQC, and this has resulted in improvements in a number of key areas, which in turn have led to better outcomes for children and families.

Supervision and quality assurance of referrals and of information submitted for child protection conferences are generally strong in health services. This is particularly the case in maternity services and the substance misuse service, where frontline supervisors check each referral and information submission for detail and quality. Such



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practice supports good decision-making in an area where health services information is a key feature.

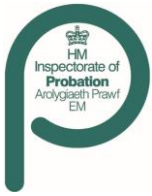
There is a consistently good picture of supervision and safeguarding training across health services, and staff are well supported. For example, safeguarding training in adult mental health has been strengthened over the past year. The named nurse for safeguarding children in primary care provides highly visible leadership and support to GPs. This work is supported by the comprehensive 'safeguarding children and young people information resource pack' and has led to a general uplift in the effectiveness of safeguarding practice of GPs. One GP practice has demonstrated outstanding end-to-end processes for managing safeguarding information.

Strong strategic and senior leadership in the local authority provides a clear direction for services for children, including those experiencing neglect. Recent changes to strategic leadership, because of integrated arrangements between Peterborough and Cambridge, have been suitably risk assessed to ensure that there is sufficient leadership capacity for local services. Senior leaders demonstrate an open and positive attitude to challenges, feedback and learning, which supports continuous improvement in services for vulnerable children. Leaders know their services well and have an accurate understanding of the quality of practice, including in relation to neglect.

A focus on improved recruitment and retention has led to increased stability in the workforce. As a result, many social workers know children well, and many have been able to build and sustain effective working relationships with children and their families. Senior leaders identify areas of practice that require improvement, and ensure that training and development opportunities are made available to support staff to make the required changes.

Local authority leaders are committed to improvement through identifying new and creative ways of working. The recent successful innovation fund bid has secured £2.8 million to work with Hertfordshire County Council to implement a family safeguarding model. This will involve the development of multidisciplinary teams situated within children's social care, and will include adult mental health, substance and alcohol misuse and domestic abuse practitioners. They will work alongside children's social workers to develop a single-family plan for families with the most complex needs. The approach is targeted at families with younger children subject to child protection plans, and will clearly have potential benefit for children suffering from neglect.

The local authority has also recognised that older children at risk of exploitation because of neglect would benefit from a child-centred, relationship-led and multi-agency response to their often very complex needs. As a result, the local authority is currently consulting with staff and partners as part of the development of a targeted youth support service to include staff from youth services, YOS, education services and social care.



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### **Case study: highly effective practice**

#### **Involvement of adult substance misuse service in multi-agency working and keeping children safe.**

The adult substance misuse service is effective in contributing to the safeguarding of children experiencing neglect in Peterborough. Regular risk assessments by the service show consideration of the impact of adult behaviours on children and how these behaviours contribute to neglect. Workers are providing effective one-to-one support or access to community groups for children who are living in households where there are parents who misuse substances. Professionals and parents reported access to these resources positively. Young people had remained engaged in the activities, despite a picture of disengagement from other services and activities.

One particularly strong case example was from a practitioner who was working with a parent who was prescribed methadone. The dose was usually collected daily from a local pharmacy but, during a bank holiday period, the pharmacy was closed and the medication needed to be stored at home. The practitioner completed a home visit to review the safe storage of the medication in the box provided by the service. The observations of the practitioner of the interactions between mother and children are recorded in the case record. The risks of medication being stored at home and of the neglect that the child was experiencing were clearly documented in the practitioner's records. The risks were explicit and were shared with the professional network after the home visit. This meant that other professionals were more alert to the increased risk to the child over this time, and home visits could review these risks and respond appropriately.

## **Areas for improvement**

### **Identifying and managing risk of harm at the 'front door'**

Social work decision-making in the MASH is not always informed by the effective evaluation of children's history or consideration of their lived experience. This means that some older children suffering neglect do not have their needs fully considered. In some less high-risk cases, key information from partners is not always gathered to inform decisions and plans for children, and agencies do not consistently get feedback to keep them informed.





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Records of strategy discussions do not always include clear safety plans to address immediate concerns and reduce risks while waiting for a child protection conference and multi-agency plan.

Children and family assessments are not regularly updated, therefore risks and needs are not always clearly understood. This leads to ineffective planning and drift for some children. Management oversight of casework does not always drive progress in neglect cases. Some cases considered by inspectors have been stepped down from child protection too early, before sustainable change is realised and improvements are made for children. Workloads in assessment teams mean that the time that social workers can spend directly with families is limited. They manage competing priorities and, as a result, too many case records have little information about children and their views.

Police officers do not routinely record the views of children in records or referrals, and the forms used do not provide prompts to ensure that they do this. Neither are officers clear about what action they should take when attending incidents where children are subject to a child protection plan. This means that opportunities to gather evidence and take steps to safeguard the most vulnerable children are being missed.

There has been little formal training of police officers and staff around neglect, and many do not have the necessary level of understanding to identify neglect and make well-informed decisions. To address this gap, two training events were held in May 2017 with a particular focus on neglect. This has not yet translated into improved knowledge and decision-making.

Health visitors carry out detailed observational recording when they undertake home visits, but they do not routinely evaluate and analyse risk or the impact of this on the child. The school nurse service lacks capacity, and practitioners are struggling to sustain current levels of child protection work and provide high-level support in complex cases. The locally agreed target of undertaking the health assessments requested by initial child protection conferences within 10 days is not being achieved. This means that some children of school age do not have their health and well-being needs identified and met in a timely way.

While GP participation in child protection conferences is improving following actions prompted by the PSCB, GPs' use of the child protection information-sharing template is inconsistent. This means that there is variation in the quality of information that GPs submit and to what extent it informs child protection conference decisions and planning.



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Dental practices have safeguarding processes and lead roles in place, and are well aware of the importance of dental health as an indicator of potential neglect. Practices visited are keen to be better engaged with local child safeguarding arrangements, and to participate and contribute to child protection case conferences and child protection planning. However, they describe themselves as being 'out of the loop', currently. Opportunities for them to be part of the multi-agency child protection team are being lost. Other than the community dental service, which routinely makes child protection referrals to MASH, dental practices in Peterborough are not making early help or safeguarding referrals. Practices recognise that the level of safeguarding training undertaken by clinicians and staff is not sufficiently equipping them in their day-to-day work with children and families.

### **Response to children living with neglect**

Strategy meetings are not always held quickly enough in response to new or escalating risks for children who are already the subject of plans and intervention. Strategy meetings held on open cases often only involve the police and a social worker. This means that some children do not benefit from information from the multi-agency group working with the family.

Assessments identify the main areas of risk, but do not offer good analysis of the impact of ongoing and historic neglect on children. In many cases, the impact of parents' behaviour on children is considered but is not thoroughly analysed and, in some cases, this could be articulated by workers but was not recorded well on case files. This means that there was not a clear written analysis to inform multi-agency planning. There was no evidence of practitioners using the tools provided by the PSCB to evaluate neglect and inform assessments, which would have given a clearer picture of children's experiences.

All older children have written multi-agency plans which are focused on the risks to the children because of the neglect that they were experiencing. However, many older children are neglected for too long without effective action being taken. Plans are not clear about the desired outcomes or about how the partners will measure improvements. This leads to delays in taking decisive action, and many cases were allowed to drift without professionals having a real understanding of whether current risks were reducing or whether improvements were sustainable. Partners are not challenging each other enough within multi-agency core groups or child in need meetings, and the escalation process is not used effectively to challenge or ensure that change takes place.



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## **Leadership and management and the Local Safeguarding Children Board**

Despite neglect being a shared strategic priority, this has not been effective within all agencies at raising awareness. Some frontline practitioners, particularly those in schools, remain unaware of the strategy and, within the majority of agencies, there is a limited increase in understanding and little use of the resources and tools provided. This means that not all children and young people suffering neglect may be identified and their needs are not properly understood.

The safeguarding board has not yet put in place robust SMART (Specific, Measurable, Achievable, Realistic and Timely) planning or effective performance management to understand and monitor impact and improvement across the partnership. Despite the neglect strategy outlining how impact would be measured, this has not been possible due to a lack of relevant performance data across agencies.

The multi-agency audit undertaken in May 2017 identified that the ability of agencies to undertake their own quality assurance was variable and needed improvement. The disparity between the quality of audits from partner agencies resulted in the process being heavily driven by social care. For this reason, the multi-agency evaluations produced for this inspection were undertaken in a collaborative way, with one evaluation produced for each child by the partnership. Despite this, the evaluations were variable in quality, did not identify all gaps in practice, and were very focused on measuring activity and process rather than evaluating outcomes. It was often not clear from reading the evaluation document what the partnership thought about the quality of practice or the services provided for children.

Although audits undertaken by the partnership prior to this inspection identify many areas of improvement and make some recommendations, these have not translated into focused action plans that can drive change and improvement across the partnership. As a result, despite the learning, impact is limited in improving services for children.

There are missed opportunities to understand the quality of practice in some significant areas of work with children suffering from neglect. There is robust quality assurance by the early help service at the point at which assessments are completed, but this information is not collated or reported back to the partnership to enable leaders to understand their own agency performance.

The ability of the local authority to manage performance effectively continues to be inhibited, because of a lack of progress in developing the effective suite of performance data. Despite a clear recommendation made following an inspection in





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2015 that reliable information needs to be developed and made available to managers, this has not yet been fully addressed. Team managers do not yet have access to appropriate performance reports and staff in the early help service are continuing to use manual systems to produce key information.

Management oversight and supervision are not yet effective in driving the quality of practice, and this is resulting in drift and delay for some children suffering from neglect.

The level of knowledge and proactivity at management level varies in both the CRC and NPS. Probation practitioners are not focused enough on neglect, they do not generally understand or are not fully up to date on the LSCB neglect strategy and there are inconsistencies in the quality of frontline practice. Neither the NPS nor CRC are involved in initial MASH strategy meetings. There are also ongoing issues with referrals that do not consistently meet the needs of either the MASH or probation services. Neither the NPS nor CRC has a mechanism in place for assessing the quality of referrals to children's social care or the response to their referrals, reducing their ability to agree a solution with the MASH and negatively impacting on services to safeguard children.

While there is evidence of strategic leadership and direction within the police, this has not yet translated into consistent improvements in operational delivery. A programme of awareness raising is being delivered to frontline staff, but those spoken to by inspectors had not received it and had a limited understanding of neglect, although they had some knowledge of wider vulnerability. There is also a limited understanding of the importance of the voice of the child, and too often this is not sought or recorded.

The attendance of police representatives at initial child protection conferences is currently insufficient, and this has been attributed to heavy workloads. Cases are not risk assessed to identify those that most require police attendance when there are limited resources available to attend. There is an action plan to improve attendance and ensure that this issue is more visible to senior managers, using management information to allow greater scrutiny.

Audit of the quality of decision-making is underdeveloped within the police, and senior leaders cannot be assured that staff within the MASH and on the frontline are consistently making the best decisions for vulnerable children in all cases. A sound audit process would also highlight issues such as recording of meetings and other relevant information on police systems, which has been found to be lacking in some cases. Effective management data and audit processes would also provide an opportunity to assess the quality of the child at risk forms completed by officers and staff, focus the training and monitor the improvement.



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The constabulary recognises the need to develop meaningful management and performance data to enable clearer understanding of where improvement is needed, and the impact of activities that it undertakes to improve outcomes for children. There is currently no regular review of data relating to neglect, as this is not routinely collected.

Although safeguarding information management processes for health providers have generally improved through the work of the clinical commissioning group (CCG) and the full-time named safeguarding nurse for primary care, there is still some work to do to ensure that these are developed properly in all GP practices. In one of the four practices visited, the newly implemented monthly meeting with health visitors is not supported by an information management process. As such, its effectiveness in safeguarding vulnerable children in the practice list is limited by a lack of structure and coordinated activity.



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### **Case study: area for improvement**

**The multi-agency partnership, coordinated by the PSCB, needs to ensure that robust systems are in place to evaluate and monitor performance, hold agencies to account and drive improvement.**

The partnership, supported by the PSCB, works well together to consult and collaborate on new initiatives such as the development of the MASH and the neglect strategy. However, as part of this development, there is not enough focus on ensuring that robust performance management and quality assurance are in place to ensure that, once established, the effectiveness and impact can be measured.

The PSCB neglect strategy contains clear information about how progress is to be monitored and measured but, eight months after its launch, only some of the measures are in place and being measured. As a result, there is no clear understanding about the lack of progress in awareness raising or the use of resources or tools until the audit work was undertaken. Insufficient attention during development of the strategy led to a set of performance measures being agreed, several of which are not yet available to consider or are as yet not possible to produce.

The multi-agency audit of cases of neglect identified that some agencies could not produce effective audits of their own practice. Not all partners have established effective systems to evaluate their own practice or report this effectively to the PSCB.

Once single-agency or multi-agency audits identify areas for improvement or make recommendations, the subsequent action plans are not strong enough and need clearer outcomes and measurable targets that the partnership can use to effectively monitor and drive progress.

Stronger strategic plans would demonstrate to frontline staff and managers what effective action planning looks like and could support an improvement in the quality of the planning for children who are experiencing neglect.



Care Quality Commission




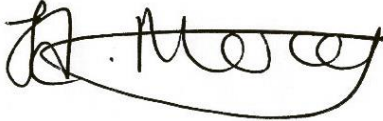


## Next steps

The director of children’s services should prepare a written statement of proposed action responding to the findings outlined in this letter. This should be a multi-agency response involving NPS, CRC, CCG, and health providers in Peterborough and Cambridgeshire Police. The response should set out the actions for the partnership and, where appropriate, individual agencies.<sup>2</sup>

The director of children’s services should send the written statement of action to [ProtectionOfChildren@ofsted.gov.uk](mailto:ProtectionOfChildren@ofsted.gov.uk) by 14 November 2017. This statement will inform the lines of enquiry at any future joint or single agency activity by the inspectorates.

Yours sincerely

<b>Ofsted</b>	<b>Care Quality Commission</b>
 Eleanor Schooling National Director, Social Care	 Ursula Gallagher Deputy Chief Inspector
<b>HMI Constabulary</b>	<b>HMI Probation</b>
 Wendy Williams Her Majesty’s Inspector of Constabulary	 Helen Mercer Assistant Chief Inspector

<sup>2</sup> The Children Act 2004 (Joint Area Reviews) Regulations 2015 [www.legislation.gov.uk/uksi/2015/1792/contents/made](http://www.legislation.gov.uk/uksi/2015/1792/contents/made) enable Ofsted’s chief inspector to determine which agency should make the written statement and which other agencies should cooperate in its writing.

<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 9
<b>7 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

Report of:	Interim Director of Law and Governance	
Contact Officer(s):	Paulina Ford, Senior Democratic Services Officer Joanna Morley, Democratic Services Officer	Tel. 01733 452508 Tel: 01733 452468

**MONITORING SCRUTINY RECOMMENDATIONS**

<b>R E C O M M E N D A T I O N S</b>	
<b>FROM:</b> Interim Director of Law and Governance	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>1. Considers the responses from Cabinet Members and Officers to recommendations made at previous meetings as attached in Appendix 1 to the report and provides feedback including whether further monitoring of each recommendation is required.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 The Children and Education Scrutiny Committee agreed at a meeting held on 3 July 2017 that a report be provided at each meeting to note the outcome of any recommendations made at the previous meeting held thereby providing an opportunity for the Committee to request further monitoring of the recommendation should this be required.

**2. PURPOSE AND REASON FOR REPORT**

2.1 The report enables the Scrutiny Committee to monitor and track progress of recommendations made to the Executive or Officers at previous meetings.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference No. *Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3:*

*The Scrutiny Committees will:*

- (a) *Review and scrutinise the Executive, Committee and officer decisions and performance in connection with the discharge of any of the Council's functions;*
- (b) *Review and scrutinise the Council's performance in meeting the aims of its policies and performance targets and/or particular service areas;*
- (c) *Question Members of the Executive, Committees and senior officers about their decisions and performance of the Council, both generally and in relation to particular decisions or projects;*
- (d) *Make recommendations to the Executive and the Council as a result of the scrutiny process.*

### 3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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### 4. **BACKGROUND**

4.1 Appendix 1 of the report sets out the recommendations made to Cabinet Members or Officers at previous meetings of the Scrutiny Committee. It also contains summaries of any action taken by Cabinet Members or Officers in response to the recommendations.

4.2 The progress status for each recommendation is indicated and if the Scrutiny Committee confirms acceptance of the items marked as completed they will be removed from the list. In cases where action on the recommendation is outstanding or the Committee does not accept the matter has been adequately completed it will be kept on the list and reported back to the next meeting of the Committee. It will remain on the list until such time as the Committee accepts the recommendation as completed.

### 5. **ANTICIPATED OUTCOMES OR IMPACT**

5.1 Timelier monitoring of recommendations made will assist the Scrutiny Committee in assessing the impact and consequence of the recommendations.

### 6. **REASON FOR THE RECOMMENDATION**

6.1 To assist the Committee in assessing the impact and consequence of recommendations made at previous meetings.

### 7. **BACKGROUND DOCUMENTS**

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

7.1 Minutes of meeting held on 3 July 2017.

### 8. **APPENDICES**

8.1 Appendix 1 – Recommendation Monitoring Report

**APPENDIX 1 - RECOMMENDATION MONITORING REPORT**

**CHILDREN AND EDUCATION SCRUTINY COMMITTEE**

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
3 July 2017	Governance Directorate	Review of 2016/17 and Work Programme for 2017/18	The Committee recommended that the monitoring of future recommendations as proposed in paragraph 5.2 of the report be agreed and that a report be provided at each meeting to note the outcome of any recommendations made at the previous meeting held thereby providing an opportunity for the Committee to request further monitoring of the recommendation should this be required. The Committee also requested that the Senior Democratic Officer would ask officers to provide a more comprehensive response to any recommendations going forward.	A report will be presented to each meeting following any recommendations made at the previous meeting. This report is the first report in accordance with the agreed recommendation.	<b>Complete</b>

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<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 10
<b>7 SEPTEMBER 2017</b>	<b>PUBLIC REPORT</b>

Report of:	Interim Director of Law and Governance		
Cabinet Member(s) responsible:	Cabinet Member for Resources		
Contact Officer(s):	Paulina Ford, Senior Democratic Services Officer	Tel. 01733 452508	

**FORWARD PLAN OF EXECUTIVE DECISIONS**

R E C O M M E N D A T I O N S	
<b>FROM:</b> Senior Democratic Services Officer	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>1. Considers the current Forward Plan of Executive Decisions and identifies any relevant items for inclusion within their work programme or request further information.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 The report is presented to the Committee in accordance with the Terms of Reference as set out in section 2.2 of the report.

**2. PURPOSE AND REASON FOR REPORT**

2.1 This is a regular report to the Children and Education Scrutiny Committee outlining the content of the Forward Plan of Executive Decisions.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3:

The Scrutiny Committees will:

(f) Hold the Executive to account for the discharge of functions in the following ways:

- ii) By scrutinising Key Decisions which the Executive is planning to take, as set out in the Forward Plan of Executive Decisions;

**3. TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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**4. BACKGROUND AND KEY ISSUES**

4.1 The latest version of the Forward Plan of Executive Decisions is attached at Appendix 1. The

Forward Plan contains those Executive Decisions which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new key decisions to be taken after 18 September 2017.

4.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these executive decisions, or to request further information.

4.3 If the Committee wished to examine any of the executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.

4.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

## **5. CONSULTATION**

5.1 Details of any consultation on individual decisions are contained within the Forward Plan of Executive Decisions.

## **6. ANTICIPATED OUTCOMES OR IMPACT**

6.1 After consideration of the Forward Plan of Executive Decisions the Committee may request further information on any Executive Decision that falls within the remit of the Committee.

## **7. REASON FOR THE RECOMMENDATION**

7.1 The report presented allows the Committee to fulfil the requirement to scrutinise Key Decisions which the Executive is planning to take, as set out in the Forward Plan of Executive Decisions in accordance with their terms of reference as set out in Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

8.1 N/A

## **9. IMPLICATIONS**

### **Financial Implications**

9.1 N/A

### **Legal Implications**

9.2 N/A

## **10. BACKGROUND DOCUMENTS**

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

10.1 None

## **11. APPENDICES**

11.1 Appendix 1 – Forward Plan of Executive Decisions

## **FORWARD PLAN**

### **PART 1 – KEY DECISIONS**

In the period commencing 28 clear days after the date of publication of this Plan, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below

# **PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS**

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PUBLISHED: 18 AUGUST 2017

in **Part 1**. 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.

If the decision is to be taken by an individual Cabinet Member, the name of the Cabinet Member is shown against the decision, in addition to details of the Councillor's portfolio. If the decision is to be taken by the Cabinet, this too is shown against the decision and its members are as listed below:

Cllr Holdich (Leader); Cllr Fitzgerald (Deputy Leader); Cllr Ayres, Cllr Elsey; Cllr Hiller, Cllr Lamb; Cllr Smith; Cllr Seaton and Cllr Walsh.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis to reflect new key-decisions. Each new Plan supersedes the previous Plan and items may be carried over into forthcoming Plans. 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 [philippa.turvey@peterborough.gov.uk](mailto:philippa.turvey@peterborough.gov.uk), Democratic and Constitutional Services Manager, Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039). Alternatively, you can submit your views via e-mail to or by telephone on 01733 452460. For each decision a public report will be available from the Democratic Services Team one week before the decision is taken.

### **PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE**

Whilst the majority of the Executive's business at the Cabinet meetings listed in this Plan will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies, notice will be given within **Part 2** of this document, 'notice of intention to hold meeting in private'. A further formal notice of the intention to hold the meeting, or part of it, in private, will also be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed (unless a notice of intention to hold the meeting in private has been given).

### **PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

For complete transparency relating to the work of the Executive, this Plan also includes an overview of non-key decisions to be taken by the Cabinet or individual Cabinet Members, these decisions are listed at **Part 3** and will be updated on a weekly basis.

You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Philippa Turvey, Democratic and Constitutional Services Manager, Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388038), e-mail to [philippa.turvey@peterborough.gov.uk](mailto:philippa.turvey@peterborough.gov.uk) or by telephone on 01733 452460.

All decisions will be posted on the Council's website: [www.peterborough.gov.uk/executivedeisions](http://www.peterborough.gov.uk/executivedeisions). If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Democratic and Constitutional Services Manager using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this Plan.

**PART 1 – FORWARD PLAN OF KEY DECISIONS**

**KEY DECISIONS FROM 18 SEPTEMBER 2017**

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Award of Insurance Contract – KEY/18SEP17/01</b> Evaluation of insurance tenders received to be reviewed and award of contract to be made.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p><b>23 February 2018</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>All</p>	<p>None.</p>	<p>Steve Crabtree, Chief Internal Auditor, 01733 384557, steve.crabtree@Peterborough.gov.uk</p>	<p>Evaluation of insurance tender submissions prepared by the Council's brokers, JLT.</p>
<p><b>Continuation of Housing Renewal Policy grants through the Care &amp; Repair Agency – KEY/18SEP17/02</b> Permission is sought to continue to use the current tendering processes for non framework works funded through Repairs Assistance Grants and Disabled Facility Grants. A full procurement process is being undertaken to introduce frameworks for all of this work which is aimed to be in place by the 1st May 2018. This interim arrangement will allow the capital programme to be continued</p>	<p><b>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</b></p>	<p><b>31 August 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All</p>	<p>CMDN published on website</p>	<p>Sharon Malia Housing Programmes Manager sharon.malia@pet erborough.gov.uk</p>	<p>None</p>

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<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Award of contract for the expansion and partial remodelling of Ken Stimpson Community School – KEY/18SEP17/03</b></p> <p>The intention is to expand the school by 2 forms of entry (300 additional pupils plus 150 sixth form) to meet the growing need for secondary school places. A new building block is planned on the site with an extension to the dinning hall and minor remodelling to an adjacent building. As part of the remodelling the on site library will be demolished - following its relocation to a suitable site close by.</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>February 2018</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Werrington</p>	<p>Consultation will include: Senior School Management team, Sport England, local residents and the Department For Education</p>	<p>Stuart Macdonald. Schools Infrastructure. 07715 802 489. stuart.macdonald@peterborough.gov.uk</p>	<p>School Organisation Plan 2015 -2022</p>
<p><b>Financing approval for Fletton Quays Hotel – KEY/18SEP17/04</b></p> <p>Approval of a financing arrangement for a hotel development on Fletton Quays</p>	<p><b>Councillor Seaton, Cabinet Member for Resources</b></p>	<p><b>25 Sept 2017</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>East Ward</p>	<p>To be confirmed</p>	<p>Andy Cox, Senior Contracts &amp; Partnerships Manager, 01733 452465, andy.cox@peterborough.gov.uk</p>	<p>To be confirmed</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Extension to Care and Repair Framework Agreement Lots 1, 2 and 3 – KEY/18SEP17/05</b>            Authorisation of an extension to the Care and Repair Framework Agreement contractors for Lots 1, 2 and 3 whilst the procurement is completed for the new Care and Repair Framework Agreement, which will commence on 1 August 2018.</p>	<p><b>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</b></p>	<p><b>01 October 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Consultation has taken place with Serco Procurement, Service Users and the current contractors.</p>	<p>Sharon Malia - Housing Programmes Manager            Tel No: 01733 863764            sharon.malia@pet-erborough.gov.uk</p>	<p>None</p>

**PREVIOUSLY ADVERTISED DECISIONS**

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p>256</p> <p><b>1. Sale of Bretton Court, Bretton North – KEY/24JUL15/05</b> To authorise the Chief Executive, in consultation with the Solicitor to the Council, Corporate Director Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale.</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>July 2017</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>Bretton Councillors: Ellis, Martin, Sylvester</p>	<p>Relevant internal and external stakeholders.</p>	<p>Jane McDaid Head of Peterborough Property services Tel: 01733 384540 Email: Jane.mcdaid@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>



<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
2.	<b>Direct Payment Support Service – KEY/11DEC15/02</b> To approve the direct payment support service.	<b>Councillor Wayne Fitzgerald</b> <b>Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b>	<b>November 2017</b>  Adult and Communities Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Gary Jones Lead commissioner for Older people Tel: 452450 Email: gary.jones@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
<p>258</p> <p>3.</p>	<p><b>Personal Care and Support (Homecare) in Peterborough – KEY/02MAY16/01</b> To approve the awarding of a contract to an external provider following a competitive tender exercise.</p>	<p><b>Councillor Wayne Fitzgerald Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b></p>	<p><b>January 2018</b></p>	<p>Adult and Communities Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Rajnish Ahuja Procurement Project Manager (Interim) Tel: 01733 317471 Email: rajnish.ahuja@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
<p>259</p> <p>4.</p>	<p><b>Award of Contract for Construction and Operation of Fengate Household Recycling Centre – KEY/05SEPT16/02</b> To approve the award of contract for construction and operation of Fengate Household Recycling Centre.</p>	<p><b>Councillor Gavin Eley</b> <b>Cabinet Member for Waste and Street Scene</b></p>	<p><b>July 2017</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Richard Pearn Waste Partnership Manager Tel: 01733 864739 Email: Richard.pearn@pet-erborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b></p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
5.	<b>Uncollectable debts in excess of £10,000 – KEY/28NOV16/01</b> Council Tax, Housing Benefits, Sundry and Business Rates	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>July 2017</b> Growth, Environment & Resources Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Marion Kelly Interim Service Director, Financial Services Tel: 01733 384564 Email: marion.kelly@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
26. 5.	<b>Peterborough Serco Strategic Partnership Contract Amendments – KEY/28NOV16/02</b> To agree amendments to the Serco Partnership Contract	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>July 2017</b> Growth, Environment & Resources Scrutiny Committee	All wards	Relevant stakeholders and Serco.	Marion Kelly Interim Service Director, Financial Services Tel: 01733 384564 marion.kelly@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
7.	<b>Serco ICT Contract Amendments – KEY/28NOV16/03</b> To agree amendments to the Serco ICT Contract.	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>July 2017</b>	Growth, Environment & Resources Scrutiny Committee	All wards	Relevant stakeholders and Serco.	Marion Kelly Interim Service Director, Financial Services Tel: 01733 384564 marion.kelly@pet-erborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	<b>Section 256 Agreement Care at Home KEY/12DEC16/01</b> To seek permission to enter into a S256 Agreement with the NHS to allow Peterborough City Council to commission Care at Home Services on their behalf realising economies of scale and higher degree of market management.	<b>Councillor Wayne Fitzgerald Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b>	<b>October 2017</b>	Adults and Communities Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Rajnish Ahuja Procurement Project Manager (Interim) Tel: 01733 317471 Email: rajnish.ahuja@pet-erborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
<p>9.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">262</p>	<p><b>Oakdale Primary School Expansion – KEY/6FEB17/01</b> Award of Contract for the expansion of Oakdale Primary School from 1FE to 2FE, including the approval of property, legal and financial arrangements for various enabling agreements with third parties</p>	<p><b>Councillor Lynne Ayres Cabinet Member for Education, Skills and University</b></p>	<p><b>July 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Stanground South, Councillors Ray Bisby, Chris Harper and Brian Rush</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Howard Head of Schools Infrastructure Tel: 01733 863976 Email: Brian.howard@peterborough.gov.uk Sharon Bishop Tel: 01733 863997 Email: sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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263 10.	<b>Discretionary rate relief - KEY/20FEB17/02</b> From business rates for charities, similar organisations not established or conducted for profit and rural businesses	<b>Councillor David Seaton Cabinet Member for Resources</b>	<b>July 2017</b>	Growth, Environment & Resources Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Vicki Palazon Head of Finance (Business Operations & Development) Email: <a href="mailto:vicki.palazon@pe-terborough.gov.uk">vicki.palazon@pe-terborough.gov.uk</a> Tel:01733 864104	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b>

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264	<b>11. Agile Working Devices - KEY/06MAR17/05</b> Purchase and implementation of Chromebooks and / or suitable devices to support agile working	<b>Cabinet Member for Resources</b>	<b>July 2017</b>	Growth, Environment & Resources Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Vicki Palazon, Head of Finance (Business Operations and Development), Tel:01733 864104 Email: vicki.palazon@pe-terborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.



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<p><b>12. Affordable Warmth Strategy 2017 – 2019</b>  <b>KEY/17APR17/03</b>  Recommendation to approve the Affordable Warmth Strategy 2017 - 2019</p>	<p><b>Councillor Walsh, Cabinet Member for Communities</b></p>	<p><b>July 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p> <p>The draft strategy will be placed on PCC Consultation pages for 3 week consultation period</p>	<p>Sharon Malia - Housing Programmes Manager, Tel: 01733 863764  sharon.malia@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>BRE Integrated Dwelling Level Housing Stock Modelling Report July 2016 Housing Renewals Policy 2017 - 2019</p>
<p><b>13. Provision Of Temporary Accommodation -</b>  <b>KEY/17APR17/04</b>  To enter into a lease arrangement with Cross Keys Homes for the management of additional temporary accommodation at Elizabeth Court, Peterborough</p>	<p><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>July 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>Park Ward, Cllrs Ferris, Peach and Shearman</p>	<p>Relevant internal and external stakeholders.</p>	<p>Oliver Hayward Assistant Director of People Commissioning and Commercial Operations  Oliver.hayward@peterborough.gov.uk  Tel: 01733 863708</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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14.	<b>Approval for Junction 18 (Rhubarb bridge) highway works - KEY/01MAY17/02 -</b> Following approval of the 2017/18 Council budget, approval is sought for the design and construction of the Junction 18 highway scheme.	<b>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</b>	<b>July 2017</b>	Growth, Environment and Resources Scrutiny Committee	Paston & Walton, North, Ravensthorpe, Bretton	Relevant internal and external stakeholders  Initial consultation occurred as part of the Fourth Local Transport Plan and the MTFS. Further consultation will be undertaken during the design stage of the project and will include ward cllrs, the community, the Disability Forum, Cycle Forum, schools and businesses .	Lewis Banks, Principal Sustainable Transport Planning Officer. 01733 317465 lewis.banks@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  MTFS, Fourth Local Transport Plan

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15.	<b>Town Hall South – remodelling - KEY/01MAY17/04</b> To award the contract for the remodelling of the area in the Town Hall to be let.	<b>Councillor Seaton, Cabinet Member for Resources</b>	<b>July 2017</b>  Growth, Environment and Resources Scrutiny Committee	Central ward	Relevant internal and external stakeholders  Consultation with Ward Councillors and usual internal and external stakeholders	Jane McDaid, Head of Property, 01733 384540, jane.mcdaid@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i>

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<p>16. <b>Authorise the award of the Nene Bridge Bearings Scheme - KEY/01MAY17/07</b>            Authorise the award of the Nene Bridge Bearings bridge works to Skanksa Construction UK Ltd through the Council's Peterborough Highway Services Contract 2013-2013</p>	<p><b>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</b></p>	<p><b>July 2017</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Peter Tebb, Network and Traffic Manager, Tel:01733 453519, Email: peter.tebb@pet erborough.gov. uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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17.	<b>Real Time Passenger Information - KEY/15MAY17/02</b> Award of the Contract along with the agreement to sign the partnership and data sharing agreements with neighbouring local authorities and bus operators associated with this contract	<b>Cabinet Member for Growth, Planning, Housing and Economic Development</b>	<b>September 2017</b>  Growth, Environment and Resources Scrutiny Committee	All	Relevant internal and external stakeholders.  Consultation has taken place with bus operators in the city and will continue to do so for the duration of the tender process	Peter Tebb Network and Traffic Manager Tel: 01733 453519 Email: Peter.tebb@peterborough.gov.uk  Amy Pickstone Senior ITS Officer 5 317481 Email: amy.pickstone@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <i><b>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</b></i>

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<p>18. <b>Approval to early infrastructure works to facilitate the design and build of two new schools on the Paston Reserve site – KEY/15MAY17/03</b>            There is a requirement for infrastructure works to be undertaken on land identified under a S106 Agreement to accommodate a new 2 form entry primary school and an 8 form entry secondary school at the Paston Reserve site. These works include a new access road into the site from Newborough Road, relocation of overhead power cables and fencing to secure the site upon transfer to the Council. These works must be completed ahead of the programme to deliver the new school.</p>	<p><b>Councillor Lynne Ayres            Cabinet Member for Education, Skills and University</b></p>	<p><b>July 2017</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Gunthorpe</p>	<p>Relevant internal and external stakeholders.</p>	<p>Emma Everitt            Capital Projects and Assets Officer            Tel: 01733 863660            Email: emma.everitt@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>19. <b>Paston Reserve Primary School - New school build project - KEY/15MAY17/04</b> School Organisation Plan 2012-17, EFA Contractors Framework Guidance, Guidance for LAs seeking to deliver free school projects</p>	<p><b>Councillor Lynne Ayres</b> <b>Cabinet Member for Education, Skills and University</b></p>	<p><b>September 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Gunthorpe</p>	<p>Relevant internal and external stakeholders.</p> <p>There will be public consultation on the plans for the new school. Ward Cllr consultation</p>	<p>Emma Everitt Capital Projects and Assets Officer Tel: 01733 863660 Email: emma.everitt@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>20. <b>Paston Reserve Secondary School - New build project - KEY/15MAY17/05</b> Authorise the Director People and Communities to approve the construction of a new secondary school at the Paston Reserve site up to the value of £xm. Authorise the Director to award the design and build contract. Authorise the Director to enter into the 125 year lease of the school site with the Academy Trust.</p>	<p><b>Councillor Lynne Ayres</b> <b>Cabinet Member for Education, Skills and University</b></p>	<p><b>July 2018</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Gunthorpe</p>	<p>Relevant internal and external stakeholders.</p> <p>There will be a public consultation on the plans for the new school. Ward Cllr consultation.</p>	<p>Emma Everitt Capital Projects and Assets Officer Tel: 01733 863660 Email: emma.everitt@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>School Organisation Plan 2012-17. EFA Contractors Framework Guidance. Guidance for LAs seeking to deliver free school projects</p>

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<b>21. Enterprise Managed Services Contract - KEY/15MAY17/06</b> Termination of the current 23 year contract with Enterprise Managed Services (Amey) and future service delivery	<b>Cabinet</b>	<b>25 Sept 2017</b>	Growth, Environment and Resources Scrutiny Committee	All Wards	Relevant internal and external stakeholders.	James Collingridge, Amey Partnership Manager, Tel: 01733 864736 Email: <a href="mailto:james.collingridge@peterborough.gov.uk">james.collingridge@peterborough.gov.uk</a>	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>22. Payment Strategy – KEY/29MAY17/03</b> How customers will pay for services and make payments due to the council in the next three to five years, this includes the proposal to close the cash office and move parking permits and taxi licensing to a wholly online solution	<b>Cabinet</b>	<b>25 Sept 2017</b>	Growth, Environment and Resources Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Vicki Palazon, Head of Finance, Tel: 01733 864104, Email: <a href="mailto:vicki.palazon@peterborough.gov.uk">vicki.palazon@peterborough.gov.uk</a>	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.



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<p><b>23. Approval to award places on the Pseudo DPS for Residential Care Providers - KEY/29MAY17/04</b> Provide permission for the Council to enter into contractual arrangements with Residential Care Providers following the publication of a PIN notice inviting providers to submit prices and sign up to the Council's Residential Care Terms and Conditions. This ensures compliance with the Public Procurement Regulations 2015 and the Care Act 2014</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b></p>	<p><b>November 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Helene Carr, Head of Commissioning Social Care Tel: 01733 863901, Email: Helene.carr@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>24. Woodston Expansion – KEY/26JUNE17/01</b> Award of Contract for the expansion of Woodston Primary School to accommodate an additional 210 children</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>October 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Fletton &amp; Woodston</p>	<p>Relevant internal and external stakeholders.  Public consultation to be held July 2017</p>	<p>Sharon Bishop, Capital Projects &amp; Assets Officer, Tel: 01733 863997, Email: sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  School Organisational Plan 2015 - 2020</p>

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<p><b>25. St George's (Heltwate) remodelling – KEY/26JUNE17/02</b> Award of Contract for the remodelling and refurbishment of part of the St George's School site to accommodate up to 40 KS4 children from Heltwate School</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Park Ward</p>	<p>Relevant internal and external stakeholders.</p>	<p>Sharon Bishop. Capital Projects &amp; Assets Office, Tel: 01733 863997, Email: sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>School Organisational Plan 2015 – 2020</p>
<p><b>26. Approval of Sharing Officers between Peterborough City Council &amp; Cambridgeshire County Council -KEY/10JUL17/01</b> Under s113 of the 1972 Local Government Act a Council can place officers at the disposal of another Council. The Council is currently in the process of establishing a shared management team for People &amp; Communities with Cambridgeshire County Council which may result in one or more officers of the City Council being shared across both Councils.</p>	<p><b>Councillor Seaton, Cabinet Member for Resources</b></p>	<p><b>July 2017</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p><b>ALL</b></p>	<p>Relevant internal and external stakeholders.</p> <p>Officers affected, Trades Unions, Employment Committee, Members of both Councils</p>	<p>Paul Smith HR Advisor Tel: 01733863629 Email: paul.smith2@Peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Consultation document and reports to Employment Committee setting out rationale and proposals</p>

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27.	<p><b>Award of Contract - Social Care Platform - KEY/24JULY17/01</b></p> <p>To approve the award of a contract to develop and implement a technology platform that would sit across the current adult and children's social care IT systems</p>	<p><b>Councillor David Seaton</b>  <b>Cabinet Member for Resources</b></p>	<p><b>24 July 2017</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>N/A</p>	<p>Vicki Palazon  Head of Finance (Business Operations &amp; Development)  Email: <a href="mailto:vicki.palazon@peterborough.gov.uk">vicki.palazon@peterborough.gov.uk</a>  Tel:01733 864104</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b></p>

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28.	<b>Award of Contract - Social Care e-marketplace – KEY/24JULY17/02</b> To approve the awarding of a contract to provide a social care e-marketplace IT system	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>24 July 2017</b> Growth, Environment & Resources Scrutiny Committee	All Wards	N/A	Vicki Palazon Head of Finance (Business Operations & Development) Email: <a href="mailto:vicki.palazon@peterborough.gov.uk">vicki.palazon@peterborough.gov.uk</a> Tel:01733 864104	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b>
29.	<b>Thomas Deacon Academy - Award of Contract for Building Works - KEY/24JULY17/03</b> To approve the awarding of a contract from the PCC Construction Framework for building works at the Thomas Deacon Academy	<b>Councillor Lynne Ayres</b> <b>Cabinet Member for Education, Skills and University</b>	<b>July 2017</b> Children and Education Scrutiny Committee	Park Ward	School Governing Body	Brian Howard (Head of Schools Infrastructure) brian.howard@peterborough.gov.uk Tel : 01733 863976	Schools Capital Programme

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<p><b>30. Enabling Works To Celta Road and Re-modelling of Car Park at Belsize Community Centre – KEY/24JULY17/04</b>            To approve enabling works to Celta Road enabling the carriageway to be widened allowing a two way flow of traffic. Inclusion of laybys for parking. Expansion of the car park at Belsize Community Centre and white-lining to give defined spaces. This will aid with any future expansion of Woodston Primary School</p>	<p><b>Councillor Lynne Ayres            Cabinet Member for Education, Skills and University</b></p>	<p><b>October 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Woodston and Fletton</p>	<p>Meeting to be held on 10th July at Belsize Community Centre</p>	<p>Sharon Bishop,            Capital Projects &amp; Assets Officer,            01733 863997            Sharon.bishop@peteborough.gov.uk</p>	<p>SOP 2012-2017 (and addendum)            Medium Term Financial Plan</p>

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<p>31.</p>	<p><b>Award of Contract - Social Care Operating Model – KEY/24JULY17/05</b> To approve the awarding of a contract to develop a social care operating model</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p><b>24 July 2017</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>N/A</p>	<p>Vicki Palazon Head of Finance (Business Operations &amp; Development) Email: <a href="mailto:vicki.palazon@peterborough.gov.uk">vicki.palazon@peterborough.gov.uk</a> Tel:01733 864104</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b></p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
32.	<b>Acquisition of Regeneration Site – KEY/24JULY17/06</b> To approve the acquisition of a local regeneration site.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2017</b> Growth, Environment & Resources Scrutiny Committee	Central	Relevant Internal and External Stakeholders.	Jane McDaid Head of Peterborough Property services Tel: 01733 384540 Email: Jane.mcdaid@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>33. Approval to enter a Section 76 agreement with Cambridgeshire and Peterborough Clinical Commissioning Group – KEY/24JULY17/07</b> Approval is sought to enter a Section 76 Agreement with Cambridgeshire and Peterborough Clinical Commissioning Group in relation to the provision of Speech and Language Services across Cambridgeshire and Peterborough</p>	<p><b>Councillor Smith, Cabinet Member for Children’s Services</b></p>	<p><b>September 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>All wards</p>	<p>Consultation on service undertaken with all key stakeholders</p>	<p>Pam Setterfield, Commissioner for Child Health and Well Being, Tel: 01733 863897, Email: pam.setterfield@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>
<p><b>34. Construction of new school building - Heltwate School – KEY/24JULY17/08</b> Construction of a new school building to accommodate the expansion of Heltwate School</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>November 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>East</p>	<p>Public Consultation Autumn 2017</p>	<p>Sharon Bishop, Capital Project &amp; Assets Officer sharon.bishop@peterborough.gov.uk</p>	<p>School Organisational Plan 2017</p>



<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
<p>281</p> <p>35.</p>	<p><b>Locally designed and administered business rates relief scheme - KEY/07AUG17/01</b>  The government announced in its spring budget a number of reliefs for businesses including a £300m discretionary sum to be allocated by individual Local authorities based on their own scheme. The government subsequently consulted on this and in April confirmed the scheme would continue and announced individual authority allocations, although there remain some outstanding issues. The decision required will be to approve the scheme of allocation of funds for those ratepayers who have faced high increases in rate bills for 2017/18.</p>	<p><b>Councillor Seaton, Cabinet Member for Resources</b></p>	<p><b>October 2017</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>All</p>	<p>Relevant internal and external stakeholders.</p> <p>Major preceptors and Combined authority.</p>	<p>Bruce Bainbridge, Finance Manager, Tel:01733 384583, Email: bruce.bainbridge@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>DCLG documents regarding determination and conditions</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>36. Academy Conversion (Jack Hunt Group) of Jack Hunt Primary School – KEY/07AUG17/02</b> To approve the closure of a maintained primary school and authorise the execution and completion of a Commercial Transfer Agreement with the Academy Trust and the grant of a 125 year lease of the land</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>14 August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Gunthorpe</p>	<p>Consultation with staff, parents, Ward Cllrs and relevant council departments</p>	<p>Sharon Bishop Capital Projects and Assets Officer, Tel No.01733 863997 sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>37. Academy Conversion (Jack Hunt Group) of Middleton Primary School – KEY/07AUG17/03</b> Conversion of a maintained primary school to an Academy. To authorise the execution and completion of a Commercial Transfer Agreement (CTA) between the Council and the Academy trust and to authorise the grant of a 125 year lease to the Academy Trust</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>14 August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Werrington</p>	<p>Consultation with staff, parents, Ward Cllrs and relevant council departments</p>	<p>Sharon Bishop Capital Projects and Assets Officer, Tel No.01733 863997 sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p>38. <b>Academy Conversion (Jack Hunt Group) of Longthorpe Primary School – KEY/07AUG17/04</b> Academy conversion of maintained primary school. To authorise the execution and completion of a Commercial Transfer agreement (CTA) between the Council and the Academy Trust and to authorise a 125 year lease to the Academy Trust.</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>14 August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Glington &amp; Castor</p>	<p>Consultation with staff, parents, Ward Cllrs and relevant council departments</p>	<p>Sharon Bishop Capital Projects and Assets Officer, Tel. No: 01733 863997 sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>39. <b>Academy Conversion (Jack Hunt Group) of Thorpe Primary School – KEY/07AUG17/05</b> Academy conversion of maintained primary school. To authorise the execution and completion of a Commercial Transfer agreement (CTA) between the Council and the Academy Trust and to authorise a 125 year lease to the Academy Trust.</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>14 August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Wittering</p>	<p>Consultation with staff, parents, Ward Cllrs and relevant council departments</p>	<p>Sharon Bishop Capital Projects and Assets Officer, Tel No: 01733 863997 sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p>40. <b>Academy Conversion (Jack Hunt Group) of Ravensthorpe Primary School – KEY/07AUG17/06</b> Academy conversion of maintained primary school. The execution and completion of a Commercial Transfer agreement (CTA) between the Council and the Academy Trust. The authorisation of a 125 year lease to the Academy Trust.</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>14 August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Ravensthorpe</p>	<p>Consultation with staff, parents, Ward Cllrs and relevant council departments</p>	<p>Emma Everitt Email:emma.everitt@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>41. <b>Academy Conversion (Soke Educational Trust) Werrington Primary School – KEY/07AUG17/07</b> Academy conversion of maintained primary school. The execution and completion of a Commercial Transfer agreement (CTA) between the Council and the Academy Trust. The authorisation of a 125 year lease to the Academy Trust.</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>14 August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Ravensthorpe</p>	<p>Consultation with staff, parents, Ward Cllrs and relevant council departments</p>	<p>Emma Everitt Email:emma.everitt@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<b>42. Academy Conversion (Soke Educational Trust) of Gunthorpe Primary School – KEY/07AUG17/08</b> Academy conversion of maintained primary school. The execution and completion of a Commercial Transfer agreement (CTA) between the Council and the Academy Trust. The authorisation of a 125 year lease to the Academy Trust.	<b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b>	<b>14 August 2017</b>	Children and Education Scrutiny Committee	West	Consultation with staff, parents, Ward Cllrs and relevant council departments	Emma Everitt Email:emma.everitt@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>43. Academy Conversion (Soke Educational Trust) of John Clare Primary School – KEY/07AUG17/09</b> Academy conversion of maintained primary school. The execution and completion of a Commercial Transfer agreement (CTA) between the Council and the Academy Trust. The authorisation of a 125 year lease to the Academy Trust.	<b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b>	<b>14 August 2017</b>	Children and Education Scrutiny Committee	Bretton	Consultation with staff, parents, Ward Cllrs and relevant council departments	Emma Everitt Email:emma.everitt@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p>286</p> <p><b>44. Academy Conversion (Soke Educational Trust) of Wittering Primary School – KEY/07AUG17/10</b> Academy conversion of maintained primary school. The execution and completion of a Commercial Transfer agreement (CTA) between the Council and the Academy Trust. The authorisation of a 125 year lease to the Academy Trust.</p>	<p><b>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</b></p>	<p><b>14 August 2017</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>Ravensthorpe</p>	<p>Consultation with staff, parents, Ward Cllrs and relevant council departments</p>	<p>Emma Everitt Email:emma.everitt@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>45. Replacement Social Care System For Adult Social Care – KEY/21AUG17/01</b> Approval for purchase and implementation of replacement social care system for adult social care.</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b></p>	<p><b>October 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All</p>	<p>Relevant internal and external stakeholders.</p>	<p>Caroline Townsend, Programme Manager, Tel. No: 07920 160512, Email:caroline.townsend@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>46. Approval of Entering Into Contracts With Residential and Nursing Home Providers In Accordance With Service User Choice of Home Via The Pseudo Dynamic Purchasing System as recommended by the PCC Legal Department – KEY/21AUG17/02</b> The Pseudo DPS will be opened for 4 years. PCC needs to be able to call off the selected list as/when required for the entire 4 year period that PSEUDO DPS is opened.</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</b></p>	<p><b>November 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All</p>	<p>Relevant internal and external stakeholders. ADASS Eastern Region</p>	<p>Helene Carr, Head of Commissioning Social Care Tel:01733 863901, Email: helene.carr@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>
<p><b>47. Engagement Strategy – KEY/21AUG17/03</b> Approval of the Digital Front Door project - engagement with customers, staff and other stakeholders</p>	<p><b>Cabinet</b></p>	<p><b>25 September 2017</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Vicki Palazon, Head of Finance (Business Operations and Development) Tel:01733 864104, Email: vicki.palazon@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
48.	<b>Acquisition of a property in the City Centre – KEY/21AUG17/04</b> Agreement for the property to be purchased to facilitate joint working as part of the acquisition strategy and the asset management plan.	Councillor Seaton	September 2017	Growth, Environment & Resources Scrutiny Committee	Cllrs Jamil; Amjad Iqbal, Hussain	Relevant internal and external stakeholders	Jane McDaid Head of Peterborough Property services Tel: 01733 384540 Email: Jane.mcdaid@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published  <b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b>



**PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE**

**KEY DECISIONS TO BE TAKEN IN PRIVATE**

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
NONE							

**PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

**NON-KEY DECISIONS**

<b><i>DECISION REQUIRED</i></b>	<b><i>DECISION MAKER</i></b>	<b><i>DATE DECISION EXPECTED</i></b>	<b><i>RELEVANT SCRUTINY COMMITTEE</i></b>	<b><i>WARD</i></b>	<b><i>CONSULTATION</i></b>	<b><i>CONTACT DETAILS / REPORT AUTHORS</i></b>	<b><i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i></b>
<b>Approval of Draft Modern Slavery Transparency Statement 2016/17 -</b> Cabinet will be recommended to approve the draft Modern Slavery Act Transparency Statement 2016/17	<b>Cabinet</b>	<b>25<sup>th</sup> September 2017</b>	Adults and Communities	All	N/A	Amy Brown, Acting Senior Lawyer, 01733 452 617, Amy.brown@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## NON-KEY DECISIONS

### PREVIOUSLY ADVERTISED DECISIONS

<i>DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i>
1. <b>Vivacity Funding –</b> To fund Vivacity £1278 until March 2017 (via DWP grant funding) to provide digital support for UC claimants to make benefit claims online at Central Library.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2017</b>	Growth, Environment & Resources Scrutiny Committee	All	Relevant internal and external stakeholders.	Ian Phillips Social Inclusion Manager Tel: 01733 863849 lan.phillips@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
2.	<b>Vivacity Premier Fitness Invest to Save Scheme -</b> To authorise investment in developing Vivacity Premier Fitness on an invest to save basis	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2017</b>  Growth, Environment & Resources Scrutiny Committee	All	Relevant internal and external stakeholders.	John Harrison Corporate Director Resources Tel: 01733 452520 Email: John.harrison@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b><i>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</i></b>

<i><b>DECISION REQUIRED</b></i>	<i><b>DECISION MAKER</b></i>	<i><b>DATE DECISION EXPECTED</b></i>	<i><b>RELEVANT SCRUTINY COMMITTEE</b></i>	<i><b>WARD</b></i>	<i><b>CONSULTATION</b></i>	<i><b>CONTACT DETAILS / REPORT AUTHORS</b></i>	<i><b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b></i>
<b>3. Delivery of the Council's Capital Receipt Programme through the sale of Welland House, Dogsthorpe -</b> To authorise the sale of Welland House, Dogsthorpe	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2017</b>	Growth, Environment & Resources Scrutiny Committee	Dogsthorpe Councillors: Ash, Saltmarsh, Sharp	Relevant internal and external stakeholders.	David Gray Capital Projects Officer Tel: 01733 384531 Email: david.gray@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>4. Proposal for Loan of Senior Management Staff Under Joint Arrangements –</b> To approve a sharing agreement for senior management staff.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2017</b>	Growth, Environment & Resources Scrutiny Committee	All	Relevant internal and external stakeholders.	Kim Sawyer Director of Governance Tel: 01733 452361 Kim.sawyer@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>5. Funding of Information, Advice and Guidance services within the voluntary sector -</b> To authorise award of grants.	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>July 2017</b>	Growth, Environment & Resources Scrutiny Committee	All	Relevant internal and external stakeholders	Ian Phillips Senior Policy Manager Tel: 01733 863849 Email: ian.phillips@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
<p>6.</p>	<p><b>Daily cleanse around Gladstone Street and nearby streets</b> Daily mechanical cleanse in the area focused around Gladstone Street and other nearby streets. This will encompass a mechanical sweeper and operative.</p>	<p><b>Councillor Elsey, Cabinet Member for Waste and Street Scene</b></p>	<p><b>July 2017</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>Central Ward Cllrs Hussain, Amjad Iqbal, Jamil</p>	<p>Relevant internal and external stakeholders.</p> <p>Cross party task and finish group report which went to the Growth, Environment and Resources Scrutiny Committee it was also part of the full council decision to implement as part of the budget for 2017-18.</p>	<p>James Collingridge, Amey Partnership Manager, Tel: 01733 864736 Email: james.collingridge@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
7.	<b>A Lengthmans to be deployed on Lincoln Road Millfield</b> There will be a daily presence along Lincoln Road, the operative will litter pick, empty bins as well as report fly-tips and other environmental issues.	<b>Councillor Elsey, Cabinet Member for Waste and Street Scene</b>	<b>July 2017</b> Adults and Communities Scrutiny Committee	Central Ward Cllrs Hussain, Amjad Iqbal, Jamil	Relevant internal and external stakeholders.  Cross party task and finish group report which went to the Growth, Environment and Resources Scrutiny Committee and it was also approved at Full Council as part of the 2017-18 Budget.	James Collingridge, Amey Partnership Manager, Tel: 01733 864736 Email: james.collingridge@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	<b>2017/18 VCS grant funding</b> Award of grant to VCS organisations to provide Information, Advice and Guidance services	<b>Councillor Seaton, Cabinet Member for Resources</b>	<b>July 2017</b> Adults and Communities Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Ian Phillips Senior Policy Manager Tel: 863849 Email: ian.phillips@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

<b>DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>	
9.	<b>Council Tax Support Scheme consultation</b> Consultation on the council tax support scheme for 2018/19	<b>Cabinet</b>	<b>15 January 2017</b>	Growth, Environment and Resources Scrutiny Committee	All wards	Relevant internal and external stakeholders	Vicki Palazon, Head of Finance (Business Operations and Development) Tel:01733 864104, Email: vicki.palazon@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published



**PART 4 – NOTIFICATION OF KEY DECISIONS TAKEN UNDER URGENCY PROCEDURES**

**KEY DECISIONS TAKEN UNDER URGENCY PROCEDURES**

<i>DECISION TAKEN</i>	<i>REASON FOR URGENCY</i>	<i>DECISION MAKER</i>	<i>DATE DECISION TAKEN</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i>
None.								

## **DIRECTORATE RESPONSIBILITIES**

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

City Services and Communications (Markets and Street Trading, City Centre Management including Events, Regulatory Services, Parking Services, Vivacity Contract, CCTV and Out of Hours Calls, Marketing and Communications, Tourism and Bus Station, Resilience)

Strategic Finance

Internal Audit

Schools Infrastructure (Assets and School Place Planning)

Waste and Energy

Strategic Client Services (Enterprise Peterborough / Vivacity / SERCO including Customer Services, ICT and Business Support)

### **PEOPLE AND COMMUNITIES DEPARTMENT Corporate Director's Office at Bayard Place, Broadway, PE1 1FB**

Adult Services and Communities (Adult Social Care Operations, Adult Social Care and Quality Assurance, Adult Social Care Commissioning, Early Help – Adults, Children and Families, Housing and Health Improvement, Community and Safety Services, Offender Services)

Children's Services and Safeguarding (Children's Social Care Operations, Children's Social Care Quality Assurance, Safeguarding Boards – Adults and Children's, Child Health, Clare Lodge (Operations), Access to Resources)

Education, People Resources and Corporate Property (Special Educational Needs and Inclusion, School Improvement, City College Peterborough, Pupil Referral Units, Schools Infrastructure)

Business Management and Commercial Operations (Commissioning, Recruitment and Retention, Clare Lodge (Commercial), Early Years and Quality Improvement)

### **GOVERNANCE DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG**

Legal and Democratic Services

Human Resources (Business Relations, HR Policy and Rewards, Training and Development, Occupational Health and Workforce Development)

Performance and Information (Performance Management, Information Governance, Systems Support Team, Coroner's Office, Freedom of Information)

### **GROWTH AND REGENERATION DEPARTMENT Corporate Director's Office Stuart House, St Johns Street, Peterborough, PE1 5DD**

Development and Construction (Development Management, Planning Compliance, Building Control)

Sustainable Growth Strategy (Strategic Planning, Housing Strategy and Affordable Housing, Climate Change and Environment Capital, Natural and Built Environment)

Opportunity Peterborough

Peterborough Highway Services (Network Management, Highways Maintenance, Street Naming and Numbering, Street Lighting, Design and Adoption of Roads,

Drainage and Flood Risk Management, Transport Policy and Sustainable Transport, Public Transport)

Corporate Property

### **PUBLIC HEALTH DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG**

Health Protection, Health Improvements, Healthcare Public Health.

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**CHILDREN AND EDUCATION SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

Meeting Date	Item	Indicative Timings	COMMENTS
<p><b>3 JULY 2017</b></p> <p><i>Draft Report 9 June</i> <i>Final Report 21 June</i></p>	<p><b>Appointment of Independent Co-opted Member</b></p> <p>To agree the appointment of Independent Co-opted Members for 2017/2018.</p> <p><b>Contact Officer: Paulina Ford</b></p>		
	<p><b>Corporate Parenting 6 Monthly Report</b></p> <p>To scrutinise the Corporate Parenting 6 Monthly Report</p> <p><b>Contact Officer: Nicola Curley</b></p>		
	<p><b>School Organisation Plan 2015 – 2020</b></p> <p>To scrutinise School Place Planning for the next 5 years and make any recommendations.</p> <p><b>Contact Officer: Brian Howard</b></p>		
	<p><b>Peterborough Reading Strategy – 2017 to 2020</b></p> <p>To scrutinise and comment on the Draft Peterborough Reading Strategy</p> <p><b>Contact Officer: Terry Reynolds</b></p>		<p>Provide a further update at the November meeting.</p>
	<p><b>Attendance at School – Outcomes 2016</b></p> <p>To scrutinise school attendance figures and make any recommendations.</p> <p><b>Contact Officer: Gary Perkins</b></p>		

Meeting Date	Item	Indicative Timings	COMMENTS
	<p><b>Forward Plan of Executive Decisions</b> That the Committee identifies any relevant items for inclusion within their work programme which is relevant to the remit of this Committee. <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		
	<p><b>Review of 2016/17 and Work Programme 2017/18</b>  To review the work undertaken during 2016/17 and to consider the work programme of the Committee for 2017/2018  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		
<p><b>7 September 2017</b>  <i>Draft Report 15 Aug</i> <i>Final Report 25 Aug</i></p>	<p><b>Annual Children's Social Care Statutory Complaints Report 2016-17</b>  To comment on and scrutinise the Annual Children's Social Care Statutory Complaints Report 2016-17 and make any recommendations.  <b>Contact Officer: Belinda Evans</b></p>		
	<p><b>Self-Assessment of Children's Services in Peterborough</b>  <b>Contact Officer: Lou Williams</b></p>		
	<p><b>Education Review</b>  To scrutinise the outcomes of the recent Educational Review  <b>Contact: Cabinet Member for Education, Skills and University</b></p>		<p>Requested by Cllr Lynn Ayres / Cllr Holdich</p>

Meeting Date	Item	Indicative Timings	COMMENTS
	<p><b>Restructure of Education Services</b></p> <p><b>Contact Officer: Gary Perkins</b></p>		
	<p><b>Monitoring Scrutiny Recommendations</b></p> <p>To monitor progress made on recommendations made at the previous meeting.</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		
	<p><b>Forward Plan of Executive Decisions</b></p> <p>That the Committee identifies any relevant items for inclusion within their work programme which is relevant to the remit of this Committee.</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		
	<p><b>Work Programme 2017/2018</b></p> <p>To consider the Work Programme for 2017/2018</p>		
<p><b>9 November 2017</b>  <i>Draft Report 18 Oct</i>  <i>Final Report 30 Oct</i></p>	<p><b>Community Education</b></p> <p>To scrutinise the current adult learning provision across the city and make any recommendations.</p> <p><b>Contact Officer: Pat Carrington</b></p>		

Meeting Date	Item	Indicative Timings	COMMENTS
	<p><b>Children’s Local Safeguarding Board Annual Report</b></p> <p>To comment on and scrutinise the Children's Local Safeguarding Board Annual Report and make any recommendations.</p> <p><b>Contact Officer: Joanne Proctor / Dr Russell Wate</b></p>		
	<p><b>Joint Targeted Area Inspection</b></p> <p>To scrutinise the outcome of the recent Joint Targeted Area Inspection of Partnership Working and the action plan.</p> <p><b>Contact Officer: Lou Williams</b></p>		
	<p><b>Peterborough Reading Strategy – 2017 to 2020 Update</b></p> <p>To scrutinise and comment on the Draft Peterborough Reading Strategy</p> <p><b>Contact Officer: Terry Reynolds</b></p>		Requested at 3 July 2017 meeting.
	<p><b>SEND Reforms and Provision for Children with Special Educational Needs &amp; Additional Needs, including Alternative Education</b></p> <p><b>Contact Officer: Sheelagh Sullivan</b></p>		
	<p><b>Recommendations Monitoring Report</b></p> <p>To monitor progress made on recommendations made at the previous meeting.</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		If required.



Meeting Date	Item	Indicative Timings	COMMENTS
	<p><b>Forward Plan of Executive Decisions</b> That the Committee identifies any relevant items for inclusion within their work programme which is relevant to the remit of this Committee.</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p> <p><b>Work Programme 2017/2018</b> To consider the Work Programme for 2017/2018</p>		
<p><b>29 November 2017</b> <b>(Joint Meeting of the Scrutiny Committees and Commissions)</b></p>	<p><b>Budget 2018/19 and Medium Term Financial Strategy to 2027/28 Phase One</b> To scrutinise the Executive’s proposals for the Budget 2018/19 and Medium Term Financial Plan 2027/28.</p> <p><b>Contact Officer: Marion Kelly/Peter Carpenter</b></p>		
<p><b>29 January 2018</b> <i>Draft Report 5 Jan</i> <i>Final Report 17 Jan</i></p>	<p><b>Success for All</b> To scrutinise the Success for All school improvement strategy and impact on the outcomes of Nursery, Reception, KS1 and KS2.</p> <p><b>Contact Officer: Gary Perkins</b></p> <p><b>Early Years, KS1 and KS2 Validated Results</b> To scrutinise the Early Years, KS1 and KS2 Validated Results</p> <p><b>Contact Officer: Gary Perkins</b></p>		

Meeting Date	Item	Indicative Timings	COMMENTS
	<p><b>Safeguarding Children and Young People at Risk from Child Exploitation, Missing from Home, Education or Care or Neglect</b></p> <p><b>Contact Officer: Lou Williams</b></p>		
	<p><b>School Readiness</b></p> <p><b>Contact Officer: Gary Perkins</b></p>		
	<p><b>Recommendations Monitoring Report</b></p> <p>To monitor progress made on recommendations made at the previous meeting.</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		If required.
	<p><b>Forward Plan of Executive Decisions</b></p> <p>That the Committee identifies any relevant items for inclusion within their work programme which is relevant to the remit of this Committee.</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		
	<p><b>Work Programme 2017/2018</b></p> <p>To consider the Work Programme for 2017/2018</p>		

Meeting Date	Item	Indicative Timings	COMMENTS
<p><b>8 February 2018</b>                      (Joint Meeting of the Scrutiny Committees and Commissions)</p>	<p><b>Budget 2018/19 and Medium Term Financial Strategy to 2027/28 Phase Two</b>                      To scrutinise the Executive’s proposals for the Budget 2018/98 and Medium Term Financial Plan 2027/28.   <b>Contact Officer: Marion Kelly/Peter Carpenter</b></p>		
<p><b>1 March 2018</b>  <i>Draft Report 7 Feb</i>  <i>Final Report 19 Feb</i></p>	<p><b>Key Stage 4 Validated Results</b>                      To scrutinise the Key Stage 4 Validated Results                       Contact Officer: Gary Perkins</p>		
	<p><b>Service Directors Report: Children and Safeguarding</b>                      To scrutinise the key activities and performance of children's social care and make any recommendations.   <b>Contact Officer: Lou Williams</b></p>		
	<p><b>Recommendations Monitoring Report</b>                      To monitor progress made on recommendations made at the previous meeting.  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		<p>If required</p>
	<p><b>Forward Plan of Executive Decisions</b>                      That the Committee identifies any relevant items for inclusion within their work programme which is relevant to the remit of this Committee.  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>		

ossible Items for Future Meetings	Contact Officer
<ul style="list-style-type: none"> <li>● Apprenticeship Provision (Pat Carrington with Terry Jones)</li> <li>● The Peterborough Neglect Strategy and Approaches to Address Neglect in Peterborough</li> <li>● Development and implementation of Family Safeguarding</li> <li>● Implementation of the Peterborough Permanency Service</li> <li>● Impact of Early help and Connecting Families Programmes</li> <li>● Impact on measures to reduce child poverty</li> <li>● Possible need for report on complaints [statutory – but could be a CP Committee overlap]</li> <li>● Development and implementation of the Targeted Youth Support Service</li> <li>● Healthy Child Delivery Model including Child and Adolescent Mental Health Services</li> </ul>	
<ul style="list-style-type: none"> <li>● Report on progress of schools in respect of OFSTED gradings and information about academisation – one report towards end of financial year?</li> <li>● Report on impact of School Improvement Board from chair [September or October]</li> <li>● Apprenticeships, Skills &amp; Impact on Reduction in NEET Figures</li> <li>● Quality and sufficiency of early years</li> </ul> <p><b>Portfolio Progress Reports:</b></p> <ul style="list-style-type: none"> <li>● <b>Councillor Lynne Ayres</b>, Cabinet Member for Education</li> <li>● <b>Councillor Sam Smith</b>, Cabinet Member for Children’s Services</li> </ul>	