

**One Children's Service**  
***Helping Children to be their best***

## Our Vision for Children

### *Helping Children to be their best*

- **Providing Children and Families with early support**
- **Helping families with problems and keeping children safe**
- **Giving the best opportunities to children and young people in care**
- **Working with schools and others to make sure children succeed**
- **Supporting our staff to be outstanding**

### **Future Vision**

Peterborough City Council has the highest aspirations for its children and young people and wants them to grow up safe, healthy, happy and fulfilled. We want them to enjoy and benefit from educational and social opportunities that maximise their skills and develop their abilities so that they can realise their ambitions in terms of employment opportunities and general life chances. We believe that children are best nurtured and developed within strong families. We believe families are the foundation upon which resilient and healthy communities are built and our aim is to support them as the main contributor to a child's safety, health and wellbeing, putting them and children at the centre of our communities.

We will continue to develop early intervention to help and support vulnerable families, coordinating the support of the voluntary private and public sectors and ensuring that delivery of services is joined up. We will collaborate with families to help them find their own solutions so that problems and difficulties do not escalate, and where additional support is required we will engage with other agencies and organisations to commission and secure this help locally. We will adopt an approach that sees prevention and intervention as a continuum so that it is never deemed too late to positively intervene and prevent the deterioration in an individual child or young person's circumstances.

With our key partners we are developing and strengthening our safeguarding services, striving to ensure that children and young people are protected from abuse and neglect, reducing and where possible eradicating risks to children. We believe that this will be achieved most effectively by working alongside families building on their strengths and enabling them to make the changes that are required. We fully recognise that it is important to ensure that our interventions are focussed, of high quality, timely and responsive to need.

Where children are suffering significant harm and the required change cannot be made, we will act decisively in order to protect them. When children and young people cannot live with their birth or extended families we will ensure that we are able to provide the next best alternative which we believe is care in a family setting as close to their home communities as possible.

We will ensure that our foster care and adoption service provides a wide choice of alternative carers for children so we can be confident that the individual needs of children from diverse backgrounds will be met. On the rare occasions when children and young people need more specialist provision than family settings can offer, we will ensure it is accessed in a timely way and is of the highest quality. We will make sure that children and young people only stay in public care for as long as absolutely necessary and will focus our attention on speedy and safe returns home or seek the best possible permanent alternative.

Where children are not safe to live at home we will provide the best opportunities for our looked after children commensurate with our Corporate Parenting responsibilities. This means providing our children, who are looked after, with high quality placements preferably in city, stability, excellent health services and the ability to access leisure pursuits.

We will remodel our support to schools in the light of the changing role and responsibilities of local authorities. We remain committed to providing an outstanding education to our children and this will be delivered through developing an effective schools partnership using expertise in the city and bring best practice from across the country. We will take swift and decisive action in schools that continue to underperform. Our school buildings are amongst the best in the country and we intending making sure that we can recruit and train outstanding teacher locally to support the specific needs of the city through developing teaching schools and a school centred initial teacher training (SCITT) centre. We will continue to monitor the growth in pupil numbers and respond accordingly to ensure there are 'local places for local children'. We will revise our approach to special education needs ensuring we are inclusive, creating provision which meets our children's emerging needs and support schools to retain pupils in their communities. Key strategies will be developed around support challenging behaviour and children who have English as an additional language.

Our staff is at the core of delivering excellent services to children and young people and we are committed to achieving this by engaging with our workforce through clear communications, inspirational leadership and creation of a culture which values excellence, innovation and trust. We will develop our workforce within Social Care with clear induction pathways, a targeted training and development programme and the move from Senior Practitioner to Advanced Practitioner status.

We will continue to develop the capability and sustainability of our workforce through effective recruitment, retention, talent management and succession planning activities combined with strong performance management and a focus on creating targeted training and development across the department.

By creating an environment where our staff are provided with the skills, tools, opportunity and confidence to support the department's workforce vision we will ensure that we are doing our very best to enable our workforce to help the children of Peterborough be their best

## Proposed Peterborough City Council Core Values

- **Trust**

We are honest and open all our dealings and deliver on our promises

- **Initiative**

We are proactive and use our creativity to identify and resolve problems

- **Customer focused**

We understand and aim to meet our customer's diverse needs, treating them fairly and with respect

- **Work together/one team**

We work with colleagues and partners to deliver the best services possible

- **Expertise**

We recognise and value the differences, skills, knowledge and experience of all our employees

## 1. Providing Children and Families with Early Support

**Accountable Lead:** Assistant Director Strategic Commissioning and Prevention

### Priorities:

Delivery of Early Support through the Children and Families Joint Commissioning Board Prevention and Early Intervention Strategy – strands of work:

1. SEN/Disability
2. Emotional Health and Wellbeing
3. Supporting Vulnerable Young people and NEET
4. Early Years and High Need Families
5. Integrated Processes (CAF/TAC)
6. Parents with Mental Health Difficulties

Number	Action	Performance Measure	By whom	By when	Progress	RAG
1.0	Implement the Special Educational Needs (SEN)/Disability work program	<ul style="list-style-type: none"> <li>• All appropriate resource cases identified and presented to the CWD panel and management transferred to the commissioning services</li> <li>• Increase number of families accessing direct payments by 10%</li> <li>• Increase the satisfaction of children, young people and families accessing short breaks – Annual Survey.</li> <li>• Reduce the number of children in out of city care and school</li> </ul>	Wendi Ogle - Welbourn	February 2013     March 2014   March 2014   March 2014		

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		placements. (target to be determined)				
2.0	Implement the emotional health and well being work program.	Increase the services available to children and young people with emotional / mental health difficulties	Wendi Ogle - Welbourn	September 2014		
3.0	Implement the vulnerable young people and NEET work program	<ul style="list-style-type: none"> <li>• Reduce number of young people abusing alcohol and substances. Including the identification of. (target to be determined)</li> <li>• Reduce STI's (ttbd)</li> <li>• Reduce TP rates (ttbd)</li> <li>• Reduce levels of persistent absence (ttbd)</li> <li>• Reduction in Anti-social behaviour (ttbd)</li> <li>• Reduce number of 16 – 19 year olds who are NEET (ttbd)</li> <li>• Reduce number of 16 – 19 year old LAC who are NEET (ttbd)</li> <li>• Increase level of participation in</li> </ul>	Wendi Ogle - Welbourn	March 2014		
				2015		

		learning or work with training to meet the 100% target				
4.0	Implement the early years and high need families work program	<ul style="list-style-type: none"> <li>• Deliver the Connecting Families Program</li> <li>• Increase the number of child care places and take up. (ttbd)</li> </ul>	Wendi Ogle – Welbourn	March 2014		
5.0	Implement the integrated process work program (CAF/TAC/MASG)	<ul style="list-style-type: none"> <li>• Have a range of family support services to prevent referral and re-referral to CSC. 10 %</li> <li>• Increase the number of de-escalations via the MASGs from CSC. 10%</li> <li>• Implement the outcome star model for working with families. (6 monthly report to CFJCB)</li> </ul>	Wendi Ogle – Welbourn	March 2014  September 2014		
6.0	Implement the LSCB working guidance around parents with mental health difficulties	<ul style="list-style-type: none"> <li>• Joint planning and working with parents who have mental health difficulties (LSCB MA audit)</li> </ul>	Wendi Ogle Welbourn	January 2014		
<b>What difference has this made:</b>						
<b>2. Helping families with problems and keeping children safe</b>						
<b>Accountable Lead:</b> Assistant Director of Safeguarding Families and Communities						



<b>Priorities:</b>						
1. Implement the Ofsted Action Plan 2. To ensure timely and effective response according to need 3. That every child in need including those in need of protection will have a clear plan of action and support designed to address need and reduce risk within timescales appropriate to children's ages and individual circumstances 4. Ensure children are protected and safe from harm						
<b>Number</b>	<b>Action</b>	<b>Performance Measure</b>	<b>By whom</b>	<b>By when</b>	<b>Progress</b>	<b>RAG</b>
2.1.1	Implement the Ofsted Action Plan  Please see separate action plan		Jean Imray			
2.2.1	Develop Multi Agency Referral Unit Hub in Peterborough	<ul style="list-style-type: none"> <li>Reduction in numbers of referrals 10%</li> <li>Reduction in repeat referrals 15%</li> </ul>	Jean Imray	March 2014		
2.2.2	Formalise the consultation service in Referral and Assessment for professionals /MARU Hub	<ul style="list-style-type: none"> <li>Increase in use of MASG/ Tier2 interventions. 10%</li> <li>Reduction in repeat referrals. 15%</li> </ul>	Jean Imray	March 2014		
2.2.3	Enhance the work undertaken at referral stage in order to reduce numbers of unnecessary IAs	<ul style="list-style-type: none"> <li>Reduction in numbers of IA ending in NFA. 10%</li> </ul>	Jean Imray	January 2014		
2.2.4	Ensure S47 's are only undertaken when the child is suffering significant harm	<ul style="list-style-type: none"> <li>Re- audit the application of thresholds</li> </ul>	Jean Imray	September 2014		

	Review the application of thresholds for s 47 investigations	<p>for S47.</p> <ul style="list-style-type: none"> <li>• Reduction in numbers of S47 enquiries and consequent core assessments undertaken. 10%</li> <li>• Decrease in percentage of CA ending in NFA. 10%</li> </ul>		February 2014		
2.2.5	Maintain performance around timeliness of assessments with a renewed focus on improving quality	<ul style="list-style-type: none"> <li>• Timeliness PI's Outcomes from audit shows improved quality</li> </ul>	Jean Imray	Ongoing		
<b>What difference has this made:</b>						
2.3.1	Reorganise workloads in Family Support teams to ensure focus is maintained on CIN and CP cases	<ul style="list-style-type: none"> <li>• All CIN open cases have plans. 80%</li> <li>• Throughput of CIN increases ie step up, step down, closure. 10%</li> <li>• Decrease in numbers of children with CP plans. 15%</li> <li>• Reduction in re referral rates. 15%</li> </ul>	Jean Imray	January 2014		
2.3.2	Implement revised CIN procedures and practice guidance ensuring multi agency sign up	<ul style="list-style-type: none"> <li>• CIN open cases have plans. 80%</li> <li>• Decrease in numbers of children with</li> </ul>	Jean Imray	January 2014		

		CP plans. 15% • Reduction in re referral rates. 15%				
2.3.3	Implement revised CIN plan template and monitor for compliance	• As above plus positive feedback from service users and professionals in term of clarity of plans.	Jean Imray	February 2014		
2.3.4	Ensure compliance with the supervision policy and improve the quality of the supervision delivered	• All staff are supervised at least monthly evidenced on LL and personal file, evidence of reflective practice.	Jean Imray	September 2013		
2.3.5	Agree and implement 'Family Outcomes Star' methodology for measuring outcomes for work with Children in Need and Child Protection	• Evidence use of Outcome Star. • Training for all CSC staff. • New cases in R and A from June 2012 to start using Outcomes Star for all new Cores-as a pilot	Jean Imray	April 2013  June 2013  June 2013		
<b>What difference has this made:</b>						
2.4.1	Review the operation of the PSCB Business Unit to achieve maximum effectiveness	• Feedback from Board in terms of effectiveness of unit Scrutiny function of Board enhanced	Jean Imray	March 2013		

2.4.2	Develop role of 'Principal Social Worker' /Social Work Champion to lead on quality of practice issues	<ul style="list-style-type: none"> <li>• Demonstrable improvements in practice</li> <li>• Reduction in complaints relating to poor practice</li> </ul>	Jean Imray	March 2013		
2.4.3	Review functioning of current Safeguarding and QA Service to enhance focus on improving quality of practice.	<ul style="list-style-type: none"> <li>• Increased practice alerts by CP co-ordinators</li> </ul>	Jean Imray	March 2013		
2.4.4	Develop 'local' CIN/CP performance scorecard to manage performance in areas most in need of improvement		Jean Imray	February 2013		
<b>What difference has this made:</b>						
<b>3. Giving the best opportunities to children and young people in care</b>						
<b>Accountable Lead:</b> Assistant Director of Safeguarding Families and Communities						
<b>Priorities:</b>						
<ol style="list-style-type: none"> <li>1. To ensure that children remain in care for the least time necessary and that permanent alternatives are secured on their behalf as quickly as possible.</li> <li>2. To ensure that all children and young people in care have up to date care plans care plans that are robust and personalized</li> <li>3. To improve placement choice and ensure that placements are matched to the long term changing needs of children and young people</li> </ol>						
<b>Number</b>	<b>Action</b>	<b>Performance Measure</b>	<b>By whom</b>	<b>By when</b>	<b>Progress</b>	<b>RAG</b>
3.1.1	Reorganise workloads in Children in Care team to ensure dedicated focus is on the needs of Children in	<ul style="list-style-type: none"> <li>• Reduction in length of proceedings to average 26 weeks</li> </ul>	Jean Imray	January 2013		

	Care and Court Proceedings	<ul style="list-style-type: none"> <li>• Increase in direct work with Children in Care</li> <li>• Improvement in placement stability indicators</li> </ul>				
3.1.2	Implement the Adoption Action plan	<ul style="list-style-type: none"> <li>• National and local Adoption performance targets are met</li> </ul>	Jean Imray	June 2013		
3.1.3	Develop local Adoption and Fostering performance score cards and manage performance accordingly	As above	Jean Imray	February 2013		
3.1.4	Implement Fostering Action Plan	<ul style="list-style-type: none"> <li>• National and local Fostering performance targets are met</li> </ul>	Jean Imray	June 2013		
<b>What difference has this made:</b>						
3.2.1	Commission training to support excellent care planning	Training in place	Jean Imray	April 2013		
3.2.2	Revise current care and pathway plans template in consultation with children, young people and carers to make it more user friendly	Revised plans in place	Jean Imray	March 2013		
3.2.3	Review IHA and RHA process for quality as well as timeliness	Annual Report to HWB/CPP on health needs of LAC and how we are meeting them	Jean Imray	May 2013		

3.2.4	Undertake deep dive audit to review quality of care and pathway plans	Audits of quality of care plans show increase in judgment of good	Jean Imray	May 2013		
3.2.5	Promote educational attainment of children and young people in care by driving up the focus on quality E PEPs	Quality Audit of PEPs and implementation of findings	Jean Imray	Ongoing		
<b>What difference has this made:</b>						
3.3.1	Work with commissioning to develop a marketing and recruitment strategy for fostering and adoption (including supported lodgings)	<ul style="list-style-type: none"> <li>Increase in net gain of in house carers by 25 households</li> </ul>	Jean Imray	April 2013		
3.3.2	Ensure Placement Orders rescinded and proceedings issued where appropriate	Proceedings issued on relevant cases.	Jean Imray	June 2013		
3.3.3	Implement Leaving care policy in conjunction with Commissioning colleagues	NEET reduced	Jean Imray	2013		
3.3.4	Review of current accommodation provided to care leavers to ensure it is fit for purpose	Audit of accommodation	Jean Imray	March 2013		
<b>What difference has this made:</b>						
<b>4. Working with Schools and others to make sure children succeed</b>						
<b>Accountable Lead:</b> Assistant Director of Education and Resources						

<b>Priorities:</b>						
1. Implement proposals following the review of Education Services to ensure fit for purpose local authority and improved outcomes for children and young people. 2. Deliver an SEN strategy and develop new support offer to vulnerable groups 3. Ensure access to high quality schools which deliver the best possible outcomes for children and young people						
<b>Number</b>	<b>Action</b>	<b>Performance Measure</b>	<b>By whom</b>	<b>By when</b>	<b>Progress</b>	<b>RAG</b>
4.1.1	Strengthening of School to school partnership as a basis to provide services in the future.	<ul style="list-style-type: none"> <li>All schools agreeing to form part of CiC / trust arrangements.</li> </ul>	Jonathan Lewis	August 2013		
4.1.2	Restructure internal services in line with new vision for Education Service.	<ul style="list-style-type: none"> <li>Completion of consultation on restructure.</li> </ul>	Jonathan Lewis	August 2013		
4.1.3	Establish a proposal for meeting the challenge of EAL / new arrivals for the city	<ul style="list-style-type: none"> <li>Outline documentation produced including proposed delivery model and oversight of offer</li> </ul>	Jonathan Lewis	May 2013		
4.1.4	Development of proposal for data intelligence function	<ul style="list-style-type: none"> <li>Proposal to DMT around the shape of this function and how it will operate / sit within hierarchy.</li> </ul>	Jonathan Lewis	April 2013		
<b>What difference has this made:</b>						
4.2.1	Full consultation on SEN strategy and refinement of action plan	<ul style="list-style-type: none"> <li>Feedback on proposed strategy and final document agreed through scrutiny</li> </ul>	Jonathan Lewis	April 2013		

		committee				
4.2.2	Development of needs analysis model for predicting future SEN demands	<ul style="list-style-type: none"> <li>Formal model to predict requirements for next 5 years.</li> </ul>	Jonathan Lewis	March 2013		
4.2.3	Develop proposals around revised provision map of specialist SEN support	<ul style="list-style-type: none"> <li>Consultation paper on needs and demands around altering special schools and ERP provision.</li> </ul>	Jonathan Lewis	July 2013		
4.2.4	Outline Behavior strategy and action plan for delivery by September	<ul style="list-style-type: none"> <li>DMT agreed proposal for consultation with schools</li> </ul>	Jonathan Lewis	March 2013		
<b>What difference has this made:</b>						
4.3.1	Consult on the School Organisation Plan to ensure sufficiency of places in Peterborough Schools	<ul style="list-style-type: none"> <li>Agreed school organisation plan through political process</li> </ul>	Jonathan Lewis	April 2013		
4.3.2	Brokering additional funding / free schools to city	<ul style="list-style-type: none"> <li>Case made to central government around Peterborough situation alongside development of marketing package for free school providers</li> </ul>	Jonathan Lewis	March 2013		
4.3.3	Delivery of phase 2 of ICMS – Capita One for Education and Resources	<ul style="list-style-type: none"> <li>Successful roll out of all modules and switch off legacy E&amp;R systems</li> </ul>	Jonathan Lewis	September 2013		
4.3.4	Implementation of Intervention strategy for	<ul style="list-style-type: none"> <li>Soft / structural solutions for those</li> </ul>	Jonathan Lewis	April 2013		



	schools below floor standards	schools falling below floor standards				
<b>What difference has this made:</b>						
<b>5. Supporting our staff to be outstanding</b>						
<b>Accountable Lead:</b> Head of Projects and Change Management						
<b>Priorities:</b>						
<ol style="list-style-type: none"> <li>1. Ensure that the qualifications, training and progression routes raise competencies of all Children's Services staff are of a high quality and linked to the service aims</li> <li>2. Ensure that the workforce are safe to work with children and young people and understand their responsibilities for safeguarding</li> <li>3. Ensure that the workforce are confident, respected and valued as professionals</li> </ol>						
Number	Action	Performance Measure	By whom	By when	Progress	RAG
5.1.1	Training and Development Programme for CS staff	<ul style="list-style-type: none"> <li>• All Children's Services staff will have a training plan</li> </ul>	Extended Departmental Management Team (EDMT)	June 2013		
5.1.2	Develop a training programme for aspirant leaders and managers	<ul style="list-style-type: none"> <li>• A course will be developed in partnership with the corporate training and development team. Delegates will be identified and invited</li> </ul>	Elaine Alexander Colin Wilson	September 2013		
5.1.3	Ensure information regarding training opportunities is easily accessible for all members of the workforce	<ul style="list-style-type: none"> <li>• All staff will know what training is available to them and how to access it               <ul style="list-style-type: none"> <li>~ Communication campaign</li> <li>~ Survey</li> </ul> </li> </ul>	Elaine Alexander	September 2013		

What difference has this made:						
5.2.1	Ensure that Disclosure and Barring Services (DBS) are in place for all staff who should have them and are tracked to make sure they are rechecked in accordance with council policy	<ul style="list-style-type: none"> <li>Managers will be aware of the rules regarding DBS and are ensuring rechecks are undertaken in a timely manner</li> </ul>	EDMT	February 2013		
5.2.4	Recruit a diverse workforce to reflect the diversity in the community	Measure ethnicity of current workforce Targeted recruitment 20%	Elaine Alexander	Starts in January 2013		
What difference has this made:						
5.3.1	Ensure that all staff have a current PDR and that it is reviewed regularly. Team Meetings and one-to-ones are diarized for every member of staff	<ul style="list-style-type: none"> <li>All staff have regular supportive supervision which reflects and recognizes good practice and identifies development requirements 100%</li> <li>All supervision is minuted and recorded</li> </ul>	EDMT	September 2013		
5.3.2	Develop a reflective practice methodology of supervision	<ul style="list-style-type: none"> <li>Methodology implemented and monitored for compliance</li> </ul>	Jean Imray	July 2013		
5.3.3	Ensure that every leaver	<ul style="list-style-type: none"> <li>Timely exit</li> </ul>	EDMT	2013		

	has an exit interview and leaving trends are identified and reports are presented regularly to DMT	interviews that give us an opportunity to turn-around unwanted resignations/Learning from leavers				
<b>What difference has this made:</b>						

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