



# Peterborough Children's Trust

## Children's Trust Safeguarding and Children in Care Development Plan

### Incorporating the Ofsted Inspection Recommendations

#### Overview Plan - Version 4.2

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### Introduction

The purpose of this document is to improve outcomes for children and young people in Peterborough, with a particular focus on safeguarding children and young people, and ensuring children in care achieve the best possible outcomes.

Peterborough's shared Children and Young People Plan sets out a clear vision for children and young people in the city:

*Our vision is simple: to create an environment where children and young people are safe and healthy  
can enjoy what life has to offer them and have ambition and aspirations  
where they achieve their goals and make a positive contribution for themselves, their family and their community.*

Through joint working, Peterborough's Children's Trust has made significant progress in improving outcomes for all children and young people, and this plan is a key element in driving local services forward on this journey.

This document builds upon Peterborough City Council's Social Care Development Plan, and has been updated to fully incorporate the Children's Trust's response to the Ofsted Inspection of Safeguarding and Children in Care.

The Children's Trust is currently in the process of reviewing the 2009/10 Children and Young People Plan and preparing for the new-style shared Children and Young People to be launched before March 2011. As part of this process, it is anticipated that there will be a 2010 CYPP Action Plan

outlining the key areas of focus for the Children's Trust until the new-style CYPP comes into force. This document should be read alongside the 2010 CYPP Action Plan, which contains areas of development

## Delivering and Monitoring the Plan

### Project Management Approach

Peterborough Children's Trust is taking a project management approach to ensuring that the Post Inspection Action Plan is effectively delivered. A Project Management Board has been established to oversee the delivery of the Action Plan. The board will be chaired by the Chief Executive of Peterborough City Council. Represented will be Cabinet Members, senior leaders from partners, the chair of the Local Safeguarding Children Board and the Government Office. The Board will meet monthly in the first instance, utilising project highlight reporting to ensure effective monitoring and escalation. Terms of Reference for the Board can be found in Appendix 1.

### Leadership and Accountability

It is essential that there is a clear leadership and accountability framework in place to ensure the successful delivery of the Post Inspection Action Plan. To this end, the following has been put in place:

- Every Objective will have an **Accountable Children's Trust Partnership Board Member**. They will be the individual held to account for the delivery of the objective back to the Children's Trust.
- Every Objective will have a **Strategic Lead**. Within the Local Authority, these are members of the Extended Departmental Leadership Team (Assistant Director / Head of Service) and it is expected that partnership strategic leads will be of an equivalent level. The Strategic Lead is responsible for managing the delivery against each objective. They are also responsible for reporting progress through the highlight reporting process and escalating issues or concerns where required.
- Individual actions within the action plan will have **Operational / Delivery Leads**. These will be the individuals best placed to deliver the actions identified within the action plans. These individuals will be accountable for the delivery of their individual actions. They will also be responsible for escalating issues or concerns to the Strategic Lead.

This approach reflects the Children's Services Leadership Framework, ensuring continuity of accountability.

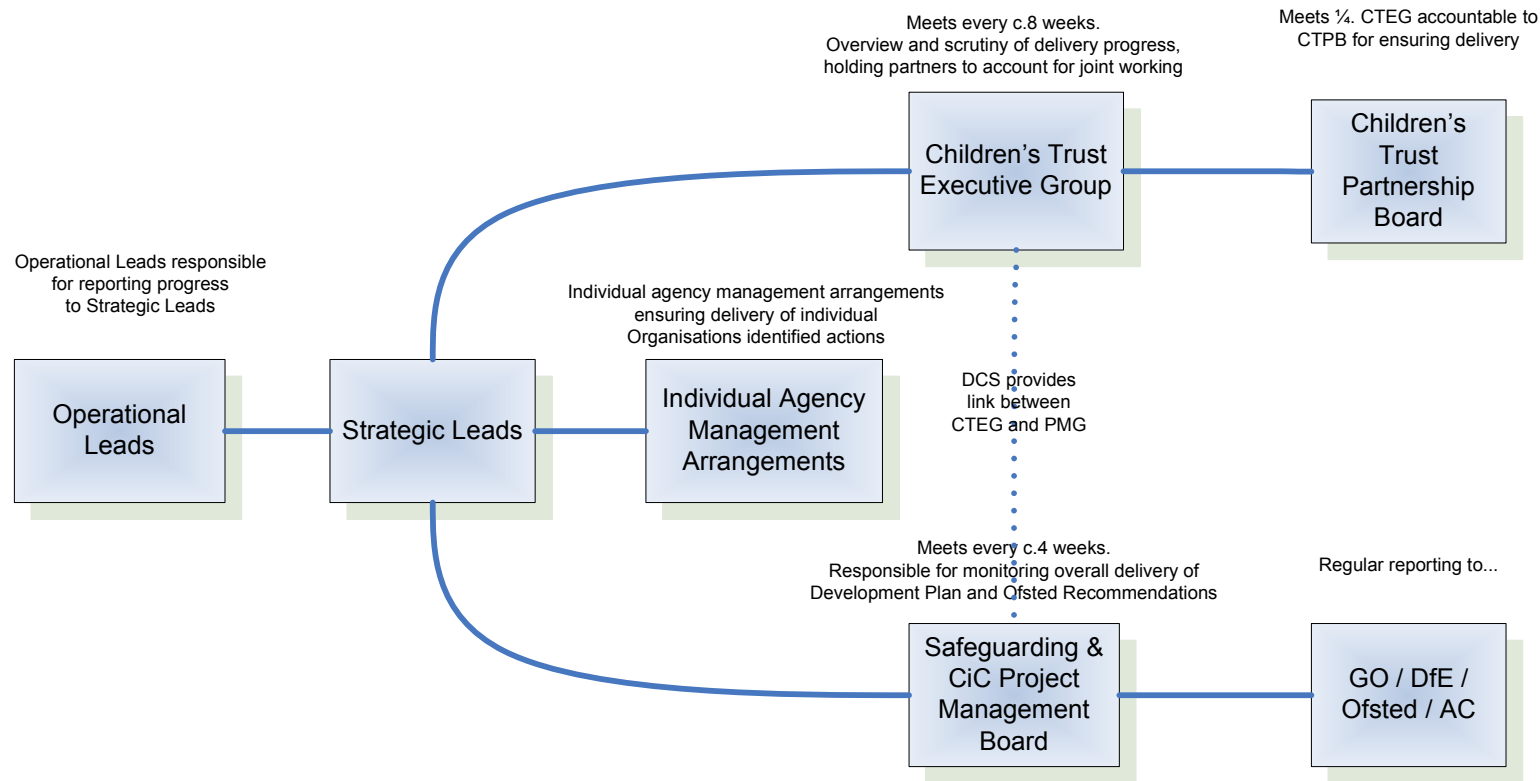
### Reporting and Monitoring Progress

The Project Management Board will have responsibility for overseeing the delivery of this plan. This group will be chaired by the Chief Executive of the Local Authority. The Director of Children's Services will serve as deputy chair to the Project Management Board, ensuring effective continuity between

that group and the Children's Trust Executive Group. The Children's Trust is responsible for monitoring the implementation of the plan, and for holding the Project Management Board to account for its delivery.

Each individual agency is responsible for the delivery of their contributions within this plan, and these organisations will be held to account at the Children's Trust Partnership Board through their representative. The Children's Trust Executive Group, chaired by the Director of Children's Services, will have the primary responsibility for monitoring this plan on behalf of the Children's Trust, with a particular focus placed upon those actions requiring a strong partnership focus.

This approach is represented diagrammatically below:



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## The Development Plan

### Safeguarding Objectives

<b>Objective 1.1 – Ensure effective capacity and quality practice within referral and assessment to deliver effective safeguarding</b>				
<b>Partnership / Single Agency</b> PCC (CSC)	<b>Accountable CT Member</b> John Richards	<b>Strategic Lead Officer</b> Peter Hayward	<b>Current Overall</b> <b>RAG</b>	<b>Green</b>

**Ofsted Recommendation: Improve the quality and timeliness of assessments ensuring they robustly and accurately identify risk and protective factors and identify the individual needs of children and young people**

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.1.1	Increase capacity within the Referral and Assessment Team.	MW	Replace interim R&A management team with substantive experienced service and team managers	February 2010	Action Completed	Green
		MW	Increase compliment of senior practitioners in order to enhance practitioner capacity	February 2010	Action Completed	Green
		MW	Increase number of social workers within R&A by introduction of agency and locum arrangements	February 2010	Action Completed	Green
		LH	Introduce increased business support capacity in transition to paperless working (ref. Objective1.3)	Jan 2010	Action Completed – additional capacity in place	Green
1.1.2	Review and consolidate staffing arrangements by reduced reliance upon agency and locum workers.	PH	Rolling programme of recruitment including: - Social Worker and team manager appointments	Early April 2010.	Action Completed	Green
			- Further Social Worker Interviews	22.4.10	2 Social Workers appointed	Green
			- Further Team Manager Interviews	23.4.10	Complete	Green
			- Additional adverts placed	End May 2010		
1.1.3	Review case load capacity, workforce etc (ref.	JS	See Objective 1.6	End June		

<b>Ofsted Recommendation: Improve the quality and timeliness of assessments ensuring they robustly and accurately identify risk and protective factors and identify the individual needs of children and young people</b>						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
	Objective 1.6) in R&A			2010		
1.1.4	Develop a rolling programme of actions to raise the standards of assessments	PH	Develop action plan for 2010/11	End May 2010		
		GM	Audit of Initial Assessments	End May 2010	Audit started.	
		PH	Develop team training	Tbc in action plan – July?		
			Start programme of refresher training	Tbc in action plan- Sept?		
1.1.5	Improve the quality of referral taking	PH	Undertake training of referral takers	End June 2010		
1.1.6	Ensure processes are adhered to within timescales	PH	Monitoring of key performance indicators by team managers at weekly metrics meeting	Weekly	Ongoing	Green
		GM	Audit of Initial Assessments	End May 2010	Audit started	
			Audit to SC Management Team	16 June 2010		
			Audit to PSCB QA Group	27 July 2010		

<b>Ofsted Recommendation: Ensure that Section 47 investigations and enquiries are timely and include evidence of historical concerns and a clear record of the strategy discussions</b>						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.1.7	Develop a rolling programme of actions to raise the standards of assessments (see 1.1.5)		See 1.1.5			
1.1.8	Undertake programme of audits to ensure quality of S47 investigations	GM	Audit Section 47 discussions and strategy enquiry	May 2010	Audit Started	
			Audit to SC Management Team	16 June 2010		
			Audit to PSCB QA Group	27 July 2010		

Additional Actions						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.1.9	Undertake programme of audits to ensure quality and timeliness	GM	Audit of Initial CP Conference Audit to SCMT Audit to PSCB QA Group	June 2010 15 July 2010 27 July 2010		
		GM	Audit of first review CP Conference Audit to SCMT Audit to PSCB QA Group	June 2010 15 July 2010 27 July 2010		
		GM	Audit of second and subsequent CP Conferences Audit to SCMT  Audit to PSCB QA Group	July/August 2010 18 August 2010 28 September 2010		
		GM	Audit of Core Groups and CPP Audit to SCMT Audit to PSCB QA Group	July/August 18 August 28 September		

Monitoring				
Key Target	Baseline (March 2010)	Target	Latest Performance	RAG
NI 59 – Initial Assessments Completed in Timescales	65%	90%	52.5% - May 10*	Red
NI 60- Core Assessments Completed in Timescales	63.9%	80%	71.1% - May 10	Red
NI 65 – Children subject to a CP Plan for 2 <sup>nd</sup> or subsequent time	13.9%	12%	3.1% - May 10	Green
NI 64 – CP Plans lasting two years or more	5.4%	3%	0% - May 10	Green
Core Assessments as % of Initial Assessments completed	31.1%		22.1%	
Other Monitoring Information / Evidence				

\* This reflects the backlog being out of time and showing up within the current statistics.

## Objective 1.2 – Ensure partnership arrangements are effective in safeguarding children and young people

<b>Partnership / Single Agency</b> PCC (CSC)	<b>Accountable CT Member</b> John Richards / Flick Schofield	<b>Strategic Lead Officer</b> Judy Jones / Lynn Chesterton	<b>Current Overall RAG</b>	<b>Amber</b>
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### Ofsted Recommendation: Ensure that all partners use effectively the escalation policy where referrals are not responded to appropriately.

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.2.1	Implementation of dedicated schools line to Social Care	PH	School line set up and communicated	November 2009	Completed and in place	Green
			Schools line evaluated and lessons learnt	June 2010		
1.2.2	PSCB reminded of necessity of case escalation (Jan 2010). Escalation policy re-drafted and presented to PSCB (March 2010). Final version for sign off at next PSCB meeting.	LC	Draft taken to PSCB for sign off  Policy implemented and published, copies distributed to partners.  Annual review of policy to ensure effectiveness	March 2010  June 2010  March 2011	Draft presented to PSCB but not accepted as needed strengthening. Work has been done .To return to PSCB 27 May	Amber
1.2.3	Letter to key stakeholders (schools, health and other CT Partners) re. escalation process	MW		February 2010	Completed	Green
1.2.4	Implement programme of communications re. escalation processes for all partners	LC/ JJ	Communication plan to be developed and implemented following PSCB sign off	June 2010		

**Ofsted Recommendation: Ensure that the PSCB effectively and rigorously monitors safeguarding and child protection and holds agencies to account to ensure actions are followed through, including actions from serious case reviews.**

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.2.5	Raise prominence of SCR action plans at Strategic Board level, enabling greater scrutiny – ensure a standing agenda item	JJ	Ownership of action plans at Board level rather than at the lower level General Issues Group	Completed – March 2010	This was raised at March meeting and it is agreed it will be a standing agenda item.	Green
1.2.6	Review and identify all SCR action plans for any outstanding actions and send to all relevant Partners.	JJ PP	Actions completed within timescales Agencies automatically submit evidence when actions completed	Completed. PP to approve by end of May 2010	Action Plans scrutinised and outstanding actions highlighted and sent to the relevant agencies requesting updates and evidence of actions completed	Green
1.2.7	Partners to consider and appraise the Strategic Board of current identified outstanding SCR actions and how and within what timescales these will be completed by the agency.	All	Clear explanation of why actions outstanding Statement of management action planned to complete Clarity of timescales for completion	20 May 2010 Information to be considered at Board Meeting 27 May 2010.	Relevant members are aware of the need to prepare for 27 May meeting	Amber
1.2.8	PSCB will keep a portfolio of actual evidence of completed actions by agencies before final sign off by the Board	JJ	Clarity of actions Confidence of PSCB and agency inspectorates	Completed – ongoing practice	Evidence of Completed actions being gathered some electronic some hard copies	Green
1.2.9	Partners to provide the PSCB with details of infrastructures/ processes currently in place within own agencies to monitor SCR actions	JJ	Strategic ownership of agency responsibilities/raising the profile  Effective monitoring of agency responsibilities at PSCB meetings	Details requested on 25 March 2010. Details to be provided- by 17 May 2010	Two responses only received. Neither complete Reminder e mail sent 18 May  Will be raised at meeting 27 May	Red
1.2.10	PSCB will receive data (Dashboard) re: Stay Safe NI's (and all relevant NI's) for each Board meeting, enabling scrutiny of performance against them. Initially the data will relate to CSC only. The PSCB is aware that Safeguarding data from all agencies where relevant also needs to be considered, however, the feasibility of this needs to be explored first.	QA	QA group able to monitor and bring any concerns to PSCB followed by audit if necessary  Effective on going monitoring of activity to reveal peaks and troughs  Agenda item for each PSCB meeting	Presentation to the Board of Dashboard on 27 May 2010	Presentation prepared for 27 May.  QA group meeting 18 May to begin to explore what partners can provide and to access what mechanisms are in place to incorporate other agency information into dashboard	Amber



<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
NI 68 Percentage of Referrals that go on to Initial Assessments	<b>53.3%</b>	<b>60%</b>	<b>43.3% - May 10</b>	<b>Red</b>
<b>Other Monitoring Information / Evidence</b>				
<ul style="list-style-type: none"> <li>- Partners within PSCB to review effectiveness of escalation policy.</li> <li>- Review of PSCB escalation policy after 12 months of implementation.</li> <li>- PSCB dashboard</li> <li>- PSCB Annual Report</li> </ul>				

### Objective 1.3 – Ensure there are effective systems in place to support safeguarding practice

Partnership / Single Agency PCC (CSC)	Accountable CT Member John Richards	Strategic Lead Officer Elaine Alexander / Peter Haywood	Current Overall <b>RAG</b>	Green
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#### Ofsted Recommendation: Ensure that sound managerial decision making and oversight in all cases are clearly recorded on all case files on the electronic system.

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.3.1	Sign off by DLT of business case for new ICMS	EA	Complete initial scoping exercise	December 2009	Completed and signed off by DLT	Green
1.3.2	Stabilise the RAISE application to ensure a reliable and robust platform is available through the ICMS procurement process.	MR / EA	Purchase of new server infrastructure to improve stability and availability of system.	15 May 2010	Complete	Green
		MR / EA	Delivery and Install	31 May 2010		
1.3.3	Complete the information gathering phase of the ICMS procurement.	SB	Stakeholder Engagement and Interviews	June 2010	Ongoing – many completed.	Green
		NB	Development of procurement strategy and selection of route to market	30 March 2010	Complete	Green
		NB	Consultation and creation of specification	June 2010		
		NB	Develop evaluation criteria, pricing matrix, establish evaluation panel etc.	June 2010		
		NB	Issue of Tender to Bidders	July 2010		
1.3.4	Continue through procurement process and implement	EA	Receipt of Tenders	Sept 2010		
		JL	Contract Award	Nov 2010		
		EA	Implementation and roll out	From Dec 2010		

Ofsted Recommendation: Ensure that there is a single record for each child which contains a complete chronology						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.3.5	Issue management instructions and reminders re. requirements relating to recording	PH	Issue highlighted at 3Ms Meeting	Feb 2010	Complete	Green
		LH	Re-issue guidance about completion of chronologies to social workers	June 2010	Complete	Green
1.3.6	Ensure completion of chronologies	PH	Team Managers to audit file at point of transfer / closure.	From Feb 2010	Complete	Green
			IA Audit to include investigation of chronology (see 1.15)	May 2010		

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Monitoring				
Key Target	Baseline (March 2010)	Target	Latest Performance	RAG
Core Assessments as a percentage of Initial Assessments Completed	31.1%		22.1% - May 10	
NI 67 Reviews of Child Protection Cases within Timescales	100%	100%	100% - May 10	Green
NI 68 Percentage of Referrals that go on to Initial Assessments	53.3%	60%	43.3% - May 10	Red
Other Monitoring Information / Evidence				
Outcome of IA Audit Team managers auditing				

## Objective 1.4 – Ensure effective supervision and management of social workers

Partnership / Single Agency PCC (CSC)	Accountable CT Member John Richards	Strategic Lead Officer Ann Garratt	Current Overall <b>RAG</b>	Green
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### Ofsted Recommendation: Ensure that staff receive regular reflective and outcome focused supervision in line with policy requirements and that supervision on individual cases is recorded on the electronic recording system.

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.4.1	Review and update the supervision policy	AG	Sign off by DLT  Implementation and communication of new policy to team managers and social workers	21 April 2010  June 2010	Signed off by DLT  Presented to SCMT May 2010	Green
1.4.2	Undertake supervision audit – develop post audit action plan	GM	Undertake supervision audit (to include checking of electronic recording system)  Audit to SCMT  Audit to PSCB QA Group	June 2010  14 July 2010  27 July 2010		
1.4.3	Management development programme to build on existing training delivery.	AG/ GM	Management development programme completed  Roll out across Tier 4  Evaluation of management development programme to feed into 2011 programme	July 2010  July – December 2010  January 2010		
1.4.4	Roll out of new PDR (Personal Development Review) process across Children's Social Care (and Children's Services)	Colin Wilson	Tier 2,3, 4 training  PDRs to be completed – signed off by higher tier manager.	May 2010  September 2010	Completed	Green

<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
<b>Other Monitoring Information / Evidence</b>				
Review and evaluation of management development programme Audit of Supervision				

## Objective 1.5 – Ensure the delivery of effective performance management and quality assurance across the Children's Trust

Partnership / Single Agency Children's Trust	Accountable CT Member John Richards	Strategic Lead Officer Anne Garratt / Elaine Alexander	Current Overall <b>RAG</b>	Green
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### Ofsted Recommendation: Ensure the quality of social work responsiveness, assessment and case planning through effective and systematic audit, performance monitoring and evaluation

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.5.1	Revise audit programme using newly available systems			Complete - March 2010	Complete	Green
1.5.2	Deliver rolling programme of audits to ensure quality of social work outcomes: Including:		IA Audit Section 47 Audit CP Conference Audit Supervision Audit Care Planning Audit	May 2010 May 2010 June 2010 June 2010 September 2010		
1.5.3	Ensuring effective divisional performance management arrangements		Metrics meetings monitoring performance on a weekly basis.	Ongoing		
			Monthly overview of performance across social care using Green Book	First for 2010 in May 2010	Complete	Green
1.5.4	Ensuring effective departmental performance management arrangements	MR	New Performance Dashboard launched at DLT	May 2010	Completed	Green
		MR	Dashboard launched at EDLT	21 May 2010		
		JR	DSIB to provide close focus on social care performance	Monthly DSIB meetings		

Ofsted Recommendation: Ensure that action plans are put in place to address practice deficits identified in audits and that progress on these action plans is monitored robustly						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.5.5	Ensure Audits are reported, monitored and scrutinised in the correct arenas.		Agree process for monitoring, scrutinising and reviewing audit arrangements (i.e. PSCB QA group, SCMT and 3Ms Meetings for implementation)  See 1.1.11 for example dates.	March 2010	Complete	Green

Ofsted Recommendation: Ensure systematic evaluation of projects and initiatives, including the CAF, and that this informs service development.						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.5.6	Develop framework for the evaluation of projects, linked to strengthened 'PRINCE 2' project management arrangements within CS	EF	BSL to conduct scoping exercise relating to the development of a project office to more effectively manage and monitor projects.	April 2010	Completed	Green
			Recruit experienced project managers to push forward key deliverables	May 2010	Underway.	
			Implement a new approach to project management across Children's Services including more robust implementation and training plans for each project.	September 2010		
			Implement PRINCE II methodology for benefits realisation (including measuring outcomes)	September 2010		
			Develop a Training Plan to support staff to identify, initiate and manage projects, including benefits realisation.	April 2010 (complete)		

Ofsted Recommendation: Ensure systematic evaluation of projects and initiatives, including the CAF, and that this informs service development.						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
			Implementation of training	September 2010		
1.5.7	Develop systematic and consistent process of self evaluation of services across the Children's Trust	SS	Linking to the development of the new style CYPP develop a process of ongoing self-assessment of initiatives, action and partnership working linked to the revised CYPP priorities.	April 2011		
1.5.8	Continue to develop and strengthen commissioning monitoring arrangements (including those for Joint Commissioning through the Children's Trust)	ST	Contracts workbook to be rolled out across CS	September 2010	Draft workbooks developed.	
			New suite of contracts developed, including new monitoring clauses – providers contractually obliged to return monitoring information	April 2010	Complete	Green
			Development of CS Departmental Contracts Register to ensure commissioned services deliver required impact on outcomes.	September 2010		
			Incorporation of CAF monitoring within commissioning contract monitoring	June 2010	Information received from CAF co-ordinators to feed into monitoring.	
1.5.9	Ensure effective evaluation of the CAF	RR	Provide permanent citywide quality assurance and support for the CAF (CAF Co-ordinators) through Transforming Children's Services	September 2010		
		CAF Co-ordinators	Undertake evaluation of referrals Embed Quality Assurance Framework	May 2010 June 2010		



<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
<b>Other Monitoring Information / Evidence</b>				
Monitoring of audits and action plans as outlined above.				

## Objective 1.6 – Ensure sufficient staffing capacity across social care

Partnership / Single Agency PCC (CSC)	Accountable CT Member John Richards	Strategic Lead Officer Jenny Sergeant	Current Overall RAG	Green
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### Ofsted Recommendation: Ensure that there are sufficient social workers and team managers within children's social care to enable manageable caseloads.

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.6.1	Re-enforce effective mechanisms for recruitment of social workers and managers building upon the success of the existing recruitment and retention strategy	JB		Complete	Rolling programme of activity including open recruitment, PQ training, creative advertising and NQSW support. Anticipating 19 NQSWs in post by November 2010.	Green
1.6.2	Undertake capacity analysis of Social Workers to plan recruitment and retention of sufficient numbers of Social Workers for 2010 – 2013	JS	Scope resource requirements and identify budget to implement action  Undertake capacity analysis  Undertake impact analysis of current Social Work retention strategy  Undertake annual review of capacity of Social Workers to ensure that three year plans of projections for staffing account and is flexible to respond to requirements resulting from national or local policy developments	End June 2010  August 2010  August 2010  Annually from April 2011		
1.6.3	Introduce succession planning for management posts within Children's Social Care at team and service manager levels	JB	Acting Service Managers appointed  Seven Managers appointed, including five internal appointments  Develop programme of support for new appointees	Feb 2010  15 May 2010  June 2010	Complete Complete	

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			<p>Develop long term succession strategy:</p> <ul style="list-style-type: none"> <li>Undertake research and analysis of existing team and service managers and from exit interviews from those roles over past 24 months</li> <li>Develop plans for succession planning</li> <li>Cost and secure budget to fund implementation of plan</li> <li>DLT sign off</li> <li>Implementation of long term succession planning to key roles in Social Care</li> </ul>	<p>Mid July 2010</p> <p>Mid July 2010 End July 2010 28 July 2010 August 2010</p>		
1.6.4	Ensure social care workforce development needs embedded within Children's Trust Workforce Development Strategy	JS	<ul style="list-style-type: none"> <li>Embed Social Care Social Worker recruitment targets in local Workforce Strategy</li> <li>Bi-monthly reporting to Social Care Senior Management team on vacancy rates and recruitment activity</li> </ul>	<p>Aug 2010</p> <p>Started– first reported on 12<sup>th</sup> May</p>	Agreed bi-monthly reporting to Social Care management team	

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Monitoring				
Key Target	Baseline (March 2010)	Target	Latest Performance	RAG
Vacancy rate of social care staff	12.2%		11.5% - May 10	
% CIN allocated to a worker	89.2%		87.7% - May 10	
% CIN allocated to a Qualified Social Worker	54.9%		65.3% - May 10	
% CiC allocated to a QSW	99.3%		98% - May 10	
Care Leavers with a personal adviser	99.3%		95.5% - April 10 (This equates to 7 care leavers not allocated)	
% CwD allocated to a worker	95.1%		91.3% - May 10	

**Objective 1.7: Ensure that arrangements to identify, and support children affected by domestic violence are robust (including MAPPA arrangements)**

<b>Partnership / Single Agency</b> Children's Trust	<b>Accountable CT Members</b> Andy Hebb / Mark Wheeler / Andy Brunt (through Stay Safe Partnership)	<b>Strategic Lead Officer</b> Peter Hayward	<b>Current Overall RAG</b>	<b>Green</b>
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Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
1.7.1	Ensure all DV referrals are recorded on RAISE	PH	Staff instruction issued	March 2010	Complete	Green
		PH	Reviewed in weekly metrics meetings (re. referrals that go on to IAs)	April 2010	Complete	Green
		MR	Raise database developed to ensure differentiation between contact and referral	May 2010	Complete	Green
1.7.2	Ensure MARAC effectively addresses the outcomes for children affected by DV	PH	Establish working group from the current MARAC membership to make recommendations re. improving effectiveness of MARAC	July 2010		
		PH	Work with Safer Peterborough Partnership to implement recommendations	September 2010		
		PH	Reviewed and identified nominated team manager with responsibility for attending MARAC	March 2010	Completed	Green
1.7.3	Contact to be made by R&A service manager with police colleagues to discuss and agree which DV cases should be referred and written guidance to be produced	PH		June 2010		

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<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
<b>Other Monitoring Information / Evidence</b>				
Monitored through Safer Peterborough Partnership's ongoing monitoring of DV				

## Objective 1.8: Ensure there is a robust and co-ordinated approach to identifying and supporting children missing from education

<b>Partnership / Single Agency</b> Children's Trust		<b>Accountable CT Members</b> Andy Hebb / Mark Wheeler / Andrew Brunt (Stay Safe Partnership)		<b>Strategic Lead Officer</b> Tricia Keogh		<b>Current Overall RAG</b>	<b>Green</b>
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG	
1.8.1	Produce new updated procedures and liaise with Young Runaways project	TK JS	<ul style="list-style-type: none"> <li>- Research latest DfE guidance</li> <li>- Produce and embed new procedures</li> <li>- Monthly uploads and downloads to Lost Pupil Database</li> <li>- Accurate, verifiable and current figures of CME to be available</li> <li>- Monthly monitoring of CME figure by Strategic Lead</li> <li>- Termly reporting of CME figure to Learning and Skills AD and Children's Trust</li> </ul>	June 2010  Monthly  Monthly  Termly	Meeting has taken place with Young runaways lead Latest guidance has been researched Revised Draft procedures almost complete Existing CME office procedures being followed and the s2s being administered	Green	
1.8.2	Nominate person who will also be young Runaways link	TK JS JH	<p>Agree with Young Runaways lead, in which team the contact person should be located</p> <p>Meet with identified team lead, identify person and agree protocol between teams</p>	May 2010	Team has been agreed and meeting has taken place with team leader. Person has been identified in Young People's Service. Protocol due to be agreed end May 2010.	Green	
1.8.3	Arrange for any CME backlog to be addressed		All outstanding visits to last known addresses to be completed Substantive post holder will carry out checking visits from September 2010	May 2010 to July 2010 thereafter as necessary	Funding agreed with AD Learning and Skills and person identified to make visits to try and ascertain whereabouts of young people	Green	
1.8.4	Information exchange between health and LA Learning and Skills Service	Designated health staff	Information sharing between health and education when children who have no school place become known to health e.g. through attendance at A and E department, clinics, or other health professionals	As necessary throughout the year	This information sharing exists with contact being made by health professionals	Green	

	System in place to check if children have not taken up places allocated at primary school entry and secondary school transfer	BC	The Choice Adviser carries out this monitoring at key times during the year	June – October yearly	Choice Adviser is currently advising parents who have not been allocated the school of their choice to ensure child begins at a school at beginning of new school year	
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Monitoring				
Key Target	Baseline (March 2010)	Target	Latest Performance	RAG
Other Monitoring Information / Evidence				
Monthly monitoring through CME Monitoring Sheet which records: status of all CME (e.g. changed schools within P'boro, Moved Abroad; Elective Home Educated; CME etc), outcomes of referrals etc.				

**Objective 1.9 Deliver systematic reporting to PCT Board to ensure sufficient assurance is provided and scrutiny given in respect of the safeguarding children agenda.**

Partnership / Single Agency Children's Trust		Accountable CT Member Andy Liggins		Strategic Lead Officer		Current Overall RAG	Green
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG	
1.9.1	Ensure safeguarding children reports are presented to Board quarterly.			7 July 2010	'Safeguarding Children' agreed as an agenda item for the 7 July 2010 Board meeting and quarterly thereafter.	Green	
1.9.2	Improve the content of the report to include standing items such as training data, national developments and learning from serious case reviews locally and nationally.		First submission date for the new quarterly report to Board.	7 July 2010 25 June 2010	The content and structure of this Board report is currently being developed. Deadline for its first submission is 25 June.		
1.9.3	Ensure all Board members and have received safeguarding children awareness training.		Board report to refer to the need for this audit and request Board commitment to this.  Formal request to be submitted to each Board member for details on their training status, along with instructions on how to access training if currently insufficiently trained.  Reminder of the 30/9 deadline to be sent to those Board members still needing to be trained.	30 September 2010 7 July 2010 8 July 2010 31 August 2010	Action to commence in June.		

**Monitoring**

Key Target	Baseline	Target	Latest	RAG
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	(March 2010)		Performance	
<b>Other Monitoring Information / Evidence</b>				
PCT board agendas / minutes				

**Objective 1.10 Ensure all commissioned and provided services meet appropriate national and PSCB standards for safeguarding children training.**

Partnership / Single Agency Children's Trust		Accountable CT Member Andy Liggins		Strategic Lead Officer		Current Overall RAG		Amber	
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG			
1.10.1	Ensure all managers within NHSP and PCS have submitted their outstanding safeguarding children training audit.		<p>Submit a formal requirement to PCS for assurance that all staff have received an appropriate level of safeguarding training and a commitment from PCS that any insufficiently trained staff will have been booked on appropriate training by 30 June 2010</p> <p>Request to be sent to all NHSP managers for information on the number of staff identified as requiring safeguarding children training, at which level, and that any insufficiently trained staff will have been booked on appropriate training by 30 June 2010</p> <p>Submission deadline for PCS and NHSP.</p>	<p>30 June 2010</p> <p>24 May 2010</p> <p>30 June 2010</p> <p>24 May 2010</p> <p>30 June 2010</p> <p>7 June 2010</p>	Capacity issues have prevented this action being progressed since the inspection. In light of this and a poor return rate for the original audit, NHSP will resume collection of this information within its own organisation and submit a direct requirement to PCS to conduct this audit themselves, with a two week turnaround time for reporting back to NHSP.	Amber			
1.10.2	Conduct an audit to capture the safeguarding children training status of staff within GP practices.		<p>Submit a formal request to all GP practices, dental surgeries, pharmacies and optometrists for assurance that all staff have received an appropriate level of safeguarding training and a commitment from each provider to</p>	<p>31 July 2010</p> <p>11 June 2010</p>	<p>To commence in June.</p> <p>Note that this action has been expanded to cover all four groups of primary care independent contractors.</p>				

			ensure that all insufficiently trained staff have booked appropriate training by 31 July will also be required.	31 July 2010		
			Submission deadline for all primary care contractors.	16 July 2010		
1.10.3	Provide assurance to the NHSP Board and PSCB on staff training across health services		Assurance to be provided in the second quarterly safeguarding children update to the NSP Board.	31 October 2010		
			Subsequent assurance to be given to the PSCB.	6 October 2010		
1.10.4	Assess the feasibility of centralising staff training data within NHSP to allow easier reporting to Board.		Completion of scoping work needs to be considered as part of the PCT turnaround and Transforming Community Services project.	31 May 2010	Alternative options require further exploration before a final proposal can be submitted to senior management. We are therefore unable to meet the original timescale of 31/5 and will now working to a target date of 30/6 for the scoping work.	Amber
				30 June 2010		
1.10.5	Review standard contract and SLA templates to ensure they reflect safeguarding children training requirements within commissioned and provided services.		Meeting date with Contracts Manager to review current templates and agree any necessary changes.	31 May 2010	Meeting booked with NHSP Contracts Manager to look at the contract/SLA documents currently in use.	
				21 May 2010		
1.10.6	Ensure safeguarding children training is reviewed as part of regular contract monitoring.		Book meeting with NHSP Contracts Team to review existing contract and performance monitoring processes.	30 September 2010	Action to commence in August	
				1 August 2010		

<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
<b>Other Monitoring Information / Evidence</b>				

## Children in Care Objectives

<b>Objective 2.1 Ensure Planning and Reviews for Children in Care and Care Leavers is Effective</b>				
<b>Partnership / Single Agency</b> PCC (CSC)	<b>Accountable CT Member</b> John Richards	<b>Strategic Lead Officer</b> Michelle O'Connor / Brian Roberts	<b>Current Overall RAG</b>	<b>Green</b>

<b>Ofsted Recommendation: Ensure life story work is completed in a timely manner.</b>						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
2.1.1	Commission Faith in Families and St Francis to undertake life story work	AG	Commission services	February 2010	Complete	Green
			Service delivery completed	June 2010		
2.1.2	Offer social workers training in the completion story work	AG	Liaise with workforce development team to ensure training to social workers is available	October 2010		
			Training delivered	January 2011		
			Evaluation and Review of Training	March 2011		
2.1.3	Conduct audit to ensure life story work is completed to high quality and in a timely manner.	GM	Case Tracking Audits – rolling programme of 10 cases every month	April 2010	Complete	Green
			Children in Care and Care Planning Audit	Sept 2010		

<b>Ofsted Recommendation: Ensure pathway plans are specific in how young people will achieve their objectives</b>						
Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
2.1.4	Implement process to ensure pathway plans are approved and signed by team manager to assure quality.	MO C	Management instruction to ensure pathway plans are regularly discussed and evaluated as part of monthly supervision. Communicated to staff.  Health and education professionals are involved in the relevant sections of the pathway plan	April 2010	Complete – Implemented and Ongoing	Green

		MO C	Hold Away Day training focussing upon quality of pathway plans	10 June 2010		
2.1.5	Regular auditing of pathway plans by service manager.		Service manager to audit four pathway plans per month  Service manager to provide feedback through supervision process.	April 2010	Complete – Implemented and Ongoing  Pathway plan auditing has begun and feedback will given in supervision	Green
2.1.6	Independent audit of pathway plans as part of ongoing audit programme		IRO's and QA co ordinator to feed back any issues with pathway plans to team manager  Care Planning Audits  Monthly case tracking by QA Co-ordinator  Service manager to attend meeting with IRO's to review quality of pathway plans	As required  September 2010  April 2010  8 June 2010	In place and ongoing.	

<b>Additional Actions – Ensure children in care's Personal Education Plans are relevant and effective, with clear and appropriate objectives.</b>						
<b>Ref:</b>	<b>Key Action</b>	<b>Lead</b>	<b>Milestones</b>	<b>Completion Date</b>	<b>Update Commentary – May 2010</b>	<b>RAG</b>
2.1.7	Develop new PEP policy, documents and process.	BR	New PEP documents and policy document prepared and offered to partners for consultation before final documents agreed	January 2010	Completed	Green
		BR	New PEP process initiated for all new CiC and as PEP reviews are scheduled	April 2010	Completed	Green
2.1.8	Deliver a range of training to support the implementation of new PEP process	BR	Deliver 4 sessions of training to DTCiC in Peterborough Schools	February / March	Completed	Green
	Training to DTCiC in Peterborough Schools	BR	7 Schools visited by advisory teachers March as catch up	March	Completed	Green

		BR	Training for Foster Carers	Feb/March	Completed	Green
		BR	Hold catch up sessions for foster carers – embedded within induction standards	As required – through induction process		
		BR	Social Workers Training	June 2010		
2.1.9	Continuous PEP Quality Assessment of process by ETCIC and Independent Reviewing Officers (IRO's)	BR	- IROs examining quality of PEP - Advisory teachers looking at quality.	From April 2010	Underway	Green
2.1.10	Formal review of PEP's and PEP process	BR	BR to review, including examining reviews from IROs, sample review of PEPs, consultation with key stakeholders etc	Oct 2010 (interim) April 2011		
2.1.11	Work with new case management system specification to ensure it supports the recording of PEPs, production of templates etc.	BR		Dec 2010		

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<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
NI 66 Timeliness of Reviews of CiC	<b>96.6%</b>	<b>95%</b>	<b>97.1% - May 10</b>	<b>Green</b>
% Eligible, relevant and former care leavers with a Pathway Plan	<b>96.2%</b>		<b>96.2% - April 10</b>	<b>Green</b>
% Pathway Plans reviewed within timescales	<b>94.7%</b>		<b>94.7% - April 10</b>	<b>Green</b>
<b>Other Monitoring Information / Evidence</b>				
Review of PEP process. Monthly Case Tracking Audits				

**Objective 2.2 Ensure that there is comprehensive Child and Adolescent Mental Health Service provision for looked after children and young people and that this provision and thresholds are known to professionals.**

Partnership / Single Agency Children's Trust	Accountable CT Member John Richards	Strategic Lead Officer Sherry Touray – through CAMHS Partnership / Be Healthy	Current Overall <b>RAG</b>	Green
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**Ofsted Recommendation - Ensure that there is comprehensive Child and Adolescent Mental Health Service provision for looked after children and young people and that this provision and thresholds are known to professionals.**

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
2.2.1	Commission comprehensive CAMHS provision for children in care	ST	Identification of budget and outcomes for service to be commissioned	06/04/10	Action Completed	
		ST	Service specification developed and signed off by Head of Social Care	23/04/10	Action Completed	
		ST	Tender advertised and assessment panel of Michelle O'Connor, TJ Trambadia and Sian Peer pulled together	30/04/10	Action Completed	
		ST	Service commissioned	07/05/10	Action Completed	
		ST	Service commence delivery including disseminating information about service, thresholds etc to relevant professionals	28/05/10	Action on course to be completed as contract mobilised	
		ST	Quarterly monitoring reviewed to ensure outcomes delivered as commissioned	Quarterly throughout life of contract		
2.2.2	Commission early intervention and prevention service for CiC	ST	Early Intervention and prevention service for children in care commissioned	1/6/10	Action on course to be completed	
		ST	Quarterly monitoring reviewed to ensure outcomes delivered as commissioned	Quarterly throughout life of contract		



<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
NI 58 Emotional Health of CiC	<b>20</b>	<b>15</b>		
<b>Other Monitoring Information / Evidence</b>				
Regular monitoring through established quarterly contract monitoring arrangements. Elements monitored include: <ul style="list-style-type: none"> <li>- Budget / Best Value</li> <li>- Outcomes (Service Impact)</li> <li>- Outputs (e.g. Volumes)</li> </ul>				

**Objective 2.3 Ensure looked after children and young people are fully aware of the complaints procedure, how to access it and the availability of advocates should they require support**

Partnership / Single Agency PCC (CSC)	Accountable CT Member John Richards	Strategic Lead Officer Michelle O'Connor	Current Overall RAG	Green
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**Ofsted Recommendation - Ensure looked after children and young people are fully aware of the complaints procedure, how to access it and the availability of advocates should they require support**

Ref:	Key Action	Lead	Milestones	Completion Date	Update Commentary – May 2010	RAG
2.3.1	Ensure social workers have an increased awareness of advocacy services and are able to empower young people to access services,		NYAS to run a training session for social workers re advocacy services	26 April	Training completed	Green
2.3.2	Ensure all workers develop links with NYAS		NYAS invited to team meetings	May 2010	Ongoing programme of Nyas attending meetings	Green
2.3.3	Ensure IRO's continue to discuss complaints and advocacy with young people at all child care reviews		Undertake periodic review of CCR minutes to ensure complaints and advocacy discussed.	Ongoing		
2.3.4	Ensure foster carers and residential establishments have information to assist young people in making complaints		Liaise with residential establishments to ensure regularly advocacy visits.	May 2010	Completed	Green
			Management instruction to ensure support workers are supplied with advocacy information – monitored through QA audits of fostering case files.	June 2010		
2.3.5	Ensure that foster carers receive training in how to assist young people to make complaints		Through review of foster care training programme, ensure complaints training made available	July 2010		
			New training commences	January 2011		
			Conduct evaluation/review of training to ensure meets needs.	March 2011		
2.3.6	Children in care council to be consulted to		Produce new age appropriate	February 2011		

	ensure that information is young person friendly.		information leaflets produced.  Information leaflets given to all young people in care.	April 2011		
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<b>Monitoring</b>				
<b>Key Target</b>	<b>Baseline (March 2010)</b>	<b>Target</b>	<b>Latest Performance</b>	<b>RAG</b>
% foster carers who have received training in how to assist young people to make complaints		20% foster carers trained by April 11. Rolling programme to eventually ensure all carers are trained		
<b>Other Monitoring Information / Evidence</b>				
<ul style="list-style-type: none"> <li>- Completion of NYAS Training Sessions.</li> <li>- IRO's discussions re. complaints and advocacy to be monitored at all CCR's.</li> <li>- Survey – to ensure foster carers are aware of advocacy services and complaints procedures</li> </ul>				

## APPENDIX 1

### Safeguarding and Children in Care Project Management Board

#### Terms of Reference

##### (i) Purpose

To oversee the development and delivery of Peterborough's Safeguarding and Children in Care (CiC) Post-Inspection Action Plan.

To provide challenge and scrutiny to ensure full compliance with the Ofsted Recommendations outlined within their Safeguarding and CiC Inspection Report.

##### (ii) Terms of Reference

The Project Management Board will:

- To jointly agree and sign-off the detail of the Action Plan developed in response to the Ofsted Inspection of Safeguarding and Children in Care.
- Undertake monitoring and challenge of the Action Plan through the receipt of monthly highlight reports, analysis of the inspection data set and the receipt of verbal reports as required.
- To monitor and manage all key risks and issues related to the implementation of the Action Plan.
- To identify and address any financial implications resulting from the Action Plan
- To report progress on the Action Plan to Cabinet, Scrutiny and the Children's Trust as appropriate
- To escalate issues of concern in the appropriate way (including with partner agencies)
- To oversee key communications in relation to the post inspection Action Plan

##### (iii) Membership

The Project Management Board will operate via the membership listed below while sustaining communication with wider stakeholders as required.

Membership will include:

- Chief Executive, Peterborough City Council (Chair)
- Director Children's Services (Deputy Chair)
- Lead Member for Children's Services
- Lead Member for Education, University and Skills
- Director, Public Health, NHS Peterborough
- Children and Learners Strategic Adviser, GO-East

- Chair, Safeguarding Children Board
- Assistant Director, Children's Social Care

**(v) Accountability**

The Project Management Board will report on progress to the Children's Trust and Inequalities and Overview Scrutiny Panel (through the Deputy Chair) and, where appropriate, to Cabinet (through the Chair).

**(vi) Frequency of Meetings**

The Project Management Board will meet monthly starting in May 2010, for a period of not less than six months. Thereafter, meetings will be held as required by determination of the Chair and Deputy Chair.

Agendas and supporting documents will be produced and circulated within five working days of the meeting.

Discussions taking place at Project Management Board meetings will be recorded and copies circulated to all parties and submitted to the next meeting for approval as a true and accurate record.

Administration support will be provided by the Personal Manager to the Director of Children's Services.

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