



Appendix: Peterborough Children's Trust

Children's Trust Safeguarding and Children in Care Development Plan

Update Report

December 2010

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Introduction

This report provides an update on progress achieved in delivering the Safeguarding and Children in Care Development Plan (which incorporated the recommendations identified by Ofsted following their inspection in March 2010).

The plan is structured in the following way:

- Section 1 – Summary of progress in addressing key performance targets
- Section 2 – Summary of progress in addressing key areas of improvement
- Section 3 – Additional areas of planned improvement activity
- Section 4 – Glossary

Section 1: Performance Summary

This section provides an overview of performance since April 2010 in areas of key performance identified within Peterborough's Notice to Improve.

1. Initial Assessments Within Timescale

The notice to improve target is to achieve 70% of IAs within timescale in December 2010 and 75% in timescale cumulative between 1 July 2010 and 31 March 2011.

| Month | 2010/11 (Cumulative) | | | 2010/11 (Monthly) | | | Cumulative from 1 July 2010 |
|-------|----------------------|----------------------------------|---------------------------|-------------------|-------------------------------|-----------|-----------------------------|
| | Cumulative Completed | Cumulative Completed within time | Cumulative Year to Date % | Monthly Completed | Monthly Completed within time | Monthly % | |
| Apr | 124 | 57 | 45.9% | 124 | 57 | 45.9% | |
| May | 234 | 126 | 53.8% | 110 | 69 | 64.0% | |
| Jun | 470 | 239 | 50.8% | 236 | 113 | 48.1% | |
| Jul | 566 | 329 | 58.1% | 96 | 90 | 93.7% | 93.75% |
| Aug | 642 | 392 | 61.0% | 76 | 63 | 84.0% | 88.95% |
| Sep | 734 | 478 | 65.1% | 92 | 86 | 93.3% | 90.53% |
| Oct | 827 | 551 | 66.6% | 93 | 73 | 79.3% | 87.39% |
| Nov | 964 | 666 | 69.0% | 137 | 115 | 83.9% | 86.43% |
| Dec | | | | | | | |
| Jan | | | | | | | |
| Feb | | | | | | | |
| Mar | | | | | | | |

Comments: This indicator is monitored daily by Team Managers and Service Managers and scrutinised each week at the weekly Metrics Meeting. To ensure that this indicator remains on target and all Initial Assessments are allocated in a timely way, this level of scrutiny will continue. A successful policy of allocating all referrals by the end of each working day has helped improve timeliness. There has been a slight dip in performance reflecting a period of extended leave (six weeks) for a team manager and a period of absence for a service manager. However, action is being taken to restore performance to previous levels.

2. Core Assessments Within Timescale

The notice to improve target is to achieve 75% of CAs within timescale in December 2010 and 80% in timescale cumulative between 1 July 2010 and 31 March 2011.

| Month | 2010/11 (Cumulative) | | | 2010/11 (Monthly) | | | Cumulative from 1 July 2010 |
|-------|----------------------|----------------------------------|---------------------------|-------------------|-------------------------------|-----------|-----------------------------|
| | Cumulative Completed | Cumulative Completed within time | Cumulative Year to Date % | Monthly Completed | Monthly Completed within time | Monthly % | |
| Apr | 28 | 24 | 85.7% | 28 | 24 | 85.7% | |
| May | 56 | 46 | 71.1% | 28 | 22 | 75.0% | |
| Jun | 195 | 107 | 35.1% | 139 | 61 | 40.3% | |
| Jul | 234 | 145 | 60.0% | 39 | 38 | 100.0% | 97.43% |
| Aug | 281 | 188 | 63.2% | 47 | 43 | 86.8% | 91.48% |
| Sep | 330 | 230 | 68.2% | 49 | 42 | 82.5% | 91.11% |
| Oct | 348 | 243 | 69.8% | 18 | 13 | 72.2% | 88.88% |
| Nov | 380 | 264 | 69.5% | 32 | 21 | 65.6% | 84.86% |
| Dec | | | | | | | |
| Jan | | | | | | | |
| Feb | | | | | | | |
| Mar | | | | | | | |

Comments: As with Initial Assessments, Core Assessments all monitored daily by Team Managers and Service Managers and at the weekly Metrics Meeting. The recent dip in performance in this area has been addressed with staff and managers to ensure that this indicator remains on target. Team Managers are covering other Manager's leave.

3. % Referrals of Children to Children's Social Care going on to Initial Assessment

The notice to improve target is to ensure that the percentage of Referrals going on to IAs does not drop below 50% between July 2010 and March 2011.

| Month | 2010/11 (Cumulative) | | | 2010/11 (Monthly) | | |
|-------|--------------------------------|----------------------------|----------------|---------------------------|-----------------------|-----------|
| | Referrals started (cumulative) | IAs completed (cumulative) | % (cumulative) | Referrals started (month) | IAs completed (month) | % (month) |
| Apr | 180 | 122 | 67.8% | 180 | 122 | 67.8% |
| May | 326 | 226 | 69.3% | 146 | 104 | 71.2% |
| Jun | 489 | 346 | 70.8% | 163 | 120 | 73.6% |
| Jul | 621 | 443 | 71.3% | 132 | 97 | 73.5% |
| Aug | 732 | 517 | 70.6% | 111 | 74 | 66.7% |
| Sep | 840 | 606 | 72.1% | 108 | 89 | 82.4% |
| Oct | 961 | 704 | 73.3% | 121 | 98 | 81.0% |
| Nov | 1137 | 846 | 74.4% | 176 | 142 | 80.7% |
| Dec | | | | | | |
| Jan | | | | | | |
| Feb | | | | | | |
| Mar | | | | | | |

Comment: Work undertaken to ensure effective differentiation of contacts and referrals has improved performance in this area. The achievement against target is reviewed on a weekly basis at Metrics Meeting. Referral takers have been given additional training and guidance to ensure that referrals are appropriate and sufficiently detailed.

4. Social Worker Caseloads (R&A)

The notice to improve target is to ensure that no social workers have case loads exceeding 30 by December 2010, and that no social workers have caseloads exceeding 25 by March 2011.

| Month | No. SW exceeding target | Average (Mean) case load | Target Maximum |
|-------|-------------------------|--------------------------|----------------|
| Apr | | | |
| May | | | |
| Jun | | | |
| Jul | 2 | 22 | 30 |
| Aug | 2 | 22 | 30 |
| Sep | 3 | 21 | 30 |
| Oct | 2 | 26 | 30 |
| Nov | 1 | 19 | 30 |
| Dec | | | 30 |
| Jan | | | 25 |
| Feb | | | 25 |
| Mar | | | 25 |

Comments: This target will be achieved in the timescale set. As of the end of November, one worker currently has a caseload of more than 30 cases and a plan is in place to reduce this by 10 December. Management action has been taken to ensure case loads are manageable and that completed cases are closed in a timely manner. Given the necessary focus upon ensuring the backlog was cleared and in continuing to meet assessment timescales, it was necessary to manage the three individual's case loads separately to ensure delivery is maintained.

5. Social Care Vacancy Rate

The notice to improve target is to ensure that the social care vacancy rate does not exceed 8% by March 2011

| Month | Establishment FTE | FTE Vacancies | SW Vacancy Rate | SW Vacancy Rate (incl agency) | Target Maximum |
|-------|-------------------|---------------|-----------------|-------------------------------|----------------|
| Jun | 76.8 | 16 | 21% | 12% | 8% |
| Jul | 76.8 | 16 | 21% | 13% | 8% |
| Aug | 79.3 | 15 | 19% | 3% | 8% |
| Sep | 79.3 | 15 | 19% | 2% | 8% |
| Oct | 77.8 | 14 | 18% | 2% | 8% |
| Nov | 78.3 | 13.5 | 17% | 0% | 8% |
| Dec | | | | | 8% |
| Jan | | | | | 8% |
| Feb | | | | | 8% |
| Mar | | | | | 8% |

Comment: Concerted recruitment and retention work has ensured that vacancy rates have reduced whilst the establishment has increased. Eleven new social workers have been recruited since March 2010. In addition, Peterborough have four final year bursary students as well as three final year trainees due to join in June 2011. There are currently 78.5 FTE social workers working within social care, compared to 69.9 FTE in March 2010. Work is ongoing to recruit to vacancies. Scoping work has begun to examine the possibility of appointing social workers from Eastern European backgrounds to reflect the changing population within Peterborough.

Recent recruitment activity has resulted in 4.5FTE social worker appointments. It is anticipated that staff will begin to take up post in the New Year. This will further reduce vacancy rates.

There are currently two team manager positions vacant within Children's Social Care (out of an establishment of 17). This is a reduction from four posts in March 2010. These posts are being held vacant pending a future restructure – however, all necessary posts are being covered. One of these vacant posts is being used to add capacity across the department, including a peer team manager role which is providing support to new team managers (see page 14).



The agency workforce is stable. Of the 14 agency staff within Children's Social Care, five have been in post over six months, with a further six in post over three months. Within referral and assessment, four agency staff have been in post over six months, with one agency member of staff in post over three months.

Section 2 – Progress in Addressing Areas of Key Improvement

Safeguarding

Objective 1.1 – Ensure effective capacity and quality practice within referral and assessment to deliver effective safeguarding

NOTE: This objective met the following Ofsted recommendations:

- 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
- Ensure that Section 47 investigations and enquiries are timely and include evidence of historical concerns and a clear record of the strategy discussions

Actions Completed

- Increased capacity within Referral and Assessment:
 - Interim R&A management team has been replaced with substantive experienced service and team managers (completed August 2010)
 - Compliment of senior practitioners increased in order to enhance practitioner capacity (completed February 2010)
 - Additional business support capacity in place (completed January 2010)
- An experienced Senior Practitioner has been moved into the R&A service to increase the pool of experienced workers in the team.
- Reviewed and consolidated staffing arrangements through rolling programme of recruitment of social worker and team managers (additional social workers and team managers appointed in April 2010 and August 2010)
- Referral takers have been given guidance sheets to further assist with referrals taken
- Review of case load capacity undertaken with actions put in place to reduce individual case loads (completed July 2010)
- A programme of audits has been put in place to ensure quality and timeliness. Senior staff from across Children's Social Care and partners have been trained in the QA process, including all Team managers, staff from the PSCB and the Director of Children's Services. A rolling audit timetable is in place, with audits of Initial Assessments (June), first review CP Conferences (June), second and subsequent CP Conferences (August) and Core Groups and CPP (August) completed. Audits are examined by SCMT and the PSCB assurance group.
 - Rolling programme of audits of assessments undertaken
 - An audit of S47 investigations was completed in May 2010
 - Programme of team audit training undertaken (completed July 2010)
 - See separate QA Audit Summary Report for full details of completed audits.
- Key performance indicators monitored at enhanced metrics meeting.
- The number of open referrals has reduced from 560 in mid July to a consistent rate of c.360 between August and November.
- Multi-agency meeting held by PSCB to review progress in managing social care front door (December 2010)

Current Position

The capacity and management within Referral and Assessment has been strengthened, ensuring more effective management control of the referral process. Improvements have been made in the quality of referral taking and in the ability to distinguish between contacts and referrals. Morale and pride within the Referral and Assessment team has noticeably improved. These improvements have led to marked improvements in the timeliness of Initial Assessments. There has also been a concurrent improvement in Initial Assessment quality, with learning from the Audit process being fed into improved action. In particular, training team members in auditing has led to a greater understanding of what is required to deliver high-quality Initial Assessments. The challenge is now about sustainability – ensuring that the timeliness and quality remains consistently high. Close scrutiny and monitoring is central to this.

There has been positive feedback from partners at the PSCB multi-agency review meeting regarding the level and access of referral and assessment services. There was a common agreement regarding the progress needed for the future embedding of the CAF as the common front door assessment process.

A plan is being implemented to deliver a dedicated call centre approach for children's services. Work is currently underway examining the staff transfer process, with the expectation of a move to new arrangements early in the new year.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|--------|--|------|--|---------------------|
| A1.1.1 | Ongoing monitoring and scrutiny of initial assessment metrics | AG | Ongoing monitoring through weekly metrics meetings. | Ongoing |
| A1.2.1 | Implementation of improvement actions arising out of Audits | AG | Ongoing monitoring of audit actions in line with audit reporting process | Ongoing |
| A1.3.1 | Develop a dedicated 'Call Centre' approach for children's services enquiries | AB | Implementation of project plan Transfer of posts to Call Centre | Ongoing Feb 2011 |

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

NOTE: This objective met the following recommendations:

- **Improvement Notice Action and Ofsted Recommendation:** Ensure that all partners use effectively the escalation policy where referrals are not responded to appropriately.
- **IST Recommendation:** That the Director for Children's Services urgently considers establishing a telephone line for health professionals to access social care assessment staff, and before a 'call centre' approach to referrals is adopted that some research is undertaken to assess how well such arrangements are working elsewhere in the East of England.
- **IST Recommendation:** That priority is given by the LSCB Policy sub-group to produce a single agency referral form.
- **Improvement Notice Action and 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.
- **IST Recommendation:** That the Ofsted/CQC recommendations relating to LSCB assurance are implemented as soon as is practicably possible.

Actions Completed

- A dedicated schools line has been in place and was communicated to schools (November 2009). In addition to the dedicated schools line, each secondary school now has a named CSC Team Manager liaison. The link team manager will attend a meeting each term.
- The escalation policy was re-drafted and signed off by the PSCB. It has been communicated widely to partners and it is being included within all single and joint agency safeguarding training. The policy is being used where appropriate.
- Processes to ensure much more robust monitoring of SCR action plans are in place, including a requirement to submit evidence of completed actions and a new standing agenda item to highlight any issues for the board in order that appropriate action can be taken. All SCR Action Plans have been scrutinised and outstanding actions completed. Partners have provided the PSCB with details of their own infrastructures / processes that are in place to monitor SCR actions within their own agencies. The PSCB has a standing agenda item for agencies to highlight any issues. A new performance framework is in place utilising the partnership 'Performance Dashboard' approach.
- The PCSB reviews quarterly reports in respect of child protection confirming activity and the PSCB QA Group scrutinises relevant safeguarding data, reporting to the PSCB through the Chairs Group.
- Work has started on the development of a citywide safeguarding strategy, led jointly by the Children's Trust and the Safeguarding Children Board. A joint PSCB/CTPB workshop has been held in September to develop the strategy.
- A memorandum of agreement has been agreed between the CTPB and the PSCB
- The Single Agency Referral Form and its connections with the CAF and children's social care processes has been reviewed through the recent PSCB multi-agency review meeting. Agreement was reached that the SARF should continue to be used by those agencies who find it useful, but the need for early consultation and discussion with Children's Social Care was clarified. The use of the SARF will continue to be reviewed as part of the move to fully integrated locality delivery.

Current Position

Partnership safeguarding arrangements have been strongly strengthened with a robust approach to Serious Case Review action plans implemented and strengthened performance management arrangements in place. The Escalation Policy has been widely cascaded and is in use.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|-------------|---|-------------|-------------------------------|------------------------|
| A1.2.1 | Development of citywide Safeguarding Strategy | JJ | Strategy out for consultation | January 2011 |

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

NOTE: This objective met the following Improvement Notice and Ofsted recommendation:

- Ensure that there is a single record for each child which contains a complete chronology

Actions Completed

- DLT signed off business case for new ICMS. Purchase of a new server infrastructure to improve stability and availability of system complete, delivered and installed (May). Pre-tender activity, including pre-procurement, internal due diligence, stakeholder engagement, soft market testing, commercial base-lining and production of procurement documents complete (August 2010). DfE Gateway Review revealed no concerns about project, highlighting the strength of the process to date.
- Tender phase has been completed, with exchange of contracts expected in December 2010.
- Management instructions issued at 3Ms meeting (February 2010) regarding completion of chronologies. Guidance about completion of chronologies re-issued to social workers (June 2010). Team managers begun regular audit of files at transfer/closure point (from Feb 2010).
- Audit programme in place (see separate report), which includes analysis of completion of chronologies.

Current Position

Significant and rapid progress has been made in the delivery of a new ICMS system for Peterborough, with the DfE Gateway Review praising the progress. A preferred provider has been identified (subject to the usual legal / procurement processes). In the meantime, processes have been put in place to ensure that recording is effective and appropriate.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|-------|--|------------------|--|---|
| 1.3.4 | Continue through procurement process and implement | EA/ SB/ MB | Implementation and Roll-out <ul style="list-style-type: none"> • Staff Roll out of implementation and transition plan • training and support • BPR and change management where required • Contract management and performance monitoring • Reporting on progress against targets • Communication with all staff | Start December 2010 and will probably continue through to June 2011 |

Objective 1.4 – Ensure effective supervision and management of social workers

NOTE: This objective met the following 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.

Actions Completed

- The Children's Services supervision policy has been reviewed and was signed off by DLT (21 April). It was presented to SCMT in May 2010. Following this, work is underway to review and update the Children's Social Care supervision policy.
- A multi-agency supervision audit was completed by the PSCB in June 2010, including a checking of the electronic recording system. An internal Children's Social Care audit of supervision was undertaken in October/November 2010. See separate audit report for more information.
- A management develop programme has been developed, to be implemented from September 2010.
- The new Personal Development Review has been rolled out across Children's Social Care and the wider council. Compliance is being monitored corporately.
- In order to provide more effective support to team managers, a new post has been identified to provide mentoring and support to newly appointed team managers across Children's Social Care. This post will, as part of their role, run a series of masterclasses in key areas, including adoption, care proceedings and assessments. A very experienced manager started work in October 2010.

Current Position

Significant investment has been made in securing effective management and supervision arrangements. Further work is planned, in particular with newly appointed team managers.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|--------|--|-----------|--|-----------------|
| 1.4.3 | Management development programme to build on existing training delivery. | AG/ GM | Delivery of Management Development Programme | January 2011 |
| A1.4.1 | Complete review / update of CSC Supervision Policy | LC | CSC supervision policy reviewed and signed off | January 2011 |

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

NOTE: This objective met the following recommendations:

- **Improvement Notice Action and Ofsted Recommendation:** Ensure the quality of social work responsiveness, assessment and case planning through effective and systematic audit, performance monitoring and evaluation
- **CQC and 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
- **IST Recommendation:** We suggest that future safeguarding reports to Boards across the Peterborough health economy highlight the possible consequences of having to make some very uncomfortable decisions concerning cutting expenditure and reducing services for whole systems safeguarding, for children who may be at risk of significant harm and children in need.
- **Improvement Notice Action and CQC and Ofsted Recommendation:** Ensure systematic evaluation of projects and initiatives, including the CAF, and that this informs service development.

Actions Completed

- As outlined above, the revised audit programme is in place, and a rolling programme of audits is being delivered. **See separate report for details of audit programme.**
- Divisional performance management arrangements have been strengthened through, for example, the implementation of weekly metrics meetings and a monthly overview of performance across social care using the Green Book.
- A new performance dashboard has been launched at DLT (May 2010), allowing for a close focus on social care performance at DLT.
- Arrangements for monitoring, scrutinising and reviewing audits has been implemented (incorporating PSCB QA group, SCMT and 3Ms meetings).
- Safeguarding children reports are now being presented to NHS Peterborough Board quarterly (from 7 July). The content of the quarterly report has been strengthened to include standing items such as training data, national developments and learning from local and national SCRs. In addition, any issues around funding and service delivery will be highlighted as appropriate.
- The designated nurse for safeguarding children has secured membership on the NHS Peterborough Quality Group.
- Work has been undertaken to strengthen commissioning monitoring arrangements for child health and safeguarding within NHS Peterborough. Safeguarding Champions have been identified for each of the interim NHSP Delivery Boards (August 2010). Champions will ensure safeguarding standards are referenced within contracts/SLAs and that providers are routinely monitored for ongoing compliance.
- Work is ongoing to develop a framework for the evaluation of projects, linked to the strengthening of project management arrangements within Children's Services. A scoping exercise relating to the development of a project office was completed, but further work on this area is required. A training plan to support staff to identify, initiate and manage projects, including benefits realisation has been developed, and is being implemented through the Project Management Office (PMO). All CS project requires are required to come through the PMO for validation prior

to commencement, so they can be rigorously assessed. Project management capacity has been secured within the project and programmes team.

- A PRINCE II methodology for benefits realisation (including measuring outcomes) has been implemented through the Verto programme management system.
- Commissioning monitoring arrangements have been strengthened, with the development of a new suite of contracts including new monitoring clauses, meaning contractors are obliged to return monitoring information (April 2010). CAF information has been incorporated into commissioning monitoring information (June 2010). Contract workbooks have been developed and are being rolled out across Children's Services.
- A Children's Services contracts register has been established, is live and is being utilised. This will ensure that commissioned services deliver the required impact on outcomes.
- A CAF QA process has been developed, with QA documentation being delivered to practitioners and managers through training. CAF QA evaluations are being undertaken. A new system for recording CAF data has been implemented (September 2010). CAF co-ordinators are now attending team around the child meetings and will conduct QA on these processes using national tools.
- CAF monitoring arrangements have been incorporated into all commissioning contracts and contract monitoring forms.

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Current Position

The robustness of monitoring and evaluation has improved notably. In particular, high quality commissioning processes are ensuring that outcomes are being achieved by commissioned services. A project management approach has brought a rigor to the benefits realisation process for all Children's Services projects. Work has been completed to deliver QA of the CAF process, although further work is required to measure the impact of CAF interventions, particularly through consistent use of child and family feedback.

PCT - December 2010 update: A review of the larger contracts has confirmed that some safeguarding children standards are duly referenced, although these need to be strengthened in places. Due to organisational restructure, alternative approaches are being developed with contracts and governance colleagues to ensure this work can be progressed.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|-------|--|------|--|-----------------|
| 1.5.2 | Deliver rolling programme of audits to ensure quality of social work outcomes: Including: | | Ongoing to meet audit schedule (see separate Audit Report) | Ongoing |

| | | | | |
|------------|---|-------------------|--|------------|
| 1.5.9 | Ensure effective evaluation of the CAF | CAF Co-ordinators | Develop and embed simplified CAF QA process to evaluate the impact on outcomes for children and young people and evaluate feedback on the impact from children, young people and their families. | March 2011 |
| New 1.5.10 | Strengthen commissioning monitoring arrangements for child health and safeguarding within NHS Peterborough. | PCT Lead | Explore opportunities to incorporate the agreed safeguarding children standards into existing contracts and monitoring frameworks | March 2010 |

Objective 1.6 – Ensure sufficient staffing capacity across social care

NOTE: This objective met the following Ofsted recommendation:

- Ensure that there are sufficient social workers and team managers within children's social care to enable manageable caseloads.

Actions Completed

- Rolling programme of recruitment and retention activity in place, including open recruitment, PQ training, creative advertising through careers fairs and NQSW support.
- A common induction process is now in place for new team and service managers within social care and Practice Support Managers are in place for Trainee Social Workers and Newly Qualified Social Workers. Social worker recruitment targets embedded within Children's Trust workforce reform strategy.
- As can be demonstrated through the reduction in vacancy rates, a programme of recruitment and retention activity has led to improved staffing levels within Children's Social Care.
- Stable and effective agency staffing has been put in place to ensure key posts are appropriately covered.
- Recent recruitment activity has resulted in 4.5 social worker appointments. It is anticipated that staff will be in post in the New Year.
- A Children's Social Care Workforce Development Group has begun meeting to review succession planning arrangements, ensure the effective use of training and resources (including newly qualified early professional development and the post qualifying programme) and example mechanisms for strengthening recruitment (for example, examining the option of an assessment centre model).

Current Position

Significant work has been undertaken to improve social care capacity both through ensuring a reduction in vacancy rates and in ensuring that agency placements are stable and utilised effectively. However, this work requires a constant focus given the highly competitive social work market.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|-------|---|-----------|---|--------------------------|
| 1.6.2 | Undertake capacity analysis of Social Workers to plan recruitment and retention of sufficient numbers of Social Workers for 2010 – 2013 | JS/ MB | Undertake capacity analysis | March 2011 |
| | | | Undertake impact analysis of current Social Work retention strategy | March 2011 |
| | | | 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 | Annually from April 2011 |

| | | | | |
|-------|---|----|--|---|
| | | | requirements resulting from national or local policy developments | |
| 1.6.3 | Introduce succession planning for management posts within Children's Social Care at team and service manager levels | JB | <p>Develop long term succession strategy:</p> <ul style="list-style-type: none"> • Undertake research and analysis of existing team and service managers and from exit interviews from those roles over past 24 months • Develop plans for succession planning • Cost and secure budget to fund implementation of plan • DLT sign off • Implementation of long term succession planning to key roles in Social Care | Deadlines tbc following discussion at CS Social Care Workforce Development Group. |

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

Actions Completed

- A staff instruction has been issued that DV referrals are recorded on RAISE (March 2010), with DVs reviewed at weekly metrics meetings (from April 2010).
- Work has been undertaken to more effectively differentiate between a contact and referral within RAISE (August 2010)
- A team manager with responsibility for attending MARAC has been identified
- Discussions have recently been held with Cambridgeshire Constabulary regarding improving the quality of Domestic Violence risk notifications and better targeting of Children's Social Care's response to them. We are currently engaging in looking at the potential for co-location of staff.
- A Team Manager is part of a Cambridgeshire County Council police early intervention project for domestic violence.

Current Position

Children's Social Care are now effectively represented at each MARAC and MAPPA meeting, ensuring robust engagement with both arrangements.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|--------|--|------|---|-----------------|
| A1.7.1 | Examine options for integrated working | AB | As part of developing integrated locality working, consider how to reduce | |

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

Actions Completed

- New procedures for children missing education have been developed and are being followed (July 2010).
- All outstanding visits to potential CMEs have been made (August 2010).
- CME figures are to be jointly monitored monthly by the service managers for attendance and admissions. The 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.

Current Position

The CME post has become vacant in November 2010. Interim arrangements are in place, but DLT have requested that the CME process is fully reviewed to ensure that processes continue to be robust and fit for the future. Best practice advice is being sought, and an updating of the CME procedures will be completed, reflecting changes in, for example, local admission arrangements.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date |
|------|--|------|--|-----------------|
| | Undertake a full review of CME procedures. | SS | Map CME processes and identify areas of strength and weakness Review best practice nationally Review CME post and recruit to a full time position Re-draft CME procedures Communicate revised procedures and responsibilities to partners. Ensure PSCB is effectively monitoring CME. | March 2011 |

Objective 1.9 – This objective was subsumed into other objectives.

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

NOTE: This objective met the following IST recommendation:

- The importance of safeguarding training, as well as keeping records of those who have undertaken such training, cannot be underestimated, and we would ask that when savings are looked for that this is taken into account.

Actions Completed

- Audits completed (June) to ensure appropriate levels of safeguarding training for NHS Peterborough and PCS staff.
- Ongoing compliance checks in place to ensure training levels maintained within NHSP and PCS
- Audit of GP practices and primary care contractors undertaken to ensure appropriate levels of safeguarding training (July 2010).
- Results from training audits will be reported to NHS Peterborough Board in October 2010.
- An assessment of the feasibility of centralising staff training data within NHS Peterborough has been undertaken. Although this is not currently possible, further options are being considered in light of the Transforming Community Services and PCT Turnaround programmes.

Current Position

- PCS and NHSP training compliance is subject to routine monitoring with NHSP Board receiving a status report in each of its quarterly updates. Further work is taking place to review compliance within PSHFT and CPFT.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date | Update Commentary – December 2010 |
|-------------|--|------|---|-----------------|---|
| New 1.10.2a | Ensure all Board members and have received safeguarding children awareness training. | | All members are to undertake a safeguarding children group development session in October 2010. | October 2010 | Board development session took place on 6 October. However, due to several changes to membership, an additional mop-up session will be considered for Q4. |
| 1.10.3 | Provide assurance to the NHSP Board and | | | | Results from the training |

| | | | | |
|--|---|---|----------------|--|
| | PSCB on staff training across health services | <p>Assurance to be provided in the second quarterly safeguarding children update to the NSP Board.</p> <p>Subsequent assurance to be given to the PSCB.</p> | 6 October 2010 | audits have been reported at the October 2010 Board meeting. |
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Children in Care

Objective 2.1 - Ensure Planning and Reviews for Children in Care and Care Leavers is Effective

NOTE: This objective met the following Ofsted recommendation:

- Ensure life story work is completed in a timely manner.
- Ensure pathway plans are specific in how young people will achieve their objectives
- Ensure children in care's Personal Education Plans are relevant and effective, with clear and appropriate objectives.

Actions Completed

- Faith in Families and St Francis were commissioned to undertake life story work (completed June 2010).
- A rolling programme of 10 case tracking audits is being completed monthly to ensure life story work is completed to a high quality and in a timely manner
- Management instruction issued to ensure pathway plans are regularly discussed and evaluated as part of monthly supervision (April 2010).
- A training day focussing on the quality of pathway plans was held on 23 June 2010.
- The Service Manager has commenced a monthly audit of pathway plans (4 per month, from April 2010) and provide feedback through supervision process. Service manager attended meeting with IRO to review quality of pathway plans (June 2010).
- Social workers have been trained in life story work and this is now carried out in a more timely manner.
- Managers sign off pathway plans when complete.
- Pathway plans are regularly audited both by the managers and as part of the department audit process.
- New PEP documents and policy prepared, consulted upon and initiated (April 2010).
- Training sessions held for DTCIC in Peterborough schools (Feb 2010) with catch up sessions held for advisory teachers (March 2010).
- Foster carers training held (March 2010).
- PEP Process guide issued to social work teams (1 July).
- IROs examining quality of PEPs (from April 2010), along with advisory teachers (from April 2010).

Current Position

PEPs – new systems are in place and the first PEPs completed were used to test the ability of all to complete. The templates have been adapted and additional reinforcing training throughout November, has been completed with Designated Teachers who are central to reviewing PEP's. This additional work has meant that the interim review has been delayed

Social workers have received training on life story work and this is now being completed in a timely manner and to improved quality. Auditing is ensuring that standards are maintained.

Remaining / New Actions

PEPs - We will need to re assess the capability of any new information management systems to fully allow all partners to access the PEP templates

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| 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 Training delivered Evaluation and Review of Training | October 2010 January 2011 March 2011 |
| 2.1.6 | Independent audit of pathway plans as part of ongoing Care Planning audit programme | | IRO's and QA co ordinator to feed back any issues with pathway plans to team manager Children in Care in In-House Foster Placements Care Planning Audit Monthly case tracking by QA Co-ordinator | As required September 2010 December 2010 April 2010 |
| 2.1.8 | Deliver a range of training to support the implementation of new PEP process | BR | Hold catch up sessions for foster carers – embedded within induction standards | As required – through induction process |
| 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 | Oct 2010 (interim) April 2011 |

| | | | | |
|--------|--|----|------------------|----------|
| | | | stakeholders etc | |
| 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 |

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.

NOTE: This objective met the following CQC and 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.

Actions Completed

- Comprehensive CAMHS provision for children in care commissioned (7 May 2010), commencing on 28 May 2010. Early intervention and prevention service for children in care commissioned (1 June 2010). Quarterly monitoring being undertaken throughout lifetime of both contracts.

Current Position

- First quarter monitoring has been undertaken on the CAMHS provision for children in care and services are being provided on track. A psychologist and assistant have been recruited and took up their posts in September 2010. An extensive training programme is being delivered and the service is being widely promoted. Casework is being delivered.

Remaining / New Actions

None – this objective is complete.

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

NOTE: This objective met the following 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

Actions Completed

- NYAS has run a training session for social workers re. advocacy services (26 April 2010).
- An ongoing programme of NYAS attending CSC team meetings has been put into place.
- Liaison made with residential establishments to ensure regular advocacy visits (May 2010). Management instruction issued to ensure supervising social workers are supplied with advocacy information, which is monitored through QA audits of fostering case files.

Current Position

NYAS representatives have attended team meetings and social workers encourage young people to take up advocacy. NYAS regularly attend residential establishments to engage with young people and be accessible to them. IRO's continue to confirm with young people that they are aware of the complaints process and encourage the use of advocacy. Team managers have undergone mandatory training on complaints handling. Corporate complaints now administer the complaints service. This should provide an accurate record of complaints and responses.

Remaining / New Actions

| Ref: | Key Action | Lead | Milestones | Completion Date | Update Commentary – May 2010 | RAG |
|-------|--|------|---|-------------------------------|--|-------|
| 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 | | Green |
| 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 New training commences | July 2010 January 2011 | New manager in place to take this forward New manager in place to take this forward | Green |

| | | | | | | |
|-------|---|--|--|---------------------------------|---|-------|
| | | | Conduct evaluation/review of training to ensure meets needs. | March 2011 | New manager appointed to take this forward | |
| 2.3.6 | Children in care council to be consulted to ensure that information is young person friendly. | | Produce new age appropriate information leaflets produced. Information leaflets given to all young people in care. Children in Care Council and workers assessing A to Z and other information given to CiC in LAC packs to ensure information | February 2011 April 2011 | Children in care council meeting regularly. On target to produce leaflet in timescale | Green |

SECTION 3 - GLOSSARY

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|-------------|---|
| 3Ms / SCMMM | Social Care Monthly Management Meeting |
| CA | Core Assessments |
| CAA | Comprehensive Area Assessment |
| CAF | Common Assessment Framework |
| CiC | Children in Care |
| CME | Children Missing from Education |
| CQC | Care Quality Commission |
| CS | Children's Services |
| CSC | Children's Social Care |
| CTPB | Children's Trust Partnership Board |
| CwD | Children with Disabilities |
| DfE | Department for Education |
| IA | Initial Assessments |
| IN | Improvement Notice |
| GO | Government Office for the East of England |
| PSCB | Peterborough Safeguarding Children Board |
| PEP | Personal Education Plan |
| QA | Quality Assurance |
| R&A | Referral and Assessments |
| SCMT | Social Care Management Team |
| SCR | Serious Case Review |

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