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## CHILDREN AND LIFELONG LEARNING SCRUTINY PANEL

# WEDNESDAY 4 MARCH 2009 7.00 PM

**Bourges/Viersen Room - Town Hall** 

## **AGENDA**

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		Page No
1.	Apologies for Absence	
2.	Declarations of Interest and Whipping Declarations	
	At this point Members must declare whether they have an interest, whether personal or prejudicial, in any of the items on the agenda. Members must also declare if they are subject to their party group whip in relation to any items under consideration.	
3.	Minutes of the meeting held on 14 January 2009	1 - 8
4.	Integrated Children with Disabilities Service and Aiming High for Disabled Children	9 - 18
	To consider and comment on a report to the panel on the Integrated Children with Disabilities project.	
5.	The Annual Review of Peterborough's Children and Young People Plan	19 - 22
	To consider and comment on the key drivers to the priorities being set within the Peterborough Children and Young People Plan.	
6.	Post Haringey Review of Safeguarding - The Effectiveness of Safeguarding Arrangements in Peterborough	23 - 34
	To consider and comment on Peterborough City Council Children Services response to the findings of the Haringey Joint Area Review Report.	
7.	The Youth Crime Action Plan	35 - 42
	To consider and comment on the implementation of the Youth Crime Action Plan.	
8.	Feedback and Update Report	43 - 44
	Standard report providing feedback on issues raised at previous meetings of the Panel.	

#### 9. Executive Decisions

45 - 48

To note and consider any Executive Decisions taken since the last meeting that are relevant to the remit of this Panel.

## 10. Forward Plan - 1 March 2009 to 30 June 2009

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To consider the latest version of the Forward Plan.

## 11. Work Programme

59 - 64

To agree the current Work Programme.



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Lindsay Tomlinson on 01733 452238 as soon as possible.

#### Committee Members:

Councillors: I Walsh (Chairman), S Day (Vice-Chairman), S Allen, F Benton, N Khan, B Saltmarsh and J Wilkinson

Substitutes: Councillors: C Burton, J R Fox and Z Hussain

Further information about this meeting can be obtained from Lindsay Tomlinson on telephone 01733 452238 or by email – lindsay.tomlinson@peterborough.gov.uk



## MINUTES OF A MEETING OF THE CHILDREN & LIFELONG LEARNING SCRUTINY PANEL HELD IN THE BOURGES & VIERSEN ROOMS, TOWN HALL, PETERBOROUGH

#### **14 JANUARY 2009**

Present: Councillors Walsh (Chairman), Allen, Benton, S Day, Khan, Saltmarsh and

Wilkinson

**Co-opted** Maggie Kirkbride Parent Governor Representative

Members: Frank Smith Peterborough Diocesan Board of Education

Also present: Councillor Peach Leader of the Council

Councillor Fower Leader of the Liberal Democrats Group
Councillor Sandford Liberal Democrats Group Representative

Bryony Pound Youth Council Representative

Officers in Mel Collins Assistant Director, Learning and Skills

**Attendance:** Elaine Fulton Assistant Director, Commissioning and Performance

Jonathan Lewis Assistant Director, Resources

Maureen Phillips Assistant Director, Families and Communities

John Blair Head of Strategic Finance Andrew Edwards Head of Strategic Property

Karen Moody Adult Learning & Skills Strategy Manager

Keith Nelson Consultant

Paul Copping Head of Pupil Referral Service

Prity Patel Principal Lawyer

Paulina Ford Performance Scrutiny and Research Officer

Lindsay Tomlinson Governance Support Officer

#### 1. Apologies

There were no apologies.

#### 2. Declarations

Councillor Walsh declared a non-prejudicial interest in agenda item 5, National Healthy Schools Programme, as she had been asked to chair the Healthy Schools Steering Committee.

## 3. Minutes of the meeting held on 3 December 2008

The minutes of the meeting held on 3 December 2008 were approved subject to a minor amendment to a job title.

#### 4. Budget 2009/10

The focus of the budget setting process in 2009/10 was on delivering a 3\* Children's Service by March 2010. Delivery of improved services would have to take place in the context of the need to deliver some savings to remain within the resources available. The budget for Children's Services had been stabilised following two years of significant overspends. The 2009/10 budget included some significant savings targets whilst continuing the drive for service improvement.

In order to deliver both savings and service improvement, reviews had been undertaken to look at options to re-engineer services and retarget provision to provide more preventative and universal services away from expensive specialist services.

A series of capacity bids had been made to the budget setting process. These were focused mainly on maintaining current levels of service provision, meeting increased levels of demand and to deliver key strategic projects. The following bids were included –

- PFI Utility costs (£150k in 09/10)
- Phase 2 Secondary School Review (£100k in 09/10)
- Revenue Impact of bringing forward Hampton Schools build (£242k).

Funding was required for 2 projects -

- 1. Forward funding of the S106 agreement through borrowing for the expansion of Hampton College and the development of a sixth form.
- 2. The creation of an additional primary school form of entry within Hampton to meet demand. Government funding was being sought but around £2m was required in addition to any resources from the DCSF.

In terms of capital investment, significant resources continued to be targeted at schools. The major capital investment was in the Secondary School Review. Around £91m would be spent on schools over the next 3 year period financed from grant, supported borrowing and through direct capital funding from the council. The council would contribute £34m towards the Secondary School Review project.

The delivery of the Children's Service budget was underpinned through savings within Home to School Transport. A number of changes were proposed which sought to either bring service provision in line with either local or national policy. In addition, the charges for areas of transport were being reviewed and benchmarked against other authorities.

Observations and questions were raised and discussed including:

- What will the implications be of the review of the school crossing wardens service and predicted savings of £65K?
- The change is proposed by the Operations department there is to be a review of how the service is paid for and it will look at options around school contributions or a voluntary service.
- Can we have an explanation of "Tier 4 Social Services" and expensive external provision?
- Tier 4 comprises a small number of children with complex and intensive needs a precise definition can be sent to members. External provision includes out of area placements in residential schools and agency residential placements.
- Schools are receiving reduced funding how can they afford to fund governance support and excellence in clusters?
- We need to look at other ways to finance these services. We have been very generous
  in terms of the costs that we don't pass on to schools. Balances are a significant
  resource in some schools. We will look at the best ways to negate the impact of asking
  for extra funding.
- Have you looked at the possibility of selling assets to meet the budget?
- Yes the capital programme is underpinned by the sale of assets.

- Members are concerned at the proposed reduction in the level of scrutiny support it is an important resource to us which strengthens the democratic process and is necessary for cross party working.
- What will be the result of the review of special schools what are we going to see happening?
- We want to invest in local provision, to create inclusive provision to meet needs and to save or create money by selling places to other Local Authorities.
- How will the proposed capital disposals affect schools?
- We are doing an early analysis of potential spare land around schools' footprints. The work is in its very early stages. We will talk to schools prior to any sale.
- How will the sale of playing fields affect the agenda around childhood obesity? Is this a prudent management of resources given the current state of the property market?
- The minimum level of playing field provision is sufficient to promote health and fitness. If we sell playing field land then we need to make provision elsewhere. A lot of work is needed prior to any sale, we need Section 77 consent and planning consent, plus we need to consult with Sports England etc. We need to do a balancing act between land values, i.e. the value we would accept for an asset against the cost of borrowing that amount
- All those locations included within the list of possible capital disposals should be consulted with to have the issues explained to them in full.

#### **ACTION AGREED**

The Panel noted the budget proposals and agreed to ask the Executive to look again at their proposals to reduce scrutiny support.

## 5. Adult Learning & Skills Strategy for Peterborough

In July 2008 the Adult Learning & Skills Strategy Group (ALSSG) had approved an Adult Learning & Skills Action Plan which set out a holistic view of activities to improve adult learning and skills in Peterborough. The action plan highlighted key areas of focus, together with a series of proposed actions. These had then been brought into sharper focus through the Local Area Agreement (LAA) National Indicator (NI) planning template, and a series of activities identified to support the deliverables within each of the Nis.

Simultaneously, the Greater Peterborough Partnership (GPP) had recognised that the low level of adult skills within Peterborough would provide a substantial block to achieving higher levels of economic growth and prosperity. Raising adult skills levels would help existing businesses to continue to grow and should help attract new businesses to the city.

The Adult Learning & Skills Action plan was focused not just upon the NIs, but also on engaging people with learning and encouraging them into a progressive lifelong learning journey in the following ways:

- Engage and re-engage pre-entry and entry level learning through mainstream and community-based activities
- Encourage migrants to learn English
- Encourage the introduction of conversion qualifications for migrant workers
- Encourage indigenous non-English speaking residents to learn English
- Ensure the 14-19 learning agenda was in tune with the requirements of the local economy
- Encourage the development of the university
- Support the activities of the colleges with young people, adults and businesses
- Encourage employers to upskill their workforce
- Ensure it was easy for individuals and employers to understand and access the learning system

 Broaden the learning and skills agenda to encompass information, advice and guidance

The GPP Board meeting on 1 October 2008 had focused on the adult learning and skills agenda and had encouraged ALSSG to focus on a number of key issues.

Observations and questions were raised and discussed including:

- Do 14-19 year olds receive careers advice on apprenticeships? Do Connexions staff receive appropriate training so that they are able to tell young people what is on offer?
- We have very highly trained people working in schools with young people to advise and guide them on career choices. Connexions staff are actively engaged in placing young people in education and employment and they are also engaged with the pupil referral service.
- The strategy is good but will it be able to deliver? There are many people on the
  waiting list for English for Speakers of Other Languages (ESOL) who cannot travel to
  the 2 colleges who provide the course. We should ensure that the courses can be
  delivered in the locality of the people who need it.
- The delivery of ESOL can attract funding can we explore this option?
- Peterborough is currently one of three areas working on a pilot scheme exploring the need for ESOL. The current funding mechanisms are not well suited to need this is being fed back along with the need for shorter and more flexible courses. One of the objectives of the ESOL operations group is to undertake a mapping exercise to identify areas of specific need and then to look at how to address this need and get support. There are currently 35 "Train to Gain" providers in Peterborough and we need to find out what they are delivering and to whom. We have asked why there is a large waiting list for ESOL and have been told it is due to a lack of tutors. The qualifications level is high to access LSC funding and we are looking at bringing in training to address this.
- Why are you branding?
- We need to be able to lobby nationally and regionally and a brand identity gives us something identifiable and marketable so as to increase our capacity to lobby effectively.
- A lot of ESOL is taking place in our schools is this taken into account?
- Yes, we need to include schools when we undertake the mapping exercise and then provide appropriate support.

#### **ACTION AGREED**

The Panel noted the report and agreed

- 1. to invite representatives of Peterborough Regional College and Peterborough College of Adult Education to a future meeting to discuss the issues raised; and
- 2. that Councillor Walsh and Khan will meet with the Adult Learning and Skills team to discuss how they can contribute to the development if the new Adult Learning and Skills Strategy.

## 6. Schools Financial Health

The overall levels of balances in Peterborough were an area of significant concern with £9.5m being retained at the end of 2007/08. The Scheme of Financing for schools contained an ineffective mechanism for dealing with surplus balances hence the reason why the level of balances has been rising year on year. Schools had been able to remove figures from the calculation where they are going to spend on specific purposes. The Schools Forum had been considering options around how to deal with surplus balances.

The government recommendation on surplus balances was that Primary and Nursery schools should retain 8% of the delegated budget and secondary schools should retain 5%. Some authorities have chosen to go below these recommended levels.

Following several discussions around different options for balances, the Schools Forum had decided to have a new approach to surplus balances. Under the new method, the percentage allowable for retention would be increased and set at a level in line with national average levels of balances. The current category for 'balances assigned for specific purposes' would be removed and Standards Funds would be included as part of the balance for schools. Outstanding commitments and community focused extended schools balances continue to be excluded from the process. If there were particular cases of schools requiring higher levels of balances to be retained this would be on an exceptional basis only e.g. growth in numbers.

The final percentages in excess of the DCSF recommended percentages were currently being reviewed. The new mechanism will be applied to the 2008/09 year end balances.

No explicit protocol existed around dealing with deficit budgets and therefore a draft deficit budget protocol had been proposed and agreed by the Schools Forum. The key decisions were –

- Timescales maximum deficit repayment period to be 5 years.
- Value of allowable deficit these would be considered on an adhoc basis.
- Capital any recovery plan or deficit request must cover capital and revenue funding.
- Cash deficits (year end deficits or overdrafts) would be monitored and additional disclosure would be required from schools to demonstrate how they would recover it
- Forum role in deficit budgets given the membership of the Forum and the potential peer issue, Forum would only consider deficit protocol at a macro sector level.

It was proposed that the Children and Lifelong Learning Scrutiny Panel should be consulted on deficit budgets prior to a decision being made by the Cabinet Member for Education and Children's Services. This would necessitate appropriate training for Scrutiny Panel members on funding and financial management in schools to enable effective challenge to take place.

Observations and questions were raised and discussed including:

- Will the proposals lead to schools spending money for the sake of it rather than face the prospect of having it clawed back?
- We took regard of the risk of "panic spending" and will negotiate with schools before
  making a clawback. We have a £3 million capital revenue budget which has helped
  create flexibility as we can support schools on particular capital projects.
- Can members receive details of the balances within schools in their ward?
- The balances can be shared with individual members if required.
- How much helps do schools get if they face a deficit?
- The local authority is not allowed to pay off the deficit for a school however we can
  work with the school to perhaps target money that they can access.

#### **ACTION AGREED**

The Panel noted the report and endorsed the proposal that the Scrutiny Panel will be consulted on deficit budgets prior to a decision being taken by the Cabinet Member for Education and Children's Services.

#### 7. Alternative Provision for Young People

The Panel received a report informing them of the day-to-day work of the Pupil Referral Service (PRS) and the Pupil Referral Units (PRUs), along with the current issues and challenges regarding the service and present future plans for improving pupil outcomes

including attainment and attendance. National data recorded that only 1% of 15 year olds in PRUs achieved 5 good GCSE grades; 11.3% achieved 5 passes of any standard and 82.1% gained 1 or more qualification.

Peterborough's PRS was a comprehensive out-of-school service that brought together a range of functions and education provision into a single organisation. The work of the PRS was conducted at a number of different sites, all of which had certain specialisms depending on the characteristics and age of students. Central to the work of the PRS was the concept of dual-registration whereby students were shared, for a defined period of time, between various PRS centres and their home school in order to address particular needs.

The key issue nationally and locally for alternative provision was how to maximise the extent to which pupils were maintained in schools or returned to the right long-term placement.

The challenge for the PRS was to achieve the right balance in supporting schools and individual students and deploying resources to outreach work, intervening early and preventing problems, rather than maintaining students in out of school, long-term and costly placements. The PRS carried the statutory obligation to provide full-time provision for all permanently excluded students and to do this within a very tight timetable, since the enhanced requirements required full-time provision from the sixth day of exclusion. In addition, various protocols gave priorities and requirements for instant application of full-time provision in respect of groups deemed exceptionally vulnerable e.g. young offenders.

Partner schools were very clear that they valued the availability of early intervention above anything else and it was considered a priority to respond to this demand. Members of the Panel were reminded that they were welcome to visit the PRUs.

Observations and questions were raised and discussed including:

- Is there any participation in the vocational education syllabus for Key Stage 4?
- No, not at present although we hope to become involved.
- Mainstream schools often find challenging behaviour difficult to cope with do you offer them specialist training?
- Part of our process involves working with the pupil's class teacher, which helps with the teacher's development. However we don't have the capacity to offer all schools help to develop their behaviour management skills.

#### **ACTION AGREED**

The Panel noted the report.

### 8. Executive Decisions

The Panel considered the following Executive Decisions made since the last meeting:

- Preventative and Family Support Services contracts
- Extension of Heltwate School to Provide Four Additional Classrooms and Associated Facilities.
- Phase 2 Secondary School Review (South of the City) Project Proposed Bushfield Academy
- Appointment of LEA Governor to Northborough Primary School
- Appointment of LEA Governor to Fulbridge Primary School

## **ACTION AGREED**

The Panel noted the report.

## 10. Forward Plan of Key Decisions

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

#### **ACTION AGREED**

The Panel noted the Forward Plan.

## 11. Work Programme

Members considered the Panel's Work Programme for 2008/2009.

#### **ACTION AGREED**

The Panel approved the current work programme.

## 12. Date of Next Meeting

Wednesday 4 March 2009 at 7pm in the Bourges and Viersen Rooms.

The meeting began at 7pm and ended at 9.07pm

**CHAIRMAN** 

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Children & Lifelong Learning Scrutiny Panel	Agenda Item No. 4
4 <sup>th</sup> March 2009	Public Report

### REPORT OF THE DIRECTOR OF CHILDREN'S SERVICES

Report Author: Maureen Phillips

**Assistant Director Family and Communities** 

Contact Details: Telephone 01733 863702

Report title:

## INTEGRATED CHILDREN WITH DISABILITIES SERVICE AND AIMING HIGH FOR DISABLED CHILDREN

#### 1. PURPOSE

To consider and comment on a report on the Integrated Children with Disabilities project, including the government's Aiming High programme for disabled children.

#### 2. RECOMMENDATIONS

To consider and comment on the proposals to deliver this programme.

## LINKS TO CORPORATE PLAN, SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

The development of the integrated service for children with disabilities directly links with national indicator NI 54 within the local area agreement: services for disabled children, measured by an annual survey as an assessment of parents of disabled children's general experience of services.

The provision of an integrated children with disabilities service, the improvement of services and the improvement of health of children with disabilities is central to a number of strategic priorities including Public Service Agreement 12 (health and wellbeing), NI 54 (services for disabled children), NHS England: Operating Framework 2008/09, Aiming High for Disabled Children: Better Support for Families (2007), Children's Plan: Building Brighter Futures 2007, National Service Framework for Children and Maternity Services: Disabled children and young people and those with complex health needs (Standard 8) 2004, Our Health, Our Care, Our Say 2006 and Healthy Lives, Brighter Futures, the strategy for children and young people's health 2009.

## 3. BACKGROUND: DEVELOPING AN INTEGRATED SERVICE FOR CHILDREN WITH DISABILITIES

#### Context:

3.1 The Disability Discrimination Act defines disability as "a physical or mental impairment which has a substantial long-term adverse effect on his or her ability to carry out normal day to day activities". This definition is generally recognised as the most appropriate for services to adopt. However, it is necessary nevertheless for services to define eligibility criteria and pathways to access services, so that disabled children and young people, parents and carers have a clear

understanding of what services are available and how to access readily those services which meet their assessed need.

- 3.2 Integrating services for disabled children provided by health, and the different divisions within children's services (Learning and Skills, Social Care, Family and Communities) is part of the 'Every Child Matters' agenda to ensure that children and families receive a co-ordinated assessment of need and appropriate services to meet those needs. Avoiding duplication of assessment and providing clear pathways for children and families to access universal, targeted and specialist services are key elements of integrated service delivery. For disabled children, this means ensuring that they and their carers are provided with support to remain at home; to be able to access universal services such as community leisure facilities and extended schools; that there are targeted services specifically designed to meet moderate levels of need and that there are highly specialist and well coordinated services to meet complex needs of children with profound disabilities.
- 3.3 The aim of the project is therefore to develop and implement an integrated service for children with disabilities across health, social care and education services by May 2009 and comprises the following key elements: -
  - To integrate processes, policies and procedures
  - To introduce a single assessment and referral process
  - To provide improved service pathways
  - To increase the amount of preventative services
  - To create an accurate database of all children with a disability
  - To develop joint planning processes
  - To develop short break provision taking into account the Department for Children Schools and Families and Department of Health Aiming High implementation guidance
  - To provide quality information to children and young people, parents and carers on all of the services available to them
  - To ensure that children with disabilities are high on both operational and strategic agendas across children's services and organisations
  - To increase the engagement and involvement of children and young people, their parents and carers
- However, the project originating in early 2007, following a recommendation in the Joint Area Review, has been subject to considerable delay due to difficulties in retaining dedicated project management which the complex change programme requires. Peterborough City Council and the Primary Care Trust jointly appointed a project manager in March 2007 to move forward the integration of services for children with disabilities. However, the post holder subsequently left at the beginning of May 07. A second project manager took up post in October 2007 and left in April 2008 for promotion in another authority. A third project manager took up the role in May 2008, seconded for one year from a primary care trust within another area. However, sadly she became unexpectedly ill in December 2008 and is unable to return to work within the period of secondment. Alternative arrangements are therefore being urgently sought. These changes in personnel have led to fragmented development of the service and although some progress has been made towards integration, there has been inevitable delay.

#### Disabled children: data

There is no single data source to reliably identify the number of disabled children in Peterborough. Data is collated from health, early years, and special educational needs data sources. It is estimated therefore that there are just over 1,800 disabled children and young people in Peterborough as follows: -

Age band	Number
0-5	605
5-16	1,017
Post-16	229
Total	1,851

Total 0-19 population	40,386
% with disability	4.6%

3.6 However, eligibility for the Aiming High Short Breaks programme described later in this report, is targeted at those children and young people who are in receipt of higher level disability living allowance (DDA) and/or mobility allowance. Nationally this would equate to 1.2% of the 0-19 population; information from the Department for Work and Pensions (DWP) states that 764 children and young people are in receipt of DDA in Peterborough and therefore this equates to 1.9% of the 0-19 population.

#### 4. THE PROJECT

- 4.1 On 17<sup>th</sup> September 2008, the Children's Trust Partnership Board mandated the development of the children with disabilities integration project in its current form. It was agreed that the project would be delivered through a shadow management board jointly chaired by Brenda Town, Assistant Director Community Health Services and Maureen Phillips, Assistant Director Family and Communities, and supported by the dedicated project manager. The model which was agreed was for there to be two phases towards a fully integrated service for children with disabilities, the first phase being: -
  - To agree a continuum of service delivery
  - To set up shadow integrated management arrangements
  - To pilot pooled budgets
  - To identify the minimum key deliverables that need to be developed to underpin integration
- 4.2 Within the project, there are 18 key deliverables, listed at **appendix 1** (including certain aspects of Aiming High known at the time) which were being actively progressed up to end December 08 when the project manager unfortunately departed on long term sick leave. The model identifies the need for a shadow integrated children with disabilities management board that would include health, education and social care. This board provides governance, setting strategic direction, performance management and accountability for an integrated service across health, education and social care, effectively jointly managing the services and paving the way for formal integration arrangements by May 2009. The shadow management board and its responsibilities are represented diagrammatically at **appendix 2**.
- 4.3 The integrated management board is also responsible for engaging wider stakeholders in development of the service. It therefore has an extended membership which includes co-opted members, the voluntary sector and parent representation with the extended board meeting at key milestones within the project.
- 4.4 Although all key deliverables were on target up to 31<sup>st</sup> December, there is currently risk to the project if alternative project management arrangements cannot be secured. To date, the following actions have been completed on target: -
  - Agreement to common vision, values and principles;

- Establishment of the integrated management board which meets monthly:
- Review of residential respite provision;
- Development of the Aiming High parents' forum;

The following deliverables which are crucial to integration are work in progress and partially completed:-

- Developing thresholds, triggers and pathways and eligibility criteria;
- Identifying all budgets and parts of budgets for children with disabilities

The complexity of budgets for disabled children within health has also resulted in substantial delay in moving forward with pooled budgets and developing further integration plans. However, the project aims remain undiminished and every effort is being made to bring it back on track with the urgent appointment of an interim project manager who will be replaced by the permanent appointment of a service manager for the new service within 6 months.

#### 5. AIMING HIGH FOR DISABLED CHILDREN

- 'Aiming High for Disabled Children' published by the Department for Children Schools and Families (DCSF) and the Department of Health (DH) in July 2008 comprises a range of measures to transform services for disabled children and their families and expects PCTs and local authorities to jointly prepare for, plan and build capacity to deliver this transformation programme. PCTs and local authorities are expected to offer a significantly greater volume of short break provision set against a 2007-08 baseline, reflecting the additional funding levels available from the government to both organisations. Local authorities will have substantial additional ring-fenced funding allocated in April 2009 and 2010. There is an expectation that the PCT funding will be matched funding, focusing on commitments to palliative care, short breaks, community equipment and wheelchair services<sup>1</sup>. However, growth funding within the PCT baseline allocations has not been specifically ring-fenced and to date, the NHS Peterborough contribution has not been identified.
- The local authority ring-fenced element is set out in the table below. The tapered funding, increasing in year 2 recognises the extent to which the commissioning and delivery arrangements will develop in detail during 2009/10 with a view to full implementation in 2010/11.

## DCSF Short Break Funding for Peterborough City Council 2009-2011

	Revenue	Capital	Total
2009/10	£186,800	£ 92,300	£279,100
2010/11	£602,500	£215,300	£817,800
Total	£789,300	£307,600	£1, 096,900

5.3 The government has set out clear expectations in the form of '9 readiness criteria' for local area preparations during 2008-09. Underpinning these 9 criteria are 46 progress

<sup>&</sup>lt;sup>1</sup> **Healthy Lives, Brighter Futures**. The strategy for children and young people's health. A commitment from The Children's Plan. DCSF and DH February 2009 (Chapter 6 Services for children with acute or additional health needs)

indicators that both the Local Authority and PCT must meet by March 2009. Officers within the Commissioning and Performance and Family and Communities Divisions are therefore working together to ensure that the city council is ready to receive the grant, despite the significant loss of capacity at a crucial point in the preparations. The readiness criteria are as follows: -

- A strategic vision for delivering short breaks services
- Clear proposals for increasing short breaks services
- Robust data on need
- Input of parents and carers
- Dedicated service management
- Management capacity for Aiming High implementation beyond April 2009
- Identification of capital projects
- Commissioning arrangements
- A workforce strategy to develop the workforce

### The proposals

- 5.4 There are three key elements to the proposals to deliver Aiming High, all of which are based on key information from consultation with parents and which will be presented to those parents attending the Parents' Forums during March 09 for further debate. These are: -
  - Better information to assist families in accessing universal services, including better support to enable parents to participate in decisions about developing services;
  - A targeted short breaks 'offer' for children and young people attending special school and those claiming higher rate and/or mobility DLA;
  - Improvements in overnight short break services and care support within the home, including use of direct payments.

Associated with these recommendations is the review of current residential respite care provision in Peterborough and considerations of re-commissioning some services to provide greater choice and flexibility and better value for money. This includes the proposals within the medium term financial plan (MTFP) to investigate the possibility of developing a highly specialist service linked to the excellent special school provision within Peterborough, to reduce the need for out of city placements.

- 5.5 Important considerations in developing the commissioning strategy are therefore as follows: -
  - Providing a balance between support to access universal services and providing more targeted and specialist services;
  - Extending the range of short breaks available to provide choice and to have access to regular local services in addition to overnight breaks;
  - Developing the market for short break provision to include independent sector providers;
  - Securing a sufficient and well trained workforce including the development of short break carers and staff to carry out their recruitment, training and support;
  - Developing a 'core offer' and a 'full service offer'.

- The core offer involves publishing eligibility criteria and being transparent about how decisions are made to allocate services according to need; this is essentially the work that is being undertaken in the integrated children with disabilities project. The full service offer involves expanding existing short break provision using Aiming High funding, and the guidance associated with allocation of the grant makes it quite clear that both capital and revenue grants must be spent on developing a broader range of services with the aim of 'securing short breaks for severely disabled children'.
- 5.7 The focus of the commissioning strategy is therefore to build on existing services to expand on what is on offer, providing greater flexibility and choice and to bridge gaps in existing services identified by parents and carers. Whilst there is sufficient information available to identify investment priorities for 2009/10, further consultation will be required to support the detail and the higher level of investment in 2010/11. The strategy will therefore be refined over the coming months, but will comprise the following elements for which investment will commence from 1<sup>st</sup> April 2009:
  - i Increasing information, advice and guidance to parents
  - ii Supporting access to universal provision through:
    - a. Additional care support to access mainstream facilities;
    - b. Developing extended services and holiday schemes to increase access to disabled children;
    - c. Grants to voluntary sector providers to improve access for disabled children;
  - iii Improving transport access to overnight short breaks and universal leisure activities/extended services;
  - iv Increasing direct payments and providing appropriate support to parents to use the scheme;
  - v Increased domiciliary care services;
  - vi Improving the availability of aids and equipment to support short breaks;
  - vii Increasing occupational therapy capacity to provide appropriate assessment for short break provision;
  - viii Reviewing the capacity of the short breaks fostering service following the residential respite review;
  - ix Prioritising allocation of capital to enable disabled children to access mainstream play, leisure and sports facilities.
- 5.8 It is recognised that management capacity is required to deliver this extensive programme. A grant of £40,000 was provided in 08/09 to support preparation, although this falls considerably short of the additional capacity needed. A full time post, principally providing commissioning capacity and funded from the grant will therefore be required to deliver this programme, in addition to the management capacity identified for the delivery of the integrated service.

#### 6. IMPLICATIONS

Aiming High is a key government initiative, the implementation of which is being monitored by central government. It is crucial that the city council delivers this programme to improve services to disabled children and their families. Identification of the PCT element of the funding and a lead commissioner within the PCT to take this forward with the city council are also crucial to delivery of the LAA against NI 54.

#### 7. CONSULTATION

Consultation with parents and carers took place in January 09 with regard to transition and the residential respite review. The proposals also draw on consultation which took place with parents, children and young people in the 'visioning day' which took place in February 2008. Further consultation with parents will take place on 12<sup>th</sup> and 20<sup>th</sup> March in parents' forum meetings organised by the Peterborough Voluntary Sector Forum. A stakeholder event of service providers is similarly organised for March 09 to confirm the commissioning strategy and arrangements for further engagement of service providers in developing services to add capacity to those already provided.

#### 8. EXPECTED OUTCOMES

That panel will review and comment on the proposals set out within this paper prior to the lead member's endorsement of the Aiming High strategy.

#### 9. NEXT STEPS

Following the lead member's agreement, the Aiming High strategy will be submitted to Government Office on 31<sup>st</sup> March to satisfy the 'readiness criteria' requirements.

#### **BACKGROUND DOCUMENTS**

Aiming High for Disabled Children: Short Breaks Implementation Guide. DCSF and DH July 2008

**Healthy Lives, Brighter Futures**. The strategy for children and young people's health. A commitment from The Children's Plan. DCSF and DH February 2009 (Chapter 6 Services for children with acute or additional health needs)

#### **APPENDIX 1:**

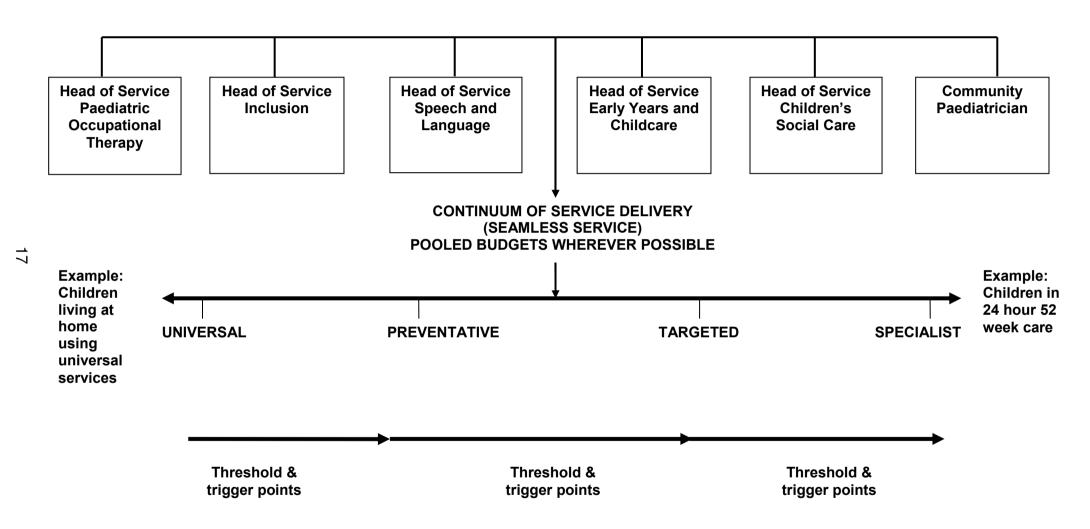
#### **KEY DELIVERABLES**

## The key 18 deliverables for the children with disabilities integration project are:

- Arrangements for an integrated management board and governance
- Developing integrated performance and information management
- An agreed and consistent full definition of disability
- Agreed threshold/trigger points, pathways and eligibility criteria
- Identifying all budgets (and parts of budgets) associated with children with disabilities across health, (PCT, Acute and CAMH) education and social care with a view to developing pooled budgets and integrating relevant services
- Integrated financial and business planning processes across the PCT and City Council
- Joint commissioning arrangements
- Single/integrated assessment processes
- Commonly agreed care plans used by all relevant agencies
- Shared database or compatible/accessible database which share information
- Development of Aiming High short breaks implementation plan
- Commissioning of Aiming High Short breaks
- Improving support to transition
- Engagement of children, young people and their families
- Workforce development
- Communication and marketing plan
- Developing an integrated equipment service supported by pooled budgets
- Service re-design

#### CHILDREN WITH DISABILITIES INTEGRATED SHADOW MANAGEMENT BOARD

Joint Chair
Assistant Director Family and Communities and Assistant Director Children's Community Health Services



Appendix 2

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CHILDREN AND LIFELONG LEARNING SCRUTINY PANEL	Agenda Item No. 5
4 <sup>th</sup> March 2009	Public Report

## Report of the Director of Children's Services

Report Author – Stephen Sutherland, Head of Strategy and Planning Contact Details – stephen.sutherland@peterborough.gov.uk

THE ANNUAL REVIEW OF PETERBOROUGH'S CHILDREN AND YOUNG PEOPLE PLAN

#### 1. PURPOSE

To provide scrutiny panel with the opportunity to review and comment upon the emerging priorities for the 2009-2012 Children and Young People Plan.

## 2. LINKS TO CORPORATE PLAN, SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

2.1 The Children and Young People Plan is a statutory plan sitting within the local planning framework, making explicit reference to Peterborough's Sustainable Community Strategy and Local Area Agreement (LAA), sharing targets and making direct reference to activity being undertaken to deliver the LAA.

#### 3. BACKGROUND

- 3.1 The Children and Young People Plan (CYPP) is a statutory plan which was required by the Children Act 2004. There is a statutory requirement to review the plan annually.
- 3.2 The Department for Children, Schools and Families (DCSF)'s statutory guidance on inter-agency co-operation highlights the role of the CYPP: "The Children and Young People's Plan continues to be the key document which covers, in one place, all services for families, children and young people within a single strategic and overarching vision of the local area".
- 3.3 Peterborough's first statutory CYPP was published in April 2006 by Peterborough City Council Children's Services department and its partners in the Children and Young People's Strategic Partnership. The three-year rolling plan has undergone two subsequent reviews and has been approved by the Children's Trust, Full Council and PCT Board in April of each year.
- 3.3 The CYPP contains several elements which are published at different times of the year. The overview document is the public facing element of the CYPP that outlines the vision and key priorities for children and young people in Peterborough. This is to be submitted for approval by Full Council in April 2009. An Annual Report, setting out progress against the 2008 CYPP, and a full Needs Assessment are due to be published in July 2009, to allow for the inclusion of end-of-year performance outturns.
- 3.4 In December 2008, Scrutiny were presented with an overview of the review process. A further presentation was requested to discuss the emerging priorities within the CYPP.

## 4. KEY ISSUES

The 2008 Children and Young People Plan outlined the following vision:

"Our vision is simple: to create an environment where children and young people are safe and healthy, can enjoy what life has to offer and have ambition and aspirations, where they achieve

their goals and make a positive contribution for themselves, their family and their community".

## 4.2 The 2008 CYPP outlined ten broad priorities, each of which had a number of key areas of focus:

CYPP Priority Key Areas of Focus		
Children and young people are supported to	Teenage Conceptions and Sexual Health	
make healthy choices	Obesity	
	Alcohol	
	Drugs	
2. Children and young people have the best	Comprehensive Child and Adolescent Mental	
possible emotional health	Health (CAMHS) provision	
3. Vulnerable children and young people are	New Arrivals	
supported to achieve the best possible outcomes	Children with Disabilities	
	Young Carers	
	Children and Young People from Gypsy and	
	Traveller Communities	
	Children in Care	
4. Children and young people have a safe	Children affected by Domestic Violence	
environment to grow up in	Cohesion	
	Bullying	
Children and very nearly are referreded	Victims of Crime	
5. Children and young people are safeguarded from harm	Young Runaways	
ITOTH Halli	Child Protection     Cofe and additional additional and additional ad	
6. Children and voung poonle have enjoyable	Safeguarding     Safeguarding	
6. Children and young people have enjoyable learning opportunities	Early Years Foundation Stage     Attainment at Key Stages 1, 2 and 2	
learning opportunities	<ul><li>Attainment at Key Stages 1, 2 and 3</li><li>Improve Levels of Literacy</li></ul>	
	Boys' Attainment	
	Children Outside of Mainstream Schooling	
	Attainment of Vulnerable Groups	
7. Children and young people achieve their	Growth Agenda	
potential and succeed economically	Attainment at Key Stage 4	
,	Young People Not in Education, Employment	
	or Training	
	Skills for Life	
8. Children and young people are engaged and	Transitions	
supported within their communities	Engagement	
	Family Support	
	Personal Development Opportunities	
Children and young people resist engaging in	First time offenders	
crime and anti-social behaviour	Re-offending	
10. All young people have access to appropriate	Housing for vulnerable young people	
housing		

The priorities were developed through considering a range of inputs:

- Analysing data, research and information which highlight areas of need
- Consultation with children, young people, parents and carers, practitioners, Members and partner organisations
- Reviewing recommendations of formal inspections (e.g. Annual Performance Assessment)
- Responding to key local priorities (e.g. LAA, Sustainable Community Strategy)
- Responding to key government priorities

It is not proposed that the ten broad priorities change in the 2009 Children and Young People Plan. However, it is proposed that the key areas of focus are reviewed and updated to meet current needs. It is also proposed that there is an additional priority related to the key strategic enablers that need to be put in place to deliver improved outcomes in Children's Services.

New CYPP (Strategic) Priority	Key Area of Focus
Deliver an effective infrastructure to ensure	Joint Commissioning
services can continue to improve outcomes for	Workforce Development
children and young people	Integration of Services
	Integrated Processes
	Equality and Diversity
	Governance
	Value for Money

4.4 Further information about emerging priorities and potential changes to the key areas of focus will be provided at the Scrutiny Panel meeting, along with an overview of the needs assessment work that is supporting this process.

#### 5. IMPLICATIONS

The CYPP is a statutory plan and as such there is a legal requirement to review the plan annually.

#### 6. CONSULTATION

A range of consultation activities will be undertaken with key stakeholders including children and young people, parents and carers, practitioners and partners.

## 7. EXPECTED OUTCOMES

7.1 Scrutiny are asked to consider the vision and priorities from 2008 and subsequent information presented at the panel meeting, and give their views upon the emerging priorities and areas where services should focus in 2009.

#### 8. NEXT STEPS

The CYPP will be presented to Cabinet on 30 March 2009 with a view to being presented to Full Council on 8 April 2009.

#### 9. BACKGROUND DOCUMENTS

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

9.1 Peterborough's Children and Young People Plan 2008-2011

## 10. APPENDICES

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Children & Lifelong Learning Scrutiny Panel	Agenda Item No. 6
4 <sup>th</sup> March 2009	Public Report

### REPORT OF THE DIRECTOR OF CHILDREN'S SERVICES

Report Author: Debbie Brayshaw, Head of Children's Social Care

Maureen Phillips, Assistant Director Family and Communities

**Contact Details: 01733 863613** 

01733 863702

Report title: – Post Haringey Review of safeguarding - THE EFFECTIVENESS OF SAFEGUARDING ARRANGEMENTS IN PETERBOROUGH

#### 1. PURPOSE

This report is in response to a letter dated 1<sup>st</sup> December 2008 from Ed Balls, Secretary of State for Children Schools and Families, asking all Directors of Children's Services to satisfy themselves as to the effectiveness of local safeguarding children arrangements. Directors are asked to use the Ofsted Joint Area Review on Haringey as "a clear and immediate challenge" against which those assessments are carried out.

#### 2. RECOMMENDATIONS

That scrutiny panel considers, comments upon and endorses the report of the Executive Director of Children's Services.

## LINKS TO CORPORATE PLAN, SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

Safeguarding is a key judgement for the CAA and a priority in the Local Area Agreement.

#### 3. BACKGROUND

- 3.1 Following the publication of the Serious Case Review [SCR] in respect of baby P in Haringey, a Joint Area Review [JAR] of safeguarding arrangements in that authority was undertaken at the end of November 2008. Its findings prompted the Secretary of State to request that all "Local Authorities, with their partners take stock of the effectiveness of safeguarding practices in their own areas." [Letter to Directors Dec 1st 2008].
- 3.2 The following is the action plan of Children's Services to undertake an assessment of it's arrangements against the findings and recommendations of the Haringey JAR. This has been compiled by Debbie Brayshaw.
- 3.3 In addition Local Authorities have been requested to Review Serious Case Reviews judged inadequate by Ofsted. This is being led by Maureen Phillips and a narrative of the priority action taken is also attached.

#### 4. KEY ACTIONS

- 4.1 Immediately post-Haringey, the position of Head of Social Care reporting into a larger Family and Communities division was reviewed. To give safeguarding and social care a higher profile with direct accountability to the Director, the Head of Social Care has been designated a full member of DMT. In addition, within the developing Children's Trust Partnership Board (CTPB) structure, the staying safe partnership group will ensure that there is leadership within the trust of the Staying Safe Action Plan and will strengthen links between the CTPB and the Local Safeguarding Children's Board.
- 4.2 A review of safeguarding within social care has been conducted. One area for immediate action has been identified in relation to improving the quality of strategy meetings. Work is ongoing following recent audits to improve the quality of assessments, developing a best practice model, and a new audit programme is being developed to reflect the issues discovered in Haringey and ensure we remain compliant with the recommendations of the Climbie Inquiry of 2003.
- 4.3 Staff briefings have been held which reached over 100 staff and engaged them in learning lessons from the baby P case. Feedback was positive and was found to be supportive. Immediately post-Haringey, services experienced a 50% rise in referral rates and an increase in the number of admissions to care (18 in November against and average of 4 to 6 per month previously). The referral rate and admissions to care have reduced to nearer the norm in january 2009.
- 4.4 Currently, the capacity analysis conducted by Price Waterhouse Coopers in 2007 for qualified social workers still holds good. The vacancy rate is 12% and we are actively recruiting with confidence that the posts will be filled. Reliance on agency staff has reduced to a minimum and only being retained in business critical areas. There is one agency team manager and one agency social worker within the department presently.
- 4.5 The additional work to review the two serious case reviews deemed inadequate is complete and will report to DCSF at the end of February. All necessary changes to procedures had already been implemented.
- 4.6 The post-Haringey action plan was presented to Peterborough Safeguarding Children Board on 28<sup>th</sup> January. The full details of the Action Plan and the review of serious case reviews can be found at Appendix 1 and 2.

#### 5.0 LEGAL AND FINANCIAL IMPLICATIONS

There are no legal and financial implications within this report.

#### 6.0 HR IMPLICATIONS

In view of the very high profile nature of qualified social workers and their contribution to safeguarding, they have been excluded from the current opportunity for voluntary redundancy.

## 7.0 EXPECTED OUTCOMES

- 7.1 Implementation of the action plan will ensure that there is a robust infrastructure to deliver safeguarding services and monitor performance within the Department and with partner agencies. "Taking stock" against the measures in the Haringay JAR will also support preparation for future inspections.
- 7.2 Further improvements will be informed by the review of Lord Laming expected in the spring and will be responded to as required.
- 7.3 The changes in the process for management of Serious Case Reviews has already improved IMR report writers understanding and written contributions, and there is greater clarity of the Ofsted descriptors for evaluating the work. This should in the future reduce the possibility of a SCR evaluation as "inadequate."
- 7.4 On-going Governance of the action plan will be provided through the Peterborough Safeguarding Children Board

### **APPENDIX 1: ACTION PLAN**

## THE EFFECTIVENESS OF SAFEGUARDING ARRANGEMENTS IN PETERBOROUGH: Post Haringey Action Plan

- a. Following the publication of the Serious Case Review [SCR] in respect of baby P in Haringey, a Joint Area Review [JAR] of safeguarding arrangements in that authority was undertaken at the end of November 2008. Its findings prompted the Secretary of State to request that all "Local Authorities, with their partners take stock of the effectiveness of safeguarding practices in their own areas." [Letter to Directors Dec 1st 2008].
- b. The following is the action plan of Children's Services to undertake an assessment of it's arrangements against the findings and recommendations of the Haringey JAR. This has been compiled by Debbie Brayshaw.
- c. In addition Local Authorities have been requested to Review Serious Case Reviews judged inadequate by OFSTED. This is being led by Maureen Phillips and a narrative of the priority action taken is also attached.

	HARINGEY FINDING [F] /RECOMMENDATION [R]	ACTION PROPOSED PETERBOROUGH	LEAD	TIMESCALE
1	There is insufficient leadership and oversight of safeguarding by elected members, senior officers and the strategic partnership. (F)  Improve governance arrangements (R)  Assure the competence of leadership and management across children's services with effective accountability structures.(R)	The Children's Trust Partnership Board has established an executive board and partnership groups reflective of the ECM outcomes – one being dedicated to "staying Safe". This will strengthen oversight and accountability by all partners, and will be responsive to issues raised by the Peterborough Safeguarding Children Board (PSCB),	CTPB development, Elaine Fulton  Chair of "staying safe" partnership group – Debbie Brayshaw	No additional action required
2	There is managerial failure to ensure compliance with requirements of Victoria Climbie (VC) Inquiry. <b>(F)</b>	Practice alert briefings to managers and staff [6 between Nov 2008 – Jan 2009]  Sample file audits in R&A to ensure	Debbie Brayshaw	Audit – Feb 2009 Full QA programme April 2009.

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	HARINGEY FINDING [F] /RECOMMENDATION [R]	ACTION PROPOSED PETERBOROUGH	LEAD	TIMESCALE
	Ensure full compliance with Working Together 2006 (R)  Make explicit to staff and elected members the expectations and standards of frontline CP practice. (R)  Assure competence of managers to provide rigorous and evaluative supervision. (R)	compliance with VC requirements on :  - allocation  - management decision  - feedback to referrer  - chronology  - child's views [sec 53 CA 2004]		
		- supervision  This audit will form part of a comprehensive QA programme being developed in Children's Social Care.  Briefing to elected members	John Richards	4 <sup>th</sup> March Children and Lifelong Learning Scrutiny Panel
3	The LSCB fails to challenge agencies sufficiently, compounded by lack of independent chair. <b>(F)</b> Appoint an independent chair. <b>(R)</b>	PSCB operates with an independent chair. In the short term this role is being undertaken by the DCS as the existing Chair leaves and a new one is recruited.  Evidence of challenge to be collated by the PSCB.	PSCB	March 2009
4	Social Care, Health and Police do not communicate and collaborate routinely and consistently to ensure effective assessment, planning and review of cases. <b>(F)</b>	A current SCR has prompted changes to arrangements for recording Strategy meetings with immediate effect. This will be followed with a Case file audit on:  - robustness of strategy meetings	Debbie Brayshaw	Strategy meetings - Immediate

	HARINGEY FINDING [F] /RECOMMENDATION [R]	ACTION PROPOSED PETERBOROUGH	LEAD	TIMESCALE
	Establish clear procedures and protocols for communication between agencies. (R)	- the breadth of inquiries and information sharing at point of referral.  A recent audit of assessment has highlighted some weaknesses in the multi agency component of these and a model of "good practice" is being rolled out to social care staff.		Audit -February 2009
		Review of multi agency training to reflect this aspect of work.		March 2009.
5	Too often assessments of children and young people in all agencies fail to identify those who are at immediate risk of harm and address their needs. <b>(F)</b> Establish more secure assessment and earlier	Embedding integrated processes and use of the common assessment framework (CAF) throughout children's services through the 'delivering through localities' project. Pathfinders established from January 2009.	Maureen Phillips	January 09 onwards
	intervention strategies. (R)  Take steps to integrate individual service processes and systems to ensure safeguarding. (R)	Section 11 audit of all services to ensure that safeguarding is integral to integrated processes, ensuring that all staff fully understand how to use the vulnerability matrix.	PSCB	April 2009
6	The quality of frontline practice is inconsistent and not effectively monitored by line managers. (F)  Ensure managers and staff are accountable for casework	File audit as at 2 above	Debbie Brayshaw	Audit – Feb 2009 Full QA programme April 2009.

	HARINGEY FINDING [F] /RECOMMENDATION [R]	ACTION PROPOSED PETERBOROUGH	LEAD	TIMESCALE
	decisions. (R)			
7	Child protection plans are generally poor. <b>(F)</b>	No current evidence to support this is the case in Peterborough. Compliance with procedure strong and after initial conference subsequent reports are multiagency constructed within the core group implementing the plan.  Introduction of CP co-ordinator monitoring	Debbie Brayshaw	No action February 2009
		form to strengthen QA monitoring		
8	Arrangements for scrutinising performance across the council and partnership are insufficiently developed and fail to provide systemic support and challenge.  (F)	This role will be strengthened through the new partnership structure as at 1 above.  The QA group within the safeguarding Board needs to develop a performance monitoring tool.	PSCB QA group	No additional action.  April 2009.
	Establish rigorous arrangements for management of performance across all agencies. (R)	CSC are building a performance management framework		
		CSC have developed a QA programme to be implemented		
9	The standard of record keeping across agencies is inconsistent and poor. <b>(F)</b>	Case file audit as at 2 above.  Interrogation of RAISE to support file creation processes.	Debbie Brayshaw	April 2009
10	There is too much reliance on quantitative data without analysis of quality. <b>(F)</b>	QA programme in CSC will be focussed on quality tracking the "story of the child" from files and tasks alongside monitoring "safe environments" measuring against	Debbie Brayshaw	April 2009.

	HARINGEY FINDING [F] /RECOMMENDATION [R]	ACTION PROPOSED PETERBOROUGH	LEAD	TIMESCALE
	Establish more systematic monitoring of the quality of practice. (R)	national minimum standards.  Quantitative data is monitored through performance monitoring framework.		
11	Ensure all elected members have CRB checks. <b>(R)</b>	The only councilors that are CRB checked are the ones involved with CS committee, scrutiny panel, cabinet member etc. Consideration will be given to extending this to others	John Richards Debbie Brayshaw	
12	Ensure all elected members undertake safeguarding training. (R)	Free safeguarding training available for all councilors. Greater efforts will be made to ensure awareness and attendance at such training	Debbie Brayshaw Jo Bramwell	

## **APPENDIX 2: PRIORITY ACTION ON SERIOUS CASE REVIEWS**

## 1. Background

- 1.1 The requirement to undertake a serious case review (SCR) in certain circumstances is contained within Working Together to Safeguard Children 2006. Essentially, a SCR is required where a child dies and abuse or neglect is known or suspected. A SCR must also be considered where: -
  - a child sustains a potentially life-threatening injury or serious and permanent impairment of health and development through abuse or neglect; or
  - a child has been subjected to particularly serious sexual abuse; or
  - a parent has been murdered and a homicide review is being initiated; or
  - a child has been killed by a parent with a mental illness; or
  - the case gives rise to concerns about inter-agency working to protect children from harm.
- 1.2 The purpose of the review is to:-
  - Establish whether there are lessons to be learnt from the case about the way in which local professionals and agencies work together to safeguard children;
  - Identify clearly what these lessons are, how they will be acted upon, and what is expected to change as a result; and as a consequence,
  - Improve inter-agency working and better safeguard children.
- 1.3 On 16<sup>th</sup> December, Beverley Hughes, Minster of State for Children, Young People and Families wrote to all chairs of LSCBs and Directors of Children's Services clarifying the action that should be taken in relation to any serious case reviews judged as inadequate by Ofsted. The action involves convening a panel, independently chaired which examines: -
  - How process issues which may have contributed to the judgement of 'inadequate' have been acted upon in subsequent SCRs;
  - Whether or not it was purely the process which led to an inadequate judgement of whether the actual findings and conclusions of the review need revisiting;
  - Whether the panel has confidence in the integrity of the conclusions of the SCR and have they led to tangible improvements through the implementation of the action plan.

## 2. Peterborough serious case reviews judged inadequate by Ofsted:

2.1 Two serious case reviews were judged inadequate in 2008. Both conducted within the same timescale. The first case¹ was submitted to Ofsted three weeks before publication of their new evaluation criteria on 1st April. The second case (the executive summary of which is published on the Peterborough Safeguarding Children Board website as 'child a 2008') relating to a child adopted by her foster carers and discovered in August 2007 to have been sexually abused by the male carer, was close to completion at this stage. Peterborough Safeguarding Children Board delayed submission of the 'child A' report and pending an independent review of the SCR against the Ofsted criteria, taking steps to clarify certain individual management reports before finally submitting to Ofsted. In addition, a full review of Peterborough's SCR process was

<sup>&</sup>lt;sup>1</sup> This case has, although completed, cannot yet been published on PSCB website due to circumstances beyond the safeguarding board's control and therefore details of the case are not covered in this report.

undertaken immediately following the judgement in the first case, resulting in fully revised procedures for subsequent SCRs.

#### 3. The 'first case'

- 3.1 There was no social care involvement in this case. Individual management reviews (IMRs) were conducted in relation to health, early years and primary school involvement. Four individual management reviews were deemed inadequate in that they were regarded as having gaps in information or were insufficiently analytical.
- 3.2 The SCR panel convened a meeting with Ofsted in which all areas of concern were fully discussed. This resulted in one addition to the recommendations. The inspector also recognised that gaps in information contained within the IMRs had been addressed within the SCR panel process. However, as Ofsted does not include in the evaluation the SCR panel minutes, this information was not taken into account. Amendments to process have now rectified this issue and in future all additional information will be contained within the IMR.

#### 4. Child A 2008

4.1 The 'child A 2008' SCR judged three IMRs to be inadequate, one conducted by NSPCC who had been independently commissioned on behalf of children's social care, one conducted by another branch of the NSPCC on its own behalf in relation to their historical involvement and one conducted by the Learning and Skills Division. The SCR panel met with the inspector in November 08. The inspector stated that he had been greatly reassured by the information he heard and that the evaluation of inadequate in the main was attributed to process issues. Panel also felt that the inspector's judgement contained matters of factual inaccuracy which were subsequently raised with Ofsted formally. However, although Ofsted has acknowledged partial inaccuracies, it has declined to change the overall judgement and it is not felt that to challenge the matter further would not be appropriate.

## 5. The Peterborough Safeguarding Children Board SCR panel process

Unlike Haringey, Peterborough's SCR process has always been rigorously independent. The SCR panel is chaired by the independent chair of the safeguarding board. As is required within Working Together to Safeguard Children 2006, overview writer is appointed at the outset with responsibility for collating and summarising all the information contained in the IMRs into a single report with recommendations. Authors of IMRs present their reports to the panel which is also attended by an overview writer, who has the opportunity to directly question the IMR authors. A number of IMRs deemed to be wholly inadequate have been rejected and resubmitted. Minor gaps in information have been clarified within the panel and contained within the minutes. Amendments to this process will therefore ensure that in future all additional information is contained within the IMR. The newly drafted procedure also includes more explicit guidance for IMR authors and all are expected to attend an initial briefing. Improvements in the confidence of IMR authors and in the quality of initial reports have been evidenced in the most recent SCR (PS, a 6 week old baby who was killed by his father in September 2008), for which the SCR panel received IMRs on 16<sup>th</sup> January 09.

### 6. Lessons learned

6.1 In each of the SCRs resulting in judgements of inadequate, the independence and integrity of the reviews and overall recommendations were not in question. The issues were therefore substantially different from the issues relating to the Haringey process. Nevertheless, there have been lessons learned. Improvements in guidance and process had already been implemented. The quality of analysis in IMRs has improved and authors are more confident in

the process. Governance of SCRs has improved with chief officer sign off now standard across all agencies, again evidenced in the quality of the most recent IMRs. Whilst monitoring implementation remains the responsibility of the individual agency at chief officer level, the LSCB has developed smarter mechanisms for ensuring that actions are on track and evidenced.

## 7. The post Haringey review of the inadequate SCRs

- 7.1 The SCR panel met on 14<sup>th</sup> January to examine both SCRs against the criteria set out in Beverley Hughes' letter. Prior discussions had been held with Ofsted and with GO East, both of which confirmed that Peterborough's review of each SCR following the judgements had gone some considerable way to fulfilling what was required. Nevertheless, the meeting chaired by Barbara Trevanion, former independent chair of the safeguarding board, painstakingly addressed the criteria. It was agreed that none of the IMRs required being re-done.
- 7.2 Letters went out to all agencies to confirm the latest information on implementation of the actions in order to collate information and produce a report within the designated timescale. That report is currently in draft and will be agreed by PSCB members and the in dependent chair of the on 26<sup>th</sup> February. The report sets out details of the process undertaken to review the two cases and the actions take subsequently. Those actions relate to two key areas: -
  - Improvements to the SCR process to strengthen individual agencies' governance of their IMRs and to ensure that all evidence in future SCRs is fully reflected in the IMRs and the overview report submitted to Ofsted;
  - Progress against each of the SCR action plans
- 7.3 The report to the minister, addresses each of the concerns raised in the evaluation letter and sets out how the safeguarding board and each partner agency has responded to Ofsted's findings. In relation to case A 2008, Ofsted has already confirmed that the revised action plan is regarded as good and therefore members can be confident that the nature of Ofsted's concerns were understood and remedial action taken.
- 7.4 In relation to the 'first case', yet to be published, an update on the implementation of the action plan was presented to Ofsted in their annual performance assessment site visit in October. The inspector expressed satisfaction with the report and subsequently, 'staying safe' was graded as 'adequate', endorsing this position. Members can therefore be confident that appropriate action has also been taken in this case.

## 8. Conclusion

- 8.1 Peterborough Safeguarding Children Board fully respects the need to ensure that when a child dies or is seriously harmed as a result of abuse or neglect that serious case reviews are conducted with independence and rigour. Whilst the board maintains that this has always been its practice, there have nevertheless been lessons learned as a result of Ofsted applying new criteria retrospectively to these two serious case reviews.
- 8.2 The review has confirmed that appropriate lessons were learned within each SCR and that actions are being progressed within each relevant partner agency accordingly. We believe that Ofsted and DCSF will be satisfied with the action taken.

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Children & Lifelong Learning Scrutiny Panel	Agenda Item No. 7
4 <sup>th</sup> March 2009	Public Report

### REPORT OF THE DIRECTOR OF CHILDREN'S SERVICES

Report Author: Bob Footer

Contact Details: Telephone 01733 864239

Report title:

### THE YOUTH CRIME ACTION PLAN

### 1. PURPOSE

To consider the implementation of the youth crime action plan (YCAP) in Peterborough, backed by government funding to deliver 7 specific interventions designed to reduce antisocial behaviour and youth crime.

### 2. RECOMMENDATIONS

To consider and comment on the proposals to deliver this government initiative.

### LINKS TO CORPORATE PLAN, SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

The youth crime action plan addresses directly the NI 111, reducing the numbers of young people entering the youth justice system for the first time. This national indicator is one of the children's priority indicators in the local area agreement.

### 3. BACKGROUND

- 3.1 The youth crime action plan was launched on 15<sup>th</sup> July 2008 and is a cross-government initiative involving the Home Office, Ministry of Justice and Department for Children, Schools and Families. Described as a "£100 Million Triple Track Approach To Tackling Youth Crime" it aims to get young people off the streets late at night, provide intensive support for the most problematic families and tougher, more visible 'community payback' sentences for young people who offend. At its heart, the plan is driven by the following three principles:-
  - **Enforcement and punishment** where behaviour is unacceptable with clear boundaries and consequences for those who over-step them;
  - Non-negotiable support and challenge where it is most needed for those families and children at greatest risk of long term, persistent and serious offending;
  - **Better and earlier prevention,** transforming early year's services, tackling poverty and unemployment, increasing opportunities.

### THE NATIONAL CONTEXT FOR THE YOUTH CRIME ACTION PLAN

- 3.2 The national youth crime action plan builds on progress that has already been made since the instigation of youth offending teams in 2000. The action plan highlights the following developments which have had a positive impact on youth crime reduction: -
  - Young offenders are now more likely to receive an intervention to prevent further offending;
  - Multi-agency youth offending teams have demonstrated a real improvement in preventing and reducing youth crime, including a 17% reduction in reoffending between 2000 and 2005;
  - Developments in children's services and local government reforms which deliver a more integrated approach to tackling antisocial behaviour and youth crime.
  - 3.3 However, the youth crime action plan states that "a minority of young people continue to blight communities". Whilst the volume crime has gone down, the level of youth crime self-reported by young people remain static. Whilst offences are relatively small in number, there is understandable public concern about violence, use of weapons and gang related offending nationally. The plan also identifies the scope to improve local co-ordination and accountability and to focus on early intervention and prevention by focusing on the underlying causes of offending and the family circumstances associated with youth offending. The significant success to date in reducing crime is therefore the basis for the youth crime action plan, closely linked to the reforms of children's services within the 'Every Child Matters' agenda of integrated services, early intervention and prevention.
  - 3.4 The key headlines relating to the reduction of youth crime nationally are as follows: -
    - Personal crime is down by 40% and violent crime down by 41% since 1995;
    - Programmes such as 'Tackling Gangs Action Programme' have made real differences;
    - There has been a significant investment in prevention, family support and the early years provision;
    - Children's centres are increasingly targeting vulnerable families;
    - Extended schools are offering a variety of co-located services for children, families and young people;
    - There has been substantial investment in positive activities for young people at risk of offending and poor outcomes generally;
    - The Youth Justice Board has developed a range of targeted intervention programmes;
- 3.5 Identifying individual and family risk factors associated with youth crime and antisocial behaviour is crucial in understanding how best to prevent and reduce youth crime. Key issues are as follows: -
  - Aggression and poor self control which start very early in childhood;
  - A relatively small group of young people with severe problems commit over half of all youth crime through persistent re-offending;
  - Factors which contribute to other poor outcomes for young people also contribute to
    offending behaviour, therefore general preventative services from early years onwards will
    impact on reducing youth crime.
  - Offending may be triggered by delinquent peer groups, particularly in disengaged communities, with almost 20% of 14-15 year olds belonging to a delinquent peer group. (This is not the same as belonging to a "gang")

3.6 The Youth Crime Action plan therefore analyses current progress in tacking youth crime and identifies promising schemes piloted or implemented successfully in certain areas. Authorities granted YCAP money are required to implement services from a specified menu of projects and interventions designed to reduce youth crime. Peterborough was one of 69 local authorities qualifying for a YCAP grant of £790,000 over the next three years. Qualification was based on a needs analysis, around levels of social deprivation, disadvantage and offending levels. Southend is the only other area qualifying in the eastern region.

### YOUTH CRIME REDUCTION IN PETERBOROUGH

3.7 Although local data to match the national picture presented in the youth crime action plan is not readily available, the picture is nevertheless one of consistent crime reduction since the inception of the youth offending service. Since 2005, the number of first time entrants has reduced by 17% and re-offending by 8%. We anticipate there being around 300 new entrants to the youth justice between 1<sup>st</sup> April 2008 and 31st March 2009 system. At any one time there are around 25 young people, mainly aged 15 and 16 year olds, who are subject to priority and prolific offender (PPO) monitoring and intervention. Although small in number, these young people generate a considerable amount of antisocial behaviour in areas where they live, mainly committing offences relating to car crime, burglary and assault.

### YOUTH CRIME ACTION PLAN: MENU OF INTERVENTIONS

- 3.8 The summary of the menu of interventions and project offered as part of the eligible spend for YCAP is as follows:
  - a) 'Operation stay safe', using child protection legislation to remove young people from the streets at night and take them to a safe place, building on lessons from initiatives such as 'Operation Stay safe';
  - b) **Using street-based teams of workers** to tackle groups of young people involved in crime and disorder;
  - c) **Increasing after-school police patrols where needed** to tackle anti-social behaviour and disorder at the end of the school day;
  - d) **Placing youth offending team workers in police custody suites** so that young offenders can be assessed and directed to appropriate services at the earliest opportunity;
  - e) **Expanding YOT reparation schemes during young people's leisure time,** including on Friday and Saturday nights to make young offenders feel the consequences of their actions;
  - f) Developing Family Intervention Projects to work with the most vulnerable and problematic families with children at risk of offending, with non-negotiable elements and sanctions for a failure to engage;
  - g) **Implementation of the 'think family' reforms** to provide an integrated and appropriate service response to all families at risk by the end of the funding period.
  - NB: The government requires half of the total funding to be spent on option developing a family intervention project.

### 4. IMPLEMENTING THE YOUTH CRIME ACTION PLAN IN PETERBOROUGH

- 4.1 The youth crime action plan menu aims to extend interventions into weekends, and encroach constructively into young people's leisure time. This means that on Saturday evenings some young people will be undertaking unpaid work to benefit the community, supervised by youth offending workers as a form of reparation. In addition detached youth workers are joined by committed volunteers to form the street-based teams, using the 'NACRO bus', effectively a mobile youth centre, to engage young people who may otherwise be involved in antisocial behaviour. These street-based activities are now taking place weekly.
- 4.2 The stay safe programme whereby police officers, social workers and youth offending workers work together to identify young people on the street late at night who are engaging in antisocial behaviour or who may be otherwise vulnerable. Typically these are young people who are under the influence of alcohol and who need to be returned safely to their parents' care. There have been two successful stay safe operations in Peterborough with a third taking place on 20<sup>th</sup> February. How this has benefited the young people concerned and the wider community is evidenced in the short case studies appended to this report.
- 4.3 After school 'sweeps' are taking place 3 times a week across Peterborough. Using uniformed police officers and police community safety officers, young people engaging in antisocial behaviour after school are picked up and returned to their parents. Early intervention of this nature had been found to prevent more serious problems occurring in the majority of cases.
- 4.4 Placing youth offending workers in the police custody suite is also aimed at responding to identified problems as quickly as possible, providing an immediate assessment of the young person's needs and engaging their family in addressing the offending behaviour. In addition, Peterborough has been successful in gaining funding to take part in the national pilot to divert young people with mental health vulnerabilities from the criminal justice system. Trained mental health workers who have recently been recruited will also shortly be in attendance at the custody suite, to assess young people whose offending may be influenced by mental health difficulties.
- 4.5 The family intervention programmes (FIP) required within the youth crime action plan are based on the 'think family' research which has demonstrated quite convincingly the positive outcomes for reducing antisocial behaviour by working with families. The development of a family intervention programme in Peterborough is in the early stages of planning. The funding will cover the costs of a team manager and two social workers. However, it is also anticipated that the team will be substantially increased through secondments of staff from the youth offending services, housing and potentially the police, providing a holistic and intensive response to dealing with antisocial behaviour of a small number of families in Peterborough. Evidence from elsewhere in the country would support this approach.
- Two other family based programmes will also work in conjunction with the family intervention project (FIP) to tackle antisocial behaviour and the risk of offending. The multi-systematic therapy (MST) pilot was introduced in August 2008 with around £1m of government grant to Peterborough over the four-year programme. MST has already been effective in preventing young people from entering care and custody and we have every confidence that it will continue to do so. However, the pilot works to strict eligibility criteria and will be evaluated nationally towards the end of the four-year period; not all young people and their families are suitable for this programme. The YMCA, supported by the city council and Safer Peterborough Partnership was successful in gaining funding for a new intensive intervention programme (IIP) aimed at tackling persistent offending in a small number of young people. Peterborough will thus shortly have three family based programmes supported by dedicated government grant to tackle youth crime and antisocial behaviour.

### 5. IMPLICATIONS

The YCAP interventions are delivered to government specification across the city whilst being targeted using all available data to identify high risk young people and neighbourhoods. The programmes are currently fully funded by central government grant. Sustainability of the programmes will be kept under review. If successful, as anticipated, there will be significant savings through intervening early and preventing the need for higher cost care or services, which can be re-invested to sustain the programmes beyond the period of the time limited grant.

### 6. CONSULTATION

The youth crime action plan is overseen by a multi agency steering group. The government are keen to ensure wide publicity on the outcome of the activities and seek feedback form the public. Young people and their families will be actively engaged throughout the programme in evaluating its effectiveness.

### 7. EXPECTED OUTCOMES

That panel will review the proposals of delivering the YCAP proposals and comment on the early impact on reducing antisocial behaviour and youth crime.

### 8. NEXT STEPS

On-going Governance of the YCAP action plan will be provided through the Safer Peterborough Partnership Board and the Children's Trust Partnership Board.

### 9. BACKGROUND DOCUMENTS

HM Government: Youth Crime Action Plan July 2008

### **APPENDIX 1: CASE STUDIES**

### 1. OPERATION STAYSAFE

**Friday December 5**<sup>th</sup> was a bitterly cold and wet night. It was also the night of the first Operation Staysafe in Peterborough. Based in the Dogsthorpe area, with the Bluebell community centre designated as the place of safety, one of the young people removed to the centre was a 14 year old girl. She was found at about 10pm in a nearby park by police officers who were told she had been assaulted by another girl. At the place of safety she was interviewed by social workers and it transpired she was a 'looked after' child from another authority and should have been in residential care in Lincolnshire. Enquiries established that she was reported missing from the children's home on the Monday of that week. She also disclosed that the assault was by the girlfriend of a 23 year old man who had been having sex with her. The social services team manager working on Operation Staysafe was able without delay to contact a senior police officer in Lincolnshire and arrange for the safe return of the girl.

**Friday 30<sup>th</sup> January** was the night of the second Operation Staysafe in the city and again the temperature was well below freezing. At about 9.30pm officers engaged on the operation saw about 100 young people in Hampton Hargate, near an off licence. The young people had just left a private youth club and the officers were particularly aware of 5 young girls carrying bags. On checking the bags they found bottles of cider and alcopops which the girls admitted to buying from the off licence. There was no consistency in their accounts of where they were intending to go, so all five were taken to the place of safety which on this night was the Charteris Centre. They were then interviewed and assessed by social workers who established that their ages ranged between 13 and 16 and were all going to be staying at the home of one of the girls whose parents were out for the night. The parents of the girls were contacted and they attended the Charteris centre from where, after suitable advice from the social workers and police who were satisfied that a lesson had been learned, they went home with no further action necessary.

However as well as safeguarding the welfare of the young people, this incident gave clear evidence of a disregard for the legislation concerning the sale of alcohol to under 18s which is now being further investigated by the licensing officer. The police inspector on duty for Operation Staysafe is also the sector inspector covering Hampton Hargate. He commented that anti social behaviour by young people in this locality had earlier been raised as a policing priority by his neighbourhood policing panel and that Operation Staysafe would have a very positive impact in its reduction.

### 2. AFTER SCHOOL POLICE PATROLS

The recent snow has hampered the patrols but despite this, since they were introduced in the middle of January, contact has been made with 343 young people from secondary schools across the city using safer schools officers and neighbourhood policing staff. Some of the young people were made subject of guardian awareness programme reports, and others have been directed to a youth club. In the Ortons, pupils were caught writing graffiti on a wall and under supervision were instructed to remove it.

Of particular note, the patrol officers were able to intervene in a gathering of about 200 young people from 2 schools intent on a confrontation. The officers' presence ensured no offences or public disorder were committed which otherwise potentially could have resulted in a serious situation, not least creating difficulties for residents and passers-by.

### 3. STREET YOUTH PROJECT

The project has been in operation since January. It is a mobile youth provision based around the use of a converted bus equipped with IT and refreshments. It is staffed by youth workers traveling around the city and targeting anti social behaviour (ASB) hot spots.

Of particular note is the impact they have made in Lawson Avenue, Stanground where ASB has long been a problem in the vicinity of the shops. Since the outreach bus has been regularly deployed to this area youth workers have engaged with a core of 12 to 15 young people who have had the benefit of a range of specialist advice around drug and alcohol misuse, training, education and employment. The shop keepers have reported very positively about the impact. Effective links have been made with the local police officers which have helped with partnership working and sharing information.

In order to record activity, whether it is the negative ASB or the positive results achieved, the project is making a video film for each of the key areas - Stanground, Orton and East. The video will include interviews with the young people, shopkeepers and the youth workers. It will then be used to promote the work and as an educational guide for other young people.

CHILDREN AND LIFELONG LEARNING SCRUTINY PANEL	Agenda Item No. 8
4 MARCH 2009	Public Report

### **Report of the Director of Strategic Resources**

Report Author – Paulina Ford, Performance Scrutiny and Research Officer Contact Details – (01733) 452508 or email paulina.ford@peterborough.gov.uk

### FEEDBACK AND UPDATE REPORT

### 1. PURPOSE

1.1 This report provides feedback on items considered or questions asked at previous meetings of the Children and Lifelong Learning Scrutiny Panel. It also provides an update on matters which are of interest to the Panel or where the Panel have asked to be kept informed of progress.

### 2. BACKGROUND

### 2.1 Recruitment and Retention in Schools

During the Panel's consideration of the Unvalidated Exam Data at its meeting on 22 October 2008, Members requested further information on what action was being taken with regard to recruitment and retention in schools.

Officers have now provided the following update with regard to the Recruitment and Retention Project "All Together Now".

This project came out of several discussions with secondary Headteachers during the last academic year and a discussion with the Interim Director of Children's Services during 2007/8. The demise of the Graduate Teacher programme (GTP) in 2007/8, meant that it was much more difficult for Peterborough to "grow its own" teachers.

Attracting suitably qualified and excellent teachers will make a significant impact on improving educational standards. Headteachers identified a number of issues:

- Very few applicants for key jobs
- Poor quality applicants for key jobs especially in core subjects; English, maths and science
- Good teachers being poached by other schools in Peterborough
- Poor teachers being recycled around the system
- Core departments being under-staffed and non-specialists having to teach core subjects
- Middle management posts often internal and schools not being able to attract external applicants

It was decided to set up "All Together Now", a Recruitment and Retention Project, initially focussing on attracting good quality Newly Qualified Teachers (NQTs) to secondary schools in Peterborough. This project is supported by Children's Services Workforce Development Team, the Learning and Skills division and secondary school headteachers.

Current membership:

Mel Collins – Chair Mike Sandeman – Head of Arthur Mellows Village College Sue Simmons – HR Manager Thomas Deacon Academy Eric Winstone – Head of Bushfield – Associate member
Roy Duncan – Head of Jack Hunt – Associate member
Rosemary Woodland/James Beale – Housing
Aisla Nicholls – Children's Services HR Business Partner
Jenny Sergeant/David Anderson – Children's Services Workforce Development Team

It was agreed that to do this work properly the group needed to appoint a Project Manager to support the project for one day per week. The School Forum have recently agreed to fund this project leader post. The group also agreed to place an advert in the prestigious TES NQT publication at a cost of £4000.

### What we need to do now:

- Appoint a senior manager to lead this project this person would be seconded from a school
- Produce a detailed project mandate for this work
- Establish the terms of reference and revised membership of the project board
- Agree the branding of the 'Peterborough Package', working with the PCC communications team
- Prepare material to go out in any recruitment pack
- Arrange an event/conference/fair for potential NQT applicants with headteachers of all secondary schools

### What we need to decide:

- How will the project develop so that Headteachers can buy into the project how much will they pay we did talk about £1k initially?
- How do we monitor the impact and benefits of the project?

Further information on this project can be provided by Mel Collins, Assistant Director, Learning & Skills.

### 2.2 Children's Trust – Overview of performance

During the Panel's consideration of the Children's Trust – Overview of performance at its meeting on 3 December 2009, it was agree to invite all Members of the panel to an informal meeting to discuss which priorities to focus on within the Children's Trust over the next municipal year. It was originally thought that this meeting should take place before the end of this municipal year. However the Chair has now decided that it would be better to wait until the outcomes of this years performance has been assessed before assessing which areas to focus on as priority next year. The meeting will therefore take place at the beginning of the next municipal year, details of which will be forwarded to the panel nearer the time.

### 3. EXPECTED OUTCOMES

3.1 That the Panel notes the feedback from previous meetings.

### 4. BACKGROUND DOCUMENTS

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

None

### 5. APPENDICES

None

CHILDREN AND LIFELONG LEARNING SCRUTINY PANEL	Agenda Item No. 9
4 MARCH 2009	Public Report

### **Report of the Director of Strategic Resources**

### Report Author – Paulina Ford, Performance Scrutiny and Research Officer Contact Details - 01733 452508

### **EXECUTIVE DECISIONS**

### 1. PURPOSE

1.1 The purpose of this report is to notify the Panel of the Executive Decisions which have been taken and which relate to the Panel's remit.

### 2. LINKS TO CORPORATE PLAN, SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

2.1 Links to the Corporate Plan, Sustainable Community Strategy and Local Area Agreement are contained within the individual decisions notices.

### 3. BACKGROUND

### 3.1 Appointment of LEA Governor to Stanground St Johns Primary School

### **Decision**

To appoint Mrs Jemma Keegan nominated by the Local Authority.

### Reasons

The resignation of Mr Christopher Cordery on 10 April 2008.

### 3.2 Appointment of LEA Governor to Paston Ridings Primary School

### **Decision**

To appoint Mrs Elizabeth Ryan nominated by the governing body.

### Reasons

The end of term of office of Mr Peter Malyon on 15 September 2008 and his decision not to continue.

### 3.3 Appointment of LEA Governor to Matley Primary School

### **Decision**

To appoint Mrs Suzanne Jones nominated by the Local Authority.

### Reasons

The disqualification of Mr P Sreeramojura on 15 July 2008.

### 3.4 Quality & Access for All Young Children- Three Year Allocation of Early Years Capital Grant

### **Decision**

Authority is sought to

 To approve the process for the allocation of the 'Quality and Access for all Young Children – Early Years Capital Grant through the Early Years & Childcare Team  To delegate the authority to award the individual contracts to the Executive Director – Children's Services.

### Reasons

The Quality and Access for all Young Children – Early Years Capital Grant is worth £861k per year. This funding is in addition to the capital funding already allocated for the development of children's centres and extended schools and represents significant investment in early years provision in our local authority. The grant has three clear aims;

- To improve the quality of the learning environment in early years to support the delivery of Early Years and Family Service.
- To ensure all children, including disabled children are able to access provision.
- To enable private, voluntary and independent providers to deliver the extension to the free offer for 3 and 4 year olds and to do so flexibly.

It is the expectation of the Department of Children, Schools and Families (DCSF) that the majority of this capital grant is used to improve the quality of the environment in the private voluntary and independent (PVI) early years & childcare settings.

The capital grant must be used for these three broad purposes, and the DCSF have also provided further clarification as to what meets these criteria, however they also state it is for the Local Authority to decide how best to deploy the grant within these parameters.

To ensure that any funding allocated clearly meets the aims stated in the Grant Allocation letter an application process has been established. All PVI settings within the local authority will be given opportunity to apply for funding to support, enhance or develop their early years & childcare setting in line with DCSF requirements. The process for this allocation was devised in consultation with the sector and documentation provided to ensure the process is clear. Once received completed applications are processed and checked to ensure they meet the DCSF requirements.

The DSCF have given clear guidance on how the capital Funding should be used and that it should clearly improve the quality of the early years and childcare provision. This will support the local authority in meeting its target in improving outcomes and narrowing the gap.

This funding will also support the local authority in meeting its duty to ensure sufficient childcare ensuring all children can access early years & childcare provision. The DCSF states that Local Authorities will need to use available funds according to the findings of the Childcare Sufficiency Assessment; the application process takes this into consideration supporting the Local Authority in meeting demand.

### 3.4 Appointment of LEA Governor - Nene Valley Primary School

### **Decision**

To appoint Mr James Nicol nominated by the Local Authority

### Reasons

The resignation of Mr Stephen Smith on 21 April 2008

### 3.5 Appointment of LEA Governor - Matley Primary School

### **Decision**

To appoint Mrs Fiona Fowler nominated by the Local Authority

### Reasons

The resignation of Mrs Patricia Dangerfield on 23 July 2008

### 3.6 Appointment of LEA Governor - Dogsthorpe Infants School

### **Decision**

To appoint Mr Mark Budner nominated by the governing body

### Reasons

The end of term of office of Mrs Avril Law on 19 November 2008 and her decision not to continue

### 3.7 Appointment of LEA Governor - Eyrescroft Primary School

### **Decision**

To appoint Mr Andrew Gray nominated by the governing body

### Reasons

The resignation of Mrs Sharon Cooper on 20 July 2008

### 4. IMPLICATIONS

4.1 Any specific implications are contained within the individual decision notices.

### 5. EXPECTED OUTCOMES

5.1 The Panel is asked to consider the Executive Decisions which are relevant to the remit of the Panel and which have been made since the last meeting and if felt appropriate, to identify any decisions they may wish to examine in more detail.

### **6 BACKGROUND DOCUMENTS**

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

Executive Decision notices from 4 December 2008

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CHILDREN AND LIFELONG LEARNING SCRUTINY PANEL	Agenda Item No. 10
4 MARCH 2009	Public Report

### **Report of the Director of Strategic Resources**

Report Author – Paulina Ford, Performance Scrutiny and Research Officer Contact Details – 01733 452508

### FORWARD PLAN - 1 MARCH 2009 TO 30 JUNE 2009

### 1. PURPOSE

For the Panel to note the latest version of the Forward Plan; agree any areas for inclusion within the Panel's work programme and submit any observations concerning the Plan to the Executive.

### 2. BACKGROUND

This is a regular report to the Children's and Lifelong Learning Scrutiny Panel, outlining the content of the Council's Forward Plan.

### 3. KEY ISSUES

- 3.1 The latest version of the Forward Plan is attached at Appendix A. The Plan contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) will be making over the next four months.
- 3.2 The Panel may wish to include some of the items highlighted on the Plan onto their future work programme or to request additional information from the Executive before a decision is made. Any comments about the format of the Plan would also be welcomed.
- 3.3 In accordance with the Council's Executive procedure rules, the Cabinet or Cabinet Member will not make any key decision until at least five clear days after the receipt of the report relating to that decision. The Group representatives of the Scrutiny Committee are sent a copy of these reports at the same time as the Cabinet Member and any comments can be passed onto the Member before a decision is made.

### 4. EXPECTED OUTCOMES

4.1 That the Panel notes the latest version of the Forward Plan; agrees any areas for inclusion within the Panel's work programme and submits any observations concerning the Plan to the Executive.

### 5. NEXT STEPS

5.1 Areas agreed by the Panel to be included in the work programme and observations submitted to the Executive.

### 6. BACKGROUND DOCUMENTS

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

Peterborough City Council's Forward Plan for 1 March 2009 to 30 June 2009

### 7. APPENDICES

Appendix A Forward Plan 1 March 2009 to 30 June 2009

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### **APPENDIX A**

## COUNCIL'S FORWARD PLAN PETERBOROUGH CITY

# 1 MARCH 2009 TO 30 JUNE 2009

### PETERBOROUGH CITY COUNCIL

# FORWARD PLAN OF KEY DECISIONS - 1 MARCH 2009 TO 30 JUNE 2009

During the period from 1 March 2009 to 30 June 2009 Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. The dates detailed within the Plan are subject to change and those items amended or identified for decision more than one month in advance will be carried over to forthcoming plans. Each new plan supersedes the previous plan. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Lindsay Tomlinson, Governance Support Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483). Alternatively, you can submit your views via e-mail to lindsay.tomlinson@peterborough.gov.uk or by telephone on 01733 452238.

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

NEW ITEMS THIS MONTH:

- Older People's Accommodation Strategy
- Lady Lodge Arts Centre

## **MARCH - KEY DECISIONS**

REPORTS	Public report will be available from the Governance Support Officer one week before the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made
CONTACT DETAILS / REPORT AUTHORS	Peter Heath-Brown Planning Policy Manager Tel: 01733 863796 peter.heath-brown@peterborough.gov.uk	Consultation will be Denise Radley undertaken with relevant Director of Adult Social Services and stakeholders as Performance Tel: 01733 758444 denise.radley@peterborough.gov.uk	Jenny Line Project Manager – Waste Management Tel: 01733 453570 jenny.line@peterborough.gov.uk	Michael Stevenson Project Engineer Tel: 01733 317473 michael.stevenson@peterborough.gov.uk
CONSULTATION	External and key stakeholders including neighbouring local authorities, land agents and chamber of commerce	Consultation will be undertaken with relevant stakeholders as appropriate	Consultation will take place with the relevant stakeholders	Consultation will be undertaken with the relevant internal stakeholders and the Environment Scrutiny Panel
DECISION MAKER	Cabinet	Cabinet	Cabinet Member fir the Environment, Councillor Fitzgerald	March 2009 Cabinet Member for the Environment, Councillor Fitzgerald
7	March 2009	March 2009	March 2009	March 2009
KEY DECISION REQUIRED DATE OF DECISION	Section 4/4 Input to Regional Spatial Strategy (RSS) Review To give advice to East of England Regional Assembly on proposed review of the Regional Spatial Strategy to 2031	Accommodation Strategy To agree the next phase of implementation of the Older People's Accommodation Strategy	Food Waste Treatment To consider and agree the preferred method of tendering for the treatment of food waste	Approval of the Local Transport Plan Capital Programme 2009/10 To approve the Capital Programme for 2009/10

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Public report will be available from the Governance Support Officer one week before the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made
Public be avious the Go Suppo one w the de made	Public be ave the Gc Suppo one w the de made	Public be ave the Gc Suppo one w the de made	Public be ava the Go Suppo one w the de made
Nick Blake Substance Misuse Service Delivery Lead Tel: 01733 863880 nick.blake@peterborough.gov.uk	Shahin Ismail Head of Delivery Tel: 01733 2484 shahin.ismail@peterborough.gov.uk	Richard Astle Director, Greater Peterborough Partnership Tel: 01733 865042 richard@gpp-peterborough.org.uk	John Harrison Executive Director – Strategic Resources Tel: 01733 452398 john.harrison@peterborough.gov.uk
Consultation will take place with PCC Finance; Legal; Business Transformation; the relevant joint commissioning groups and the Peterborough Primary Care Trust	Relevant stakeholders as appropriate	Relevant stakeholders and fora including Scrutiny Committee	Internal stakeholders as appropriate
Cabinet Member for Education and Children's Services, Councillor Goldspink; Cabinet Member for Health and Adult Social Care, Councillor Lamb and Cabinet Member for Housing, Regeneration and Economic Regeneration, Councillor Murphy	Cabinet Member for Housing, Regeneration and Economic Development, Councillor Murphy	Leader of the Council and Cabinet Member for Finance and Human Resources, Councillor Peach	Cabinet Member for Efficiency and Business Improvement, Councillor Scott
March 2009	March 2009	March 2009	March 2009
Peterborough Substance Misuse Treatment Plans Formal sign-off of both the Safer Peterborough Partnership Team Adult Treatment Plan and Children's Services Young People Treatment Plan which set out the strategic direction and commissioning intentions for local substance misuse services for the financial year 2009/2010.	Integrated Development Programme To set out priorities for infrastructure provision to facilitate growth and regeneration of the city.	Refreshed Local Area Agreement (LAA) To sign off the refreshed LAA prior to its submission to the Government Office	Shared Services Memorandum of Agreement to deliver revenues and benefits with Luton Borough Council

Sale of Surplus Former Allotment Land at Westwood Grange (South of Atherstone Avenue and Portman Close, West of Grange Road and North of Mayors Walk, Peterborough) To authorise the Chief Executive, Executive Director of Resources and Cabinet Member for Efficiency and Business Improvement to negotiate and conclude the sale of this surplus Council asset based on best consideration principles.	March 2009	March 2009 Cabinet Member for Efficiency and Business Improvement, Councillor Scott	Consultation will take place with relevant stakeholders including ward councillors	Andrew Edwards Head of Strategic Property Tel: 01733 384530 andrew.edwards@peterborough.gov.uk	Public report will be available from the Governance Support Officer one week before the decision is made
Construction of A1073 (Spalding to Eye link) road The approval for the transfer of 18 hectares (44.4 acres) of agricultural land from the Peterborough Farms Estate (Strategic Property) to Peterborough Transportation for the construction of the A1073 (Spalding to Eye link) road. This transfer is expected without claim by the Farms Estate for compensation for the value of the land to be acquired by Highways or for diminution of value of the retained agricultural estate.	March 2009	March 2009 Cabinet Member for Efficiency and Business Improvement, Councillor Scott	Consultation has been undertaken with PCC Farm Estates, PCC Transportation and Lincolnshire County Council	David Farquhar Head of Environment, Transport and Engineering Tel: 01733 453500 david.farquhar@peterborough.gov.uk	Public report will be available from the Governance Support Officer one week before the decision is made

		APRIL -	L - KEY DECISIONS		
KEY DECISION REQUIRED DATE OF DECISION	DATE OF DECISION	DECISION MAKER	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
ICT MANAGED SERVICE  To select a partner to deliver ICT services to the Council	April 2009	Cabinet Member for Efficiency and Business Improvement, Councillor	Internal stakeholders as appropriate: ICT staff; HR; Finance; Legal Services;	Internal stakeholders as Elaine Alexander appropriate: ICT staff; HR; Programme Manager – Business Finance; Legal Services; Transformation	Public report will be available from the Governance
		Scott	Departmental Representatives	Tel: 01733 317984 <u>elaine.alexander@peterborough.gov.uk</u> one week before the decision is the decision is made	Support Officer one week before the decision is made
Midland Highway Alliance April 2009 - Junction 8 Parkway Signalisation Project To appoint a contractor for the project	April 2009	Cabinet Member for Efficiency and Business Improvement, Councillor Scott	Internal stakeholders as appropriate	Chris Berry  Business Transformation team  Tel. 07976 619906  christopher.berry@peterborough.gov.uk Support Officer one week befor the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made

	- YAM	- KEY DECISIONS		
KEY DECISION REQUIRED DATE OF DECISION	DECISION MAKER	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
Lady Lodge Arts Centre Options for the future use of the Lady Lodge Arts Centre site	Cabinet Member for Efficiency and Business Improvement, Councillor Scott	Consultation will be carried Andrew Edwards out with relevant ward Head of Strategic councillors Tel: 01733 38453 andrew.edwards@	Andrew Edwards Head of Strategic Property Head of Strategic Property Tel: 01733 384530 andrew.edwards@peterborough.gov.uk one week befor the decision is made	Public report will be available from the Governance Support Officer one week before the decision is made

	JUNE -	KEY DECISIONS	
KEY DECISION REQUIRED DATE OF DECISION MAKER DECISION	DECISION MAKER	CONSULTATION	CONTACT DETAILS / REPORT   REPORTS   AUTHORS
	There are currently	There are currently no key decisions scheduled for June.	June.

## **AGENDA PLAN 2008 – 2009**

Last Updated - 13 February 2009

Expected Outcome	Comments to Officers	Recommendations to the Executive	Comments to Officers
Relevant Terms of Reference	To monitor progress on the Council's priority of providing high quality opportunities for learning and ensure children are healthy and safe	To initiate, develop and review relevant policies and advise the Executive about the proposed Policy Framework	To review any issue that the Panel considers appropriate.
Type of Scrutiny Activity	General Scrutiny Issue	Policy Development	General Scrutiny Issue
Item referred by	Officer	Constitution	Officer
Item (including what the Panel is requested to do)	Integrated Children with Disabilities project To consider and comment on a report to the panel on the Integrated Children with Disabilities project Contact Officer: Maureen Phillips	Peterborough Children and Young People Plan To consider and comment on the key drivers to the priorities being set within the Peterborough Children and Young People Plan Contact Officer: Elaine Fulton / Stephen Sutherland	Safeguarding Children – Peterborough's Response to the Haringey Report  To consider and comment on Peterborough City Council Children Services response to findings of the Haringey Joint Area Review Report  Contact officer: Debbie Brayshaw
Date of Meeting	4 March 2009 Draft report 16 February Final Report 23 February		

## **AGENDA PLAN 2008 – 2009**

Last Updated - 13 February 2009

Item referred by     Type of Scrutiny     Relevant Terms of Activity     Reference	General Scrutiny To review any issue Comments to Officers Issue that the Panel considers appropriate.
Item refe (including what the Panel is requested to do)	Youth Crime Action Plan  To consider and comment on the implementation of the Youth Crime Action Plan  Contact Officer: Bob Footer
Date of Meeting	

Information items to be sent out directly to members of Panel. Not for presentation at the Panel meetings. Any questions on the information should be sent directly to the contact officer responsible.

Item	Contact Officer	Date / Regularity	Method of Delivery
Children's Social Care Services – Management Information	Maureen Phillips Assistant Director Family and Communities Tel: 01733 863702 Email:	<b>Bi Monthly</b> November / January / March / May / July / September	
Attendance/Exclusion Figures	Melanie Collins / Tricia Keogh Assistant Director, Learning & Skills Tel: 01733 863730	<b>Biannual</b> November / May	
Schools Forum report on activities	melanie.collins@peterborough.gov.uk  Jonathan Lewis Assistant Director, Resources Tel: 01733 863912 Email: jonathan.lewis@peterborough.gov.uk	<b>Bi Monthly</b> November / January / March / May / July / September	

## **AGENDA PLAN 2008 – 2009**

Last Updated - 13 February 2009

Item	Contact Officer	Date / Regularity	Method of Delivery
Education Standards – Validated Results	Melanie Collins Assistant Director, Learning & Skills Tel: 01733 863730	March 2009	
	Email: melanie.collins@peterborough.gov.uk		
Changes to Arrangements for 16-	Melanie Collins	End Feb 2009	
19 Education and Training	Assistant Director, Learning & Skills Tel: 01733 863730		
	Email:		
	melanie.collins@peterborough.gov.uk		

## Type of Scrutiny Activity Categories:

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Policy Development Scrutiny of External Organisations Scrutiny Review Performance Management General Scrutiny Issue Holding to Account Member Training

# RELEVANT ITEMS FROM MAJOR POLICY FRAMEWORK AND LOCAL CHOICE TO BE CONSIDERED UNDER THE REMIT OF CHILDREN AND LIFELONG LEARNING SCRUTINY PANEL

## Plans included under statutory guidance

- (a) Children and Young People's Plan(e) Youth Justice Plan

## **AGENDA PLAN 2008 – 2009**

## Last Updated - 13 February 2009

# POSSIBLE ITEMS FOR INCLUSION WITHIN THE WORK PROGRAMME FOR 2008/09

Expected Outcome	Comments to Officers	Comments to officers	Comments to Officers
Relevant Terms of Reference	To monitor progress on the Council's statutory duty to implement integrated processes	To monitor progress on the Council's statutory duty to implement integrated processes	To monitor progress on the Council's priority of providing high quality opportunities for learning and ensure children are healthy and safe.
Type of Scrutiny Activity	. Policy development	. Policy development	General Scrutiny Issue
Item referred by	Chair	Officer	Chair
Approximate Scheduling date	July 2009	July 2009	July 09
Item (including what the Panel is requested to do)	Schools Appeals Process and Overview of the Admission Process Update Report J. Lewis	Integrated Processes (including ContactPoint)  To consider and comments on progress to deliver integrated processes in Peterborough including Contactpoint, information sharing and common assessment framework (CAF)  Contact Officer: Elaine Fulton / Maureen Phillips	Proposed Bushfield Academy  To present an overview of how the academy will work  Contact Officer: Eric Winstone / Mel Collins

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## **AGENDA PLAN 2008 – 2009**

Last Updated – 13 February 2009

	pre		Programme Follow on	Maureen Phillips	rable Groups and Young T.B.A.		Reference  To initiate, develop and review relevant policies and advise he Executive about he proposed Policy Framework	To initiate, devand review relepoolicies and active at the Executive at the proposed Framework	Policy Development	Officer	September 09  T.B.A.  T.B.A.  Follow on from presentation	requested to do)  New University  To receive an update on the progress of the University.  Contact Officer: Linda Jones  Vulnerable Groups and Young Carers  Maureen Phillips  Children's Trust – Overview of Performance  Contact: Stephen Sutherland  National Healthy Schools  Programme  Report to discuss new curriculum and effectiveness of new curriculum
				Dec 2009 Offi	Dec 2009 Offi	T.B.A.  Dec 2009  Offi				Officer	T.B.A.	ional Healthy Schools
T.B.A. Offi Follow on from bresentation given in Dec	T.B.A. Offi Follow on from	T.B.A. Offi	T.B.A. Offi	Dec 2009 Offi	Dec 2009 Offi	T.B.A. Dec 2009 Offi						act: Stephen Sutherland
T.B.A. Offi Follow on from presentation given in Dec	T.B.A. Offi Follow on from	T.B.A. Offi	T.B.A. Off	Dec 2009 Offi	Dec 2009 Offi	T.B.A.  Dec 2009 Offi						
T.B.A. Offi Follow on from presentation given in Dec	T.B.A. Offi Follow on from	T.B.A. Offi	T.B.A. Off		Maureen Phillips					Officer	Dec 2009	en's Trust – Overview of Performance
T.B.A. Officer  Follow on from presentation given in Dec	T.B.A. Officer T.B.A. Officer Follow on from	T.B.A. Officer T.B.A. Officer	T.B.A. Officer	T.B.A.		_		policies and ac the Executive a			) )	e an update on the progress of the University.
T.B.A. Officer  Follow on from presentation given in Dec	T.B.A. Officer Follow on from	T.B.A. Officer  T.B.A. Officer  T.B.A. Officer	T.B.A. Officer	policies and advise the Executive about the proposed Policy Framework	policies and advise the Executive about the proposed Policy Framework	policies and advise the Executive about		To initiate, dev	Policy Development	Chair	September	New University
September Chair Policy To initiate, develop O9 O9 Development policies and advise the Executive about the proposed Policy Framework  T.B.A.  T.B.A.  Follow on from presentation given in Dec	September Chair Policy To initiate, develop and review relevant policies and advise the Executive about the proposed Policy Framework Dec 2009 Officer  T.B.A. Officer Follow on from	September Chair Policy To initiate, develop and review relevant policies and advise the Executive about the proposed Policy Framework  T.B.A. Officer  T.B.A. Officer  T.B.A. Officer	September Chair Policy To initiate, develop  09 Development and review relevant policies and advise the Executive about the proposed Policy Framework  T.B.A.  T.B.A.  T.B.A.  Officer  T.B.A. Officer	September Chair Policy To initiate, develop  09 Development and review relevant policies and advise the Executive about the proposed Policy Framework  T.B.A.	September Chair Policy To initiate, develop  09 Development and review relevant policies and advise the Executive about the proposed Policy Framework	September Chair Policy To initiate, develop  09 Development and review relevant policies and advise the Executive about			•		date	iding what the Panel is requested to do)

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