

**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES  
SCRUTINY COMMITTEE**

**MONDAY 11 JUNE 2012  
7.00 PM**

**Bourges/Viersen Room - Town Hall**

**AGENDA**

**Page No**

**1. Apologies for absence**

**2. Declarations of Interest and Whipping Declarations**

*At this point Members must declare whether they have 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 Meeting held on 12 March 2012**

**1 - 6**

**4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions**

*The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of 3 working days after the publication of the decision (not including the date of publication), unless a request for call-in of the decision is received from any two Members of a Scrutiny Committee or Scrutiny Commissions. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee or Commission.*

**5. Introduction to Children's Services**

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**6. Poverty Reduction Strategy and Action Plan**

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**7. Children's (Social Care) Services Statutory Complaints Process  
(Children Act 1989) Annual Report 2011/2012**

**49 - 54**

**8. Children's Services Improvement Programme - Progress Report**

**55 - 60**

**9. Review of 2011/12 and Work Programme for 2012/13**

**61 - 72**

**10. Forward Plan of Key Decisions**

**73 - 86**

**11. Date of Next Meeting**

Monday 23 July 2012



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

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

*In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair.*

#### Committee Members:

Councillors: S Day (Chair), C Harper (Vice Chairman), N Arculus, B Rush, J Shearman, B Saltmarsh and D Fower

Substitutes: Councillors: J R Fox, M Nadeem and Thulbourn

Education Co-optees: Jane Austen (Roman Catholic Church Representative), Mr Frank Smith (Church of England Representative), Alastair Kingsley (Parent Governor Representative), Brian Opie (Parent Governor Representative),  
The Revd Canon Tim Elbourne, (Director of Education & Training), Diocese of Ely

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

**MINUTES OF A MEETING OF THE  
CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
HELD IN THE  
BOURGES & VIERSEN ROOMS, TOWN HALL, PETERBOROUGH  
ON 12 MARCH 2012**

<b>Present:</b>	Councillors S Day (Chairman), Harper, Nadeem, Saltmarsh, Nash and J Shearman	
<b>Also present</b>	Cllr John Holdich Peter Godley Niamph Kingsley Alastair Kingsley Brian Opie Pat Carrington	Cabinet Member for Education, Skills and University Youth Council Youth Council Parent Governor Representative Parent Governor Representative Principal / Head of Service at City College Peterborough
<b>Officers in Attendance:</b>	Malcolm Newsam Jonathan Lewis Gary Perkins Louise Tyers Paulina Ford Dania Castagliuolo Marie Southgate	Executive Director, Children's Services Assistant Director Education & Resources Head of School Improvement Compliance Manger Senior Governance Officer, Scrutiny Governance Officer Lawyer

**1. Apologies**

Apologies for absence were received from Councillor Elsey. Apologies were also received from Councillor Scott, Cabinet Member for Children's Services.

**2. Declarations of Interest and Whipping Declarations**

There were no declarations of interest or whipping declarations.

**3. Minutes of the meeting held on 16 January 2012**

The minutes of the meetings held on 16 January 2012 were approved as an accurate record.

**4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions**

There were no requests for Call-in to consider.

**5. Blue Badge Reforms**

The report provided the Committee with information about the reforms to the blue badge scheme for disabled parking. The Compliance Manager informed Members that a new blue badge design had been introduced and a £10 fee for blue badges. This had been the first major overhaul of the blue badge scheme since the 1970's. The Government had introduced the reforms to the scheme to bring about significant changes to:

- ensure fairer allocation of badges to those most in need
- allow improved and effective prevention of abuse and enforcement

- deliver efficiency savings and improved customer services
- enable the reforms by raising the badge fee

Prior to the reforms the charge for a blue badge had been £2 but the council had not previously passed this on to the customer as the fee to administer this had not been practical. Following the reforms the council had introduced a £10 fee for a new badge and a £5 fee for a replacement badge. The council were now being charged £4.60 for the production of the badge. The new style badge was made out of a durable PVC construction and included a comprehensive range of new security features. From the 1 April 2012 anyone who did not qualify automatically for a blue badge would need to undergo an independent mobility assessment which would have to be undertaken by an independent mobility assessor. This was currently being undertaken by the applicants General Practitioner. The change would help to make the assessments fairer but would incur a charge and discussions were being held with Occupational Therapy to see if they would undertake the role of assessor.

Observations and questions were raised and discussed including:

- Will there be a cost for the independent assessment and will the council have to bear that cost. *Members were advised that there would be a cost which the council would have to bear. Currently General Practitioners charged £25.15 per assessment but it was felt that the cost through Occupational Therapy may cost less.*
- The Compliance Manager advised members that one of the problems of the current scheme had been an increasing demand for badges and pressures to extend eligibility to the scheme. The department of transport had indicated a forecast growth of 27% nationally over the next 10 years due to people living longer and an expanding population.
- Who enforced the scheme and were there many prosecutions? *Members were informed that the council's Civil Enforcement Officers enforced the scheme. Prosecutions had been low due to a lot of evidence being required to take a case to court. The last prosecution was at the end of 2011 and the person was fined £500.*
- Do the new laws make it clear where people can park? *Each badge owner would be sent a book stating where to park and it would be the owners' responsibility to make sure that the badge was used properly.*
- If there is an excess of income over expenditure what will this be used for. *It would be used to improve the enforcement process to carry out more dedicated blue badge enforcement. The £10 charge would not fully cover the costs of the badge so whilst there would be a small increase in income over expenditure it would not be a large amount.*
- Has there been any movement on the issue of temporary blue badges for people who are temporarily incapacitated from an accident or injury e.g. a broken leg. *The government had been looking at extending the scheme for temporary disabilities. Currently people can only be awarded a blue badge with a permanent or substantial disability. It was being considered that the council's parking services may be able to issue temporary badges for car parks or bays. This would be run past the disability forum to ensure they were happy with people obtaining temporary badges without having to go through the full assessment.*

The Chair thanked the Compliance Manager for an informative report.

## **ACTIONS AGREED**

That the Committee note the report.

## **6. Presentation of 2011 Validated Examination Results**

The purpose of the report was to provide Members with a summary of the 2011 validated examination results for Key Stage 2 (KS2) and Key Stage 4 (KS4). The statistics provided compared Peterborough against statistical neighbours and nationally. Peterborough results against the national picture overall had continued to improve however the gap towards the national average for English had increased and this was of concern. The gap between the

national averages had continued to close for results in maths. Progress from KS1 to KS2 was now above the national average. Improvement overall needed to continue to further close the gap with the national average.

KS4 GCSE results 5 A\*-C Grade (not including English and mathematics) had improved by 7% since 2010 and was now above the national average. The area of concern was around progress in secondary schools which compared how well children achieved when they had finished their KS2 exams and continue to KS4 outcomes. Head teachers were being encouraged to make improvements in this area and intervention strategies with senior schools had been put in place. Focus was being placed on individual continued improvement.

Alistair Kingsley and Councillor Shearman had worked with the Head of School Improvement to prepare more meaningful data for presentation to the Committee. Alistair Kingsley thanked the Head of School Improvement for his assistance with this. The Head of School Improvement had welcomed their input and looked forward to working with them going forward.

Observations and questions were raised and discussed including:

- Members noted that there had been quite a distinction between progress levels from KS2 to KS4. KS2 levels of achievement had been about 80 to 85% but dropped to 60 to 65% at KS4. Members wanted to know why. *Members were informed that one of the issues had been that secondary schools had focused on the target of obtaining 5 A\*-C's including English and maths to the exclusion of progress. There needed to be a balance between the two because it was progress that lead to the attainment. Raising awareness of the importance of progress at secondary schools was in hand and there was an expectation of improvement in data with regard to student progress over the next two years.*
- Can you explain why there had been less progress between KS2 and KS4 than between KS1 and KS2? Members felt that the assumption in Peterborough was that the results were being held back by the presence of children speaking English as an additional language? There were however more children coming into KS1 and KS2 who had English as their second language but there had been better progress. *Members were advised that the difficulty was that progress was not being measured in the same way at Primary Schools as at Secondary Schools. KS1 and KS2 were being measured by teacher assessment and moderated standardised tests. KS2 and KS4 were measured by external moderated tests at both ends. The tracking of groups of pupils at secondary schools had not been as rigorous in the past as it currently was. Primary schools had been much more rigorous in tracking progress at different group levels.*
- Was there any evidence that KS1 results were being suppressed to inflate KS2 results? *Members were informed that there was some evidence that results had been inflated at KS2.*
- What was the role of the Local Authority going to be in the future? *The Assistant Director Education & Resources advised Members that the role would be similar to now which was to challenge and intervene where appropriate. The results of the Academies were consolidated within Peterborough and therefore it was still the responsibility of the Local Authority to monitor and intervene and ensure the best possible outcomes for young people in the city.*
- Members had noted that over the last three years Local authority Intervention on raising attainment in maths for boys at early years had shown as a positive improvement which proved that that kind of initiative did have an impact.
- Is the Local Authority intervening quickly enough in schools that were coasting? *The Local Authority had a good track record of intervening with schools. Every single school in the city were tracked on a half term basis. The school was assessed on how they were performing and any issues identified. Each school would then get graded. Appropriate intervention would be put in place where schools were not achieving as expected.*

- Would you say low attendance, behaviour and Special Educational Needs was part of Peterborough's response to poverty in the city. Members were informed that those *factors were constantly under review to ensure an effective response to them. Teams were now focussing more on behaviour and ensuring that all schools had effective strategies in place to tackle behaviour. The pupil referral unit was now much more focussed on outreach within main stream schools.*
- Members requested further details and data on interventions at individual schools. The Assistant Director Education & Resources to follow this up with Councillor Shearman and Alistair Kingsley.

## **ACTIONS AGREED**

The Committee noted the report and requested a further report to come back to the Committee at a future meeting.

### **7. City College**

The report informed the Committee about the Peterborough City Councils Adult and Community Learning Provision at City College Peterborough (CCP) and what impact the service had on local residents and businesses. The report also included an update on a recent Ofsted Inspection where the College was graded Good with Outstanding features. A short PowerPoint presentation was given to show what sort of people used the college and the key areas of delivery which were:

- Family Learning
- 14-16 year olds vocational opportunities
- 16-18 year olds Foundation Learning
- Apprenticeships
- Adult Qualifications
- Non Qualification Adult Learning
- Employer Training

The Chair congratulated the Principal of City College Peterborough on receiving a good Ofsted report.

Observations and questions were raised and discussed including:

- Members felt that the college was an inspiring place of learning and provided an excellent and diverse range of courses but felt that not enough was being done to raise the profile of the college. *Members were informed that everything possible was being done to raise the profile of the college.*
- One Member reported that he had noticed an increased awareness city wide amongst employers with regard to apprenticeship courses at the City College.
- Are any of the courses subsidised. *Members were informed that some courses were 100% funded including Family Learning. Those courses were about supporting parents, grandparents, carers and other family members to be an active part of their children's learning, as well as becoming learners themselves. This also supported the child poverty agenda. Improving skills for employability like literacy, numeracy were 100% funded if the individual did not already hold a maths or English qualification at a higher level. The collage also supported 30% concessions for retired people. There was a bursary which young people could access and all 16 – 18 provisions were 100% funded.*
- Do you link up with the lead officer for the child poverty agenda? *The Principal advised that she had not but would organise a meeting with her.*
- Were the courses full time or part time. *The courses for young people averaged about 24 hours a week however there were tailored packages to support individual needs.*

Members thanked the Cabinet Member for Education, Skills and University for his continued support in the development of the College.

The Chair thanked the Principal of City College Peterborough for an informative report and congratulated her on the growing success of the college. The Principal gave an open invitation to all Members of the Committee to visit the college.

## **ACTIONS AGREED**

The Committee requested that a report come back at a future meeting to update them on the progress of the City College Peterborough. The report to include details of success stories and more information on the courses.

### **8. Children's Services Improvement Programme**

The Executive Director of Children's Services introduced the report. The report informed the Committee on progress that had been made on the Children's Services Improvement Programme which had been put in place following an Ofsted Inspection in August 2011. There had been two meetings of the Scrutiny Task and Finish Group where the Safeguarding Improvement Plan had been scrutinised in depth. Significant progress had been made in the last few weeks in putting down the building blocks for sustainable improvement. A permanent team of Assistant Directors were now in place with the appointment of Sue Westcott as Assistant Director of Safeguarding and Wendi Ogle-Welbourn as Assistant Director of Strategic Commissioning. The establishment had been rebased from 54 social workers to 81 and recruitment had commenced to increase the establishment which would alleviate the pressures in the long term. A marketing strategy had been put in place to market the new Peterborough Children's Services to encourage applicants. The end to end process of advertising and recruiting social workers was currently 18 ½ weeks but this would be reduced.

The Safeguarding Children's Board had been rated as Adequate by Ofsted and an external review had been commissioned.

Two Members of the task and finish group had visited Children's Services to observe the existing ICT System – RAISE and look at the new ICT System - Liquid Logic which was being brought in to replace RAISE. Both Members reported to the committee on their findings and were satisfied that the new system being put in place would greatly improve case management. The two Members would revisit the new ICT System after it had gone live.

Observations and questions were raised and discussed including:

- How was the back log of assessments? *There was no longer a back log of unallocated cases for longer than a week. Initial assessments were now down to 9 from 239 in December.*
- Are you able to maintain normal business now? *The increase in the establishment should ensure that a sustainable service is provided in the future.*
- Have you been able to dispose of the percentage of cases that should not be referred as children in need? *Good progress had been made and there had been a reduction of 400 children in need cases. Some cases had been closed and some had been referred for on going monitoring. The early intervention service had been moved to the front door operation to take the pressure off the referral and assessment teams. There was now a much better response at the front door.*
- Are you confident that the quality work had been maintained or improved as well as the timescales? *Once the backlog had been cleared the quality assurance framework and the new ICT system would ensure quality of work.*
- Would you say that vulnerable children were less at risk today than when you first joined PCC? *Members were advised that this was a difficult question to answer. Members could*

*be reassured that a lot of the dangerousness had been taken out of the system but the point had not yet been reached where the safeguarding service was secure.*

#### **ACTIONS AGREED**

The Committee noted the Safeguarding Improvement Plan and the progress that had been made.

#### **9. Forward Plan of key Decisions**

The Committee 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 Committee's work programme.

#### **ACTION AGREED**

The Committee noted the Forward Plan and requested further information on the following key decision:

- Children's Centres Commissioning – KEY04/NOV/11

The Chair thanked the Committee and Officers for their support and contributions to the Committee over the municipal year.

The meeting began at 7.00pm and ended at 8.50pm

CHAIRMAN



<b>CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 5</b>
<b>11 JUNE 2012</b>	<b>Public Report</b>

## **Report of the Executive Director of Children's Services**

**Contact Officer(s) – Malcolm Newsam, Interim Director of Children's Services**

**Contact Details – 01733 863601**

### **INTRODUCTION TO CHILDREN'S SERVICES**

#### **1. PURPOSE**

- 1.1 This report sets out the approach to be taken at the first Scrutiny Committee of the municipal year, during which Members will be presented with a comprehensive overview of the opportunities, priorities and challenges in Children's Services that fall within the remit of the Creating Opportunities and Tackling Inequalities theme, with the aim of establishing a work programme for the year.

#### **2. RECOMMENDATIONS**

- 2.1 That the Committee will discuss the detail contained in the presentation that will be given during the meeting, and to agree a scrutiny work programme for the year.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 Adopting this approach for the first Scrutiny meeting of the year will ensure that a scrutiny work programme is developed and agreed which directly contributes to the objectives and outcomes contained in the Sustainable Community Strategy.

This committee in particular most directly contributes to the 'Creating Opportunities and Tackling Inequalities' priority in the Sustainable Community Strategy.

#### **4. BACKGROUND**

- 4.1 The presentation that will be given at the meeting will serve to inform the committee about the different elements of children's services and the aspirations, successes and challenges that the department faces.

#### **5. KEY ISSUES**

- 5.1 The presentation that will be given to the committee will provide information on:
- The different elements of children's services from universal to targeted and specialist areas and how they link together
  - The Local Authority's relationship with schools and its importance
  - Information about the back office functions and the enabling side of the department
  - The successes and challenges that the department faces

The intention of the presentation is to ensure that all members of Scrutiny are as fully up to date as possible about the service for which they will be providing scrutiny.

**6. IMPLICATIONS**

6.1 Members will be provided with sufficient information and evidence to enable them to be confident about their role on this scrutiny committee, and to identify a work programme for the year.

**7. NEXT STEPS**

7.1 Following the committee meeting the committee will be able to highlight areas of work that they wish to scrutinise in more depth over the coming year.

**8. BACKGROUND DOCUMENTS**

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

8.1 N/A

**9. APPENDICES**

9.1 N/A

<b>CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 6</b>
<b>11 JUNE 2012</b>	<b>Public Report</b>

## **Report of the Executive Director of Children's Services**

**Contact Officer(s) – Wendi Ogle-Welbourn Assistant Director Strategy, Commissioning & Prevention**

**Contact Details – 01733 863688**

### **POVERTY REDUCTION STRATEGY AND ACTION PLAN**

#### **1. PURPOSE**

- 1.1 To provide the committee with details of the updated strategy and action plan developed for poverty reduction. To also provide examples of some of the activities taking place to achieve the objectives in the plan.

#### **2. RECOMMENDATIONS**

- 2.1 For the committee to comment on the action plan and activities taking place and advise of future reporting requirements.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 Safeguarding the Most Vulnerable Families.

#### **4. BACKGROUND**

- 4.1 The March committee requested a detailed poverty action plan for the June meeting. The poverty reduction objective is part of programme 2 in the Single Delivery Plan – Safeguarding the Most Vulnerable Families

#### **5. KEY ISSUES**

- 5.1 We are continuing to refine the Action Plan and activity has started to deliver the outcomes in the plan. Examples include: -

##### ***Early Intervention***

- We have reviewed the specification for the delivery of the Family Information Service and future delivery model. The information provided around children and families services will now link to the wider information available through the Councils contact centre creating one access point.
- We have successfully bid to be a pilot in increasing the free 2 year old early education places – this will provide access to 58 more places in our more deprived areas.
- Children's Services and the neighbourhood team are working together to join up the pathways of adults and children to substance misuse services to ensure that the impact on children and young people where substance misuse is a feature is minimised.
- We have changed our service specification for children's centres to focus on those families who have the greatest needs and where we will have greatest impact, and commissioned two highly respected national bodies to deliver the majority of our children's centre services – Banardos and Spurgeons.
- We have secured funding from the Eastern Region Safeguarding Board to deliver early identification and intervention training for professionals working with families pre-birth –

this will enable difficulties to be identified earlier and action to be taken to prevent escalation.

- We have revised the Common Assessment and Referral form (CAF) – this now runs to only 4 pages (was 16) – this will encourage and enable universal providers to complete and get access to services for families in need of support.
- We are launching locality multi-agency support groups where professionals will meet in localities on a fortnightly basis and CAFs will be presented – the professionals will develop multi-agency packages of support for families in response to the needs identified in the CAF.
- We are providing increased support to children and families where English is a second language, this will aide their ability to communicate and learn.
- We have developed a dedicated team of youth workers to support families and schools around troublesome behaviour.

### ***Financial Inclusion***

- We have created a ‘Homestart’ package that gives vulnerable families moving into accommodation the best chance of securing a stable tenure, including access to basic needs and money management advice.
- A briefing paper has been produced regarding the planned welfare reforms and potential impact on individuals, families and services or professionals, community practitioners and those working with vulnerable families.

### ***Decent Homes***

- We are providing temporary housing to those families and young people in crisis to ensure they have a safe environment within which to live.
- We are providing a Care and Repair Home Improvement Agency to give families practical help in accessing grants, benefits advice and full project management service to improve their living conditions.
- We are identifying 16-17 year olds at risk of homelessness and working with their families to secure appropriate housing solutions.

## **6. IMPLICATIONS**

6.1 None.

## **7. CONSULTATION**

7.1 During the development of the Poverty Reduction Strategy there was wide consultation with partner agencies.

## **8. NEXT STEPS**

8.1 Action Plan will be amended to include clear timescales and a progress column, alongside continued activity.

## **9. BACKGROUND DOCUMENTS**

9.1 Draft Poverty Reduction Strategy

## **10. APPENDICES**

10.1 Poverty Reduction Action Plan

# Peterborough Strategic Development Plan for poverty reduction and social mobility

Adopting a 'Think Poverty' approach



Consultation Version

June 2011

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DRAFT

## National Context

The Coalition government's commitment to eradicate child poverty builds on the work of the previous Labour government, the result of which was the Child Poverty Act 2010. This Act placed a number of duties on local authorities and named partners, including the Local Strategic Partnership, to meet four income targets. The purpose of this strategy is to set out plans proposed by Peterborough partnerships to fulfil our duties under the Child Poverty Act and to tease out actions that we feel can combat the causes and consequences of family poverty in the local area.

For the purpose of this strategy, we have determined that 'family poverty' is a more appropriate way of conceptualising Child Poverty. We have therefore adopted this term as the focus for our work. Childhood experiences in **families** suffering from high levels of worklessness, in work poverty or reliance on benefits restricts choices or imposes severe hardships; childhood experience in **deprived neighbourhoods** where opportunities to participate in society through social interaction, leisure or support networks are undermined compounds disadvantage; and childhood experience in **cities** with a legacy of low levels of attainment, skills and productivity, where local economies lack dynamism or quality of life, impacts on aspirations for all. The context in which children are growing and living lays the foundations for later life.

This document sets out our Phase 1 (2011-2014) plan for a city wide set of strategic aims and actions. It represents our joint commitment to try and provide opportunities to all,

# Defining Poverty

## 1. Income Targets

The most common definition of Child Poverty in England relates to the proportion of children living in families in receipt of out of work benefits...

*The numbers of Job Seekers' Allowance (JSA) male benefit claimants (March 2011) in Peterborough was 6.5% compared to 4.1% in the East of England. For females, the figures were recorded as 2.9%, compared to 2.5% in the East of England.*

... or tax credits where the reported income is less than 60% of the equivalent median income...

*The median gross weekly pay for a full time worker in Peterborough (2011) was identified by NOMIS as £376.30 for a female worker and £498.90 for a male worker. These figures were amongst the lowest when compared to the East of England identified as £450.60 and £541.90 respectively. This might indicate a female in full time employment in Peterborough earning just £225.78 a week.*

Families experience severe poverty where they have access to less than 50% median income and experience material deprivation. The numbers who fall into this category in Peterborough are projected to be approximately 3,500.

## 2. Social Mobility

More recently, the drive to eradicate poverty embodies a broader aim which is the promotion of social mobility<sup>1</sup> (strengthening families, achievement, aspiration and opportunities) and social justice<sup>2</sup> (providing support for the most vulnerable).

<sup>1</sup> HM Government, April 2011. [Opening Doors, Breaking Barriers: A Strategy for Social Mobility](#)

<sup>2</sup> Social Justice



This strategy is founded on the understanding that a new approach<sup>3</sup> to tackling poverty and securing social justice in the decade ahead needs to be adopted. Eradicating poverty must address immediate financial concerns for many families and also build the life chances of children by increasing opportunity, supporting families and raising aspiration.

## Developing our vision

A life in poverty means risks to health, educational attainment, life expectancy, choices and opportunities that have short and longer term consequences. Yet, despite such pressures, it was notable from extensive consultation that stigma remains a significant barrier to families in sourcing and accepting help. A key aim of our work will be to mitigate against such sentiment. Across the workforce we will work to ensure sensitivity, responsiveness and a well developed understanding of how poverty might impact on households.

A key transformation in our approach will be a model of work that supports families over a life span, alongside our commitment to focus on improving life chances. This is in line with Central government's planned response to the Field<sup>4</sup>, Munro<sup>5</sup>, Allen<sup>6</sup> and Tickell<sup>7</sup> Reviews, report due in summer 2011. The Marmot Review<sup>8</sup> of Health Inequalities has also drawn attention to the role of health in shaping life chances by drawing our focus to those earliest beginnings, for example, outcomes for low birth weight babies.

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<sup>3</sup> HM Government, April 2011. [\*A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives\*](#)

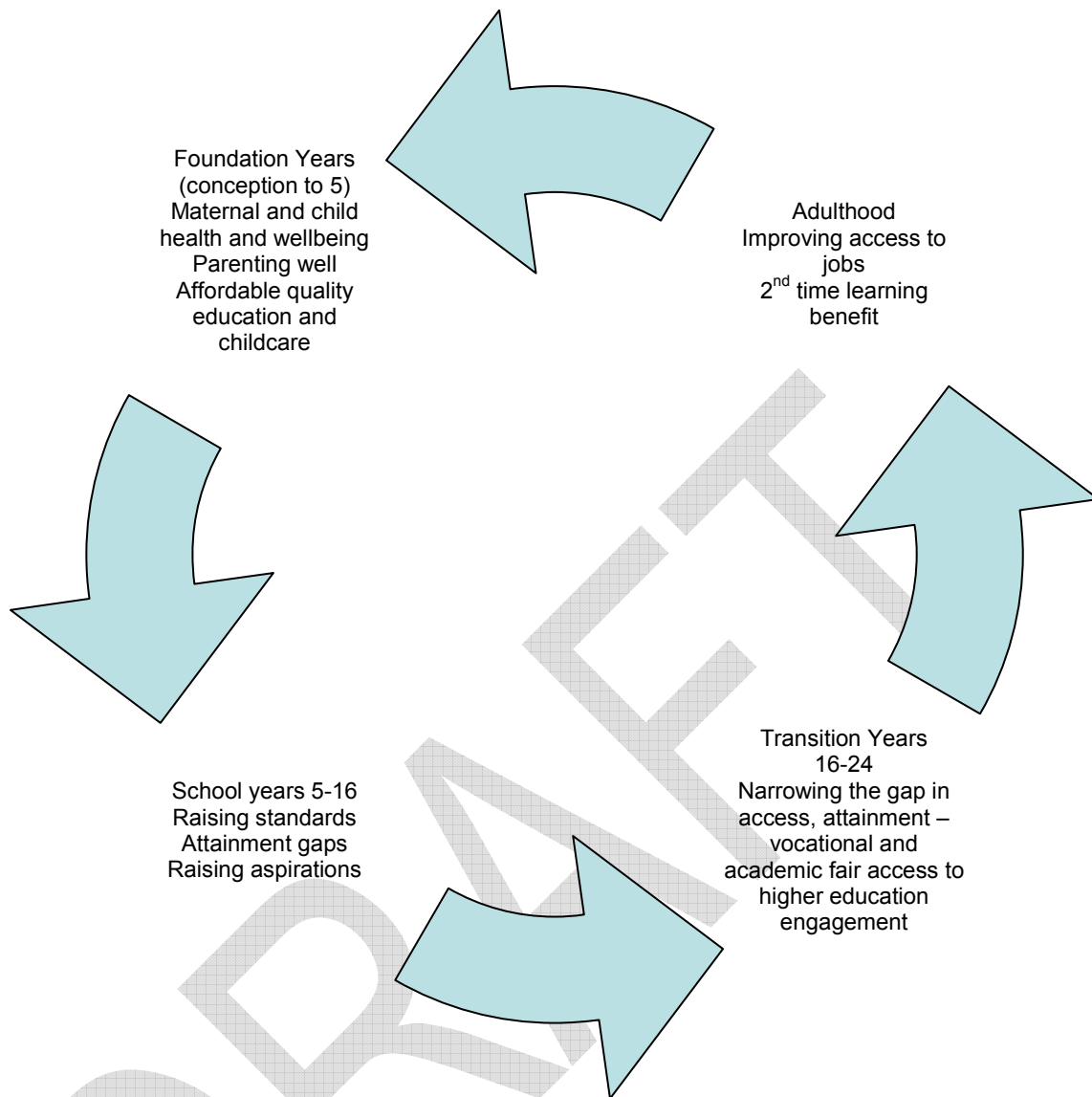
<sup>4</sup> HM Government, December 2010. [\*The Foundation Years: preventing poor children becoming poor adults – the report of the Independent Review on Poverty and Life Chances by Frank Field\*](#)

<sup>5</sup> Department for Education, May 2011. [\*The Munro Review of Child Protection: Final Report\*](#)

<sup>6</sup> HM Government, January 2011. [\*Early Intervention: The Next Steps\*](#) by Graham Allen MP

<sup>7</sup> Dame Clare Tickell, March 2011. [\*The Early Years : Foundations for life, health and learning – An Independent Report on the Early Years Foundation Stage\*](#)

<sup>8</sup> Strategic Review of Health Inequalities, February 2010. [\*Fair Society, Healthy Lives: The Marmot Review\*](#)



*Diagram 1: Social Mobility across the life cycle*

There may be difficult challenges ahead. We know more than ever before about the causes and consequences of poverty. Short term monetary poverty approaches produce more immediate effects, often within the lifespan of a project but will be challenged by planned welfare reform (see Appendix A). We need to balance this alongside longer term goals and investment in capacity building projects designed to tackle the cyclical nature of poverty.

To make change happen each one of us must recognise our role in challenging poverty. As a city we must recognise that it is **'Everybody's Business'** to act. We must acknowledge our underlying shared purpose which is to work together to achieve change.

## Key Messages

Child poverty is relatively high in Peterborough (25.3%), compared to 16.4% in the East of England region and 21.6% nationally, and rising year on year.

Peterborough's population has a high proportion of children and young people compared to the rest of England.

'In work' poverty and low income levels impact on a significant proportion of our local families at a higher rate than the national average.

Peterborough has a higher percentage of children living in families receiving out of work benefits than the national average.

The percentage of adults qualified to Level 2 is lower than the national average.

Peterborough's average weekly rent is much higher than both the national average and when compared to one of our statistical neighbours.

The take-up of the childcare element of working tax credits among eligible parents in Peterborough has fallen and is below the national average.

Peterborough has a higher rate of children in care per 10,000 population than both the statistical neighbour and national averages.

Peterborough has a higher number of houses of multiple occupation than the two of its statistical neighbours with the closest overall population figures.

Peterborough has a lower percentage of students achieving 5 A\*-C GCSEs with English and Maths than both the statistical neighbour and the England averages.

Everybody has a part to play in reducing child poverty

The purpose of this document is to identify where opportunities exist to effect positive change.

We welcome the opportunity to develop a strategy for the city that allows all partners to contribute to our work in tackling poverty and achieving social mobility.

We believe by aligning work across partnerships, we can ensure a co-ordinated response and a better use of valuable resources.

The **Sustainable Community Strategy 2008-2021** sets out the overarching agenda for Peterborough and places significant emphasis on pursuing growth and regeneration, increasing prosperity and improving skills, education and health, all of which are critical to tackling poverty in the city.

The **Housing Strategy 2011-15** sets out the council's housing-related agenda over the next four years. It's contribution to the tackling poverty agenda include actions to reduce fuel poverty, improve local housing stock, prevent rough sleeping and provide support for vulnerable people and those experiencing housing difficulties.

The **Peterborough Local Economic Assessment** (April 2011) identified the challenges facing the city including high levels of benefit claimants, unemployment and long term worklessness. It's recommendations to raise skill levels, innovation and enterprise, increase inward investment and tackle worklessness will play a significant role in lifting local families out of poverty.

The **Safer Peterborough Partnership Plan 2011-14** sets out a number of actions to reduce crime, tackle anti-social behaviour and hate crime and build stronger communities. This work contributes to the tackling poverty agenda by protecting vulnerable groups, improve local neighbourhoods (by reducing crime), strengthening local communities and supporting people to move away from crime.

The **Childcare Sufficiency Assessment 2011** highlights, among other issues, that the quality and sustainability of Peterborough's childcare market can be considered good enough and stable enough to support a sufficient market place, although the market will need to keep pace with the growing city. It also highlights potential to increase knowledge of support options (including financial support information) for families and employers, while focus groups held with parents of children with additional needs identified some concern about the lack of provision as children get older, with a significant reduction at age 14. Working to

address these issues will support people into work and improve outcomes for children, demonstrating the relationship between childcare and poverty.

All these elements have a role to play in improving local lives. We believe this strategy provides the means to encourage an effective and joined up approach to eradicate poverty.

Evidence based approaches indicate that work with families who experience inter generational deprivation and worklessness leads to improvements where multi professional teams work together.

...Jointly we can make progress and support change.

## What success looks like

Improved life chances amongst our most vulnerable children.

Young people and parents assisted to get into, and stay in, work that pays.

Services that can reflect the needs of differently disadvantaged communities.

Families who know how to access information, advice and guidance and understand what it might mean for them.

Support for families to take those first steps so as to benefit from expertise and services already operating in Peterborough.

## What will it take to eradicate child poverty?

A whole family approach.

Connectivity and collaboration amongst partners.

Co-operation amongst services to promote and share data that will improve the co-ordination of services and help us to monitor the outcomes.

Commitment of front line staff to tackle poverty.

Engagement of communities and parents in strategies that effect change and transformation.

Commissioning of evidence based approaches and integrated pathways.

# The cost of child poverty

## The case for investing in a local poverty and social mobility strategy

In Peterborough, families face multiple risk factors, including persistent, deep seated poverty, as well as additional barriers that make employment difficult for many families to access, such as:

- Disability
- Communication / language needs
- Mental health needs
- Households with members who undertake 'caring' responsibilities

*'It has long been recognised that local government is a key player in creating the conditions for material wellbeing. It does this through increasing employment opportunities, regenerating the physical environment and strengthening the local economy. But more recent evidence also highlights the importance of nurturing well being in local populations so that all residents can reach their potential and live a good life'*

(HM Government, March 2010. [New Horizons: Confident communities, brighter futures: a framework for developing well-being](#))

Notwithstanding the poor outcomes associated with living in poverty, child poverty is expensive both in terms of direct costs to services during and after childhood, and in costs to the economy when children grown up. Some estimates put the costs at £25 billion a year.

Moving all families above the poverty line will not instantly balance the books, but an ever increasing demand against services might be prevented through early intervention and awareness.

Drawing on Government published statistics, data might indicate that in Peterborough the scale and distribution of poverty looks something like this:

22% of all children in relative poverty = 10,560

17% of all children in both low income and material deprivation = 8,160

12% of all children were in absolute poverty = 5,760

12% of all children were in persistent poverty (3-4 years) = 5,760

Our needs assessment (March 2011) demonstrated that currently 25.3% (12,144) of our children aged under 19 years, are recorded as living in relatively low income households. Locally, this means we have considerable work to achieve the government target of eradicating poverty by 2020. Retrospectively, local figures may well increase. Our direction of travel and agreed actions will need to reflect a shifting context which to some degree is beyond our immediate control.

## Areas where Peterborough does well

- MMR immunisations
- Early years childcare
- Breastfeeding rates
- Placement stability
- Sports participation rates
- Short Breaks for families with disabled children

## Areas for concern and action

- Admission rates for injury
- Childhood obesity
- NEET
- First time entrants to the youth justice system
- Child mortality
- Teenage conceptions
- Hidden pockets of poverty in areas of new housing
- Public transport issues
- Gaps in health inequalities and educational attainment between children from poorer backgrounds and their better off peers
- Debt issues and access to appropriate financial support
- Families experience of private rented accommodation
- Adult smokers
- Adult Skill Levels



## Risks and poverty

The strategy also acknowledges that we cannot do everything. Difficult decisions had to be made to focus our efforts.

Everybody has a part to play in reducing child poverty

The purpose of this document is to identify where opportunities exist to effect positive change.

### 1. Who is most at risk?

Local consultation mirrors national findings where those identified at greatest risk of disadvantage and poor outcomes were:

New birth households, particularly lone-parent families<sup>9</sup>

Children in households where there are no members in full time employment

Households comprising members of Pakistani, Black African and Bangladeshi minority ethnic communities<sup>10</sup>

Households with a disabled child or adult

Households where there are more than three children

### 2. Where in Peterborough is poverty most likely to be experienced?

The link between poverty and deprivation is well established. 'Communities' who may experience particular difficulties in accessing services are often termed 'hard to reach'. Area based approaches have tended to signal where services have needed to target much of their work. Historically, activities focused on improving accessibility, making services more user friendly, and meeting language and communication needs, as models of work to designed to

<sup>9</sup> Peterborough has a much higher fertility and birth rate than both the national average and the East of England average. During 2008, there were 2,987 live births in Peterborough. Of these, 55% were to married women. (Information provided by the Performance Management and Information Team)

<sup>10</sup> 4.5% of Peterborough's population were Asian Pakistani compared to the England figure of 1.8% using 2007 statistics. (Performance Management and Information Team)

increase the take up of services and to secure relationships within those communities. Data does indeed reveal a stark contrast in experience dependent upon where you live in the city. Using nationally derived data, Dogsthorpe, Central and East are wards identified as areas with significant levels of child poverty. Using locally interpreted data, our top five most deprived wards include Dogsthorpe, Central, East, Orton Waterville and Paston.

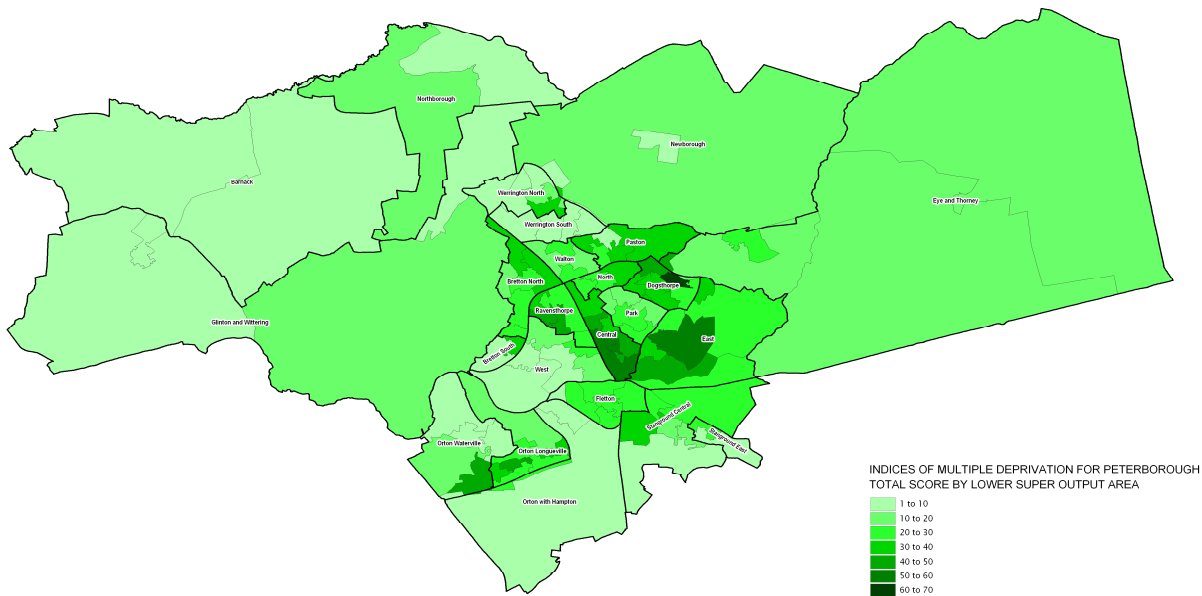
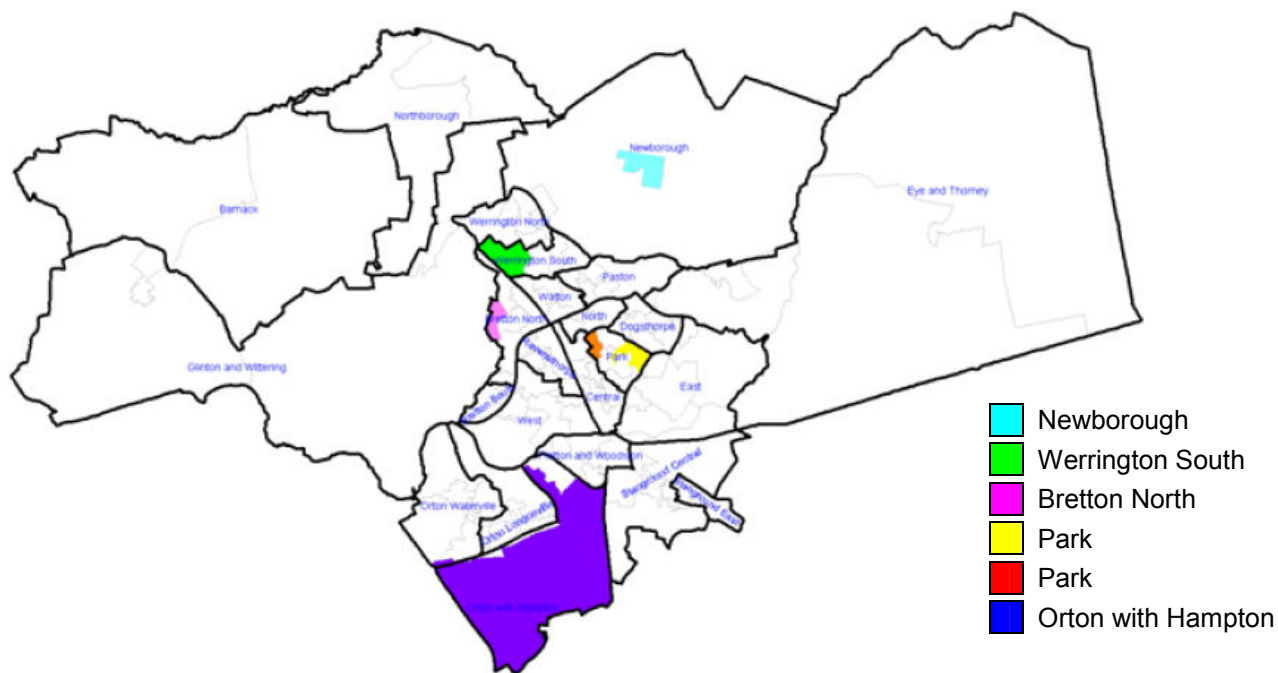


Diagram 2: Indices of Multiple Deprivation (IMD) for Peterborough by Ward (2007)

## A shifting picture

There has been significant population change, increased mobility and growth of transient communities within Peterborough. Taken together these factors begin to suggest a new picture of deprivation in the locality. Hidden pockets of deprivation are emerging across the city, such as Orton with Hampton. Likewise, six LSOAs<sup>11</sup> have seen a significant move in the IMD ranking (i.e. more than 10%). These areas include: Bretton, North, Newborough, Orton with Hampton, Park and Werrington South.

<sup>11</sup> Lower Super Output Areas – [LSOAs](#) have between 1,000 and 3,000 people living in them with an average population of 1,500 people. There are 32,482 LSOAs in England, with 1 being the most deprived and 32,482 the least deprived.



*Diagram 3: Lower Super Output Areas for Peterborough*

First read analysis by the Performance Management and Information Team indicates that the most common reasons underpinning change, differs within each locality:

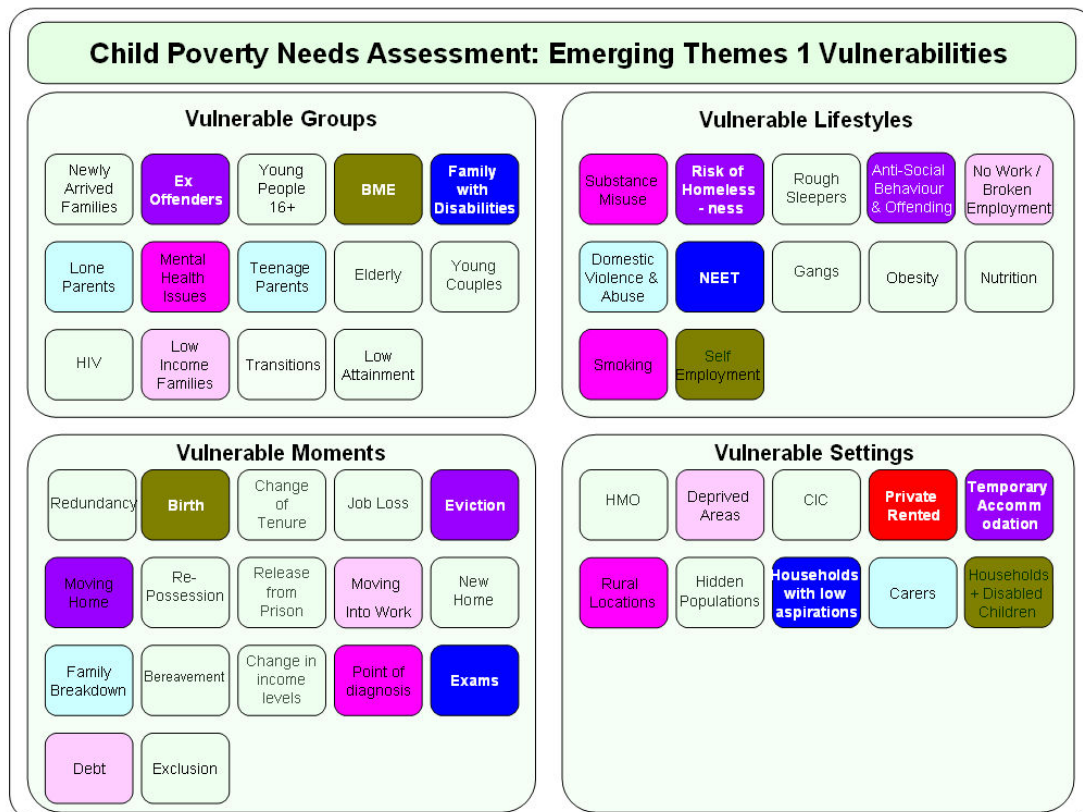
- Bretton North – Education
- Newborough – Housing
- Orton with Hampton – Housing, closely followed by Crime
- Park – Housing, Education, closely followed by Crime
- Park – Employment, Health
- Werrington South – Income, Health and Housing have moved significantly

The ward that has changed the most is Orton Waterville, which has dropped 4,197 places in rankings.

To some degree, understanding and tackling deprivation depends on our ability to contextualise this data. By using our data well, we can begin to see the need for different models and approaches to reflect localised change happening across the city. More importantly, we can consider factors that increase vulnerabilities for individual households within locations not generally associated with poverty.

## Priority needs in Peterborough

The Poverty Needs Assessment suggests the first steps we can take together, to make a positive difference to quality of life in Peterborough and was developed through extensive consultation. There was a consensus that our local focus should be on Family Poverty, reflecting our desire to work holistically and adopting a ‘think family’ type approach.



Since the production of this table the special circumstance of families with no recourse to public funds has been acknowledged as a significant area for examination.

There is acknowledgement that creative solutions and targeted work to support communities with significant need is already happening. The strategy aims to build on that work where possible.

However, to only focus on those already experiencing extreme difficulties will not necessarily reduce vulnerabilities in the population, where the complex causes of problems and inequalities remain the same. Eradicating poverty needs more work to be done at the population level to limit the future impact of difficult circumstances through early intervention

and preventative work. We need to focus on streamlining our objectives, integrating pathways and aligning budgets.

The emphasis of this strategy is to highlight key areas which we believe will impact positively on poverty and social mobility and against which the partnership can take action.

Five broad objectives have been identified:

Supporting vulnerable groups

Supporting individuals with vulnerable lifestyles

Supporting individuals during vulnerable moments and circumstances that tip them over the edge

Supporting individuals in vulnerable settings

Improving the way we work

## What national poverty pilots suggest is working

### 1. Validated Practice

- Family based support for early learning to improve children's attainment
- Access to high quality support and information to engage families likely to be excluded from children's centres
- Mentoring for 5-11 year olds with behavioural difficulties
- Partnership working with Jobcentre Plus
- Integrated multi agency services
- Community entrepreneurs linking deprived communities
- Partnerships with welfare rights organisation to improve benefit take up amongst families with special needs
- Equitable access for vulnerable children to access community paediatric services

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## 2. Promising Practice

- Social Innovation Bulk Buying Project
- Staying together
- Partnership approaches to address fluctuations in pupil members due to temporary accommodation demands
- Tailored mentoring for 5 – 11 year olds at risk of offending

### Our approach

Adopting poverty and social mobility as a strategic priority will lead to gains for all statutory and the wider communities of Peterborough.

Eradication of child poverty is considered to be a core priority for Peterborough. It is closely linked to a wider vision for the city stimulating the local economy, supporting job growth, skills and education, crucial to develop strong and supportive communities. Our partnerships are well developed, and have the key ingredients for successful collaboration. Partnerships have clear views on the guidance and support they need to drive their work forward but are concerned about how they will turn their strategic planning into effective action, and whether their strategies will have a positive impact on families and children.

Partnerships can make a difference if they focus on direct intervention with families rather than macro-economic issues.

The focus of our work is two-fold. The dynamics of poverty mean it is necessary to support families to 'escape poverty' as well as develop a preventative framework, to stop them from 'falling into poverty'. These are the two distinct but overlapping fields of work. Persistent, transitional and recurrent poverty may produce similar income effects but need differential approach to meet a broader conceptualisation of poverty where family, home environment, health and education are crucial factors. We are also directed by National Government towards meeting the needs of those experiencing severe poverty. It is anticipated that this category will become a stronger focus over time.

A whole system approach will make better use of existing and planned budget lines: Community Budgets, New Social Fund, Early Intervention Grant, Pupil Premium and a raft of other initiatives planned by central government.

Our strategic plan will dovetail with the overarching aims of the National Strategy where it reflects local interest.

Ensure, as far as possible, that poverty and disadvantage in childhood does not translate into poorer outcomes for children as they move into adulthood.

Support more parents to be in work that pays, or pays better.

Ensure the child's environment supports them to thrive.

Target financial support to be responsive to family situations.

Extensive consultation has highlighted a number of questions:

*Should our strategy reflect short term, medium term or longer term objectives?*

*Should we look to achieve immediate results by targeting resources towards income maximisation or softer outcomes such as capacity building?*

*Should we prioritise longstanding, generational poverty or support those experiencing change and transitional arrangements?*

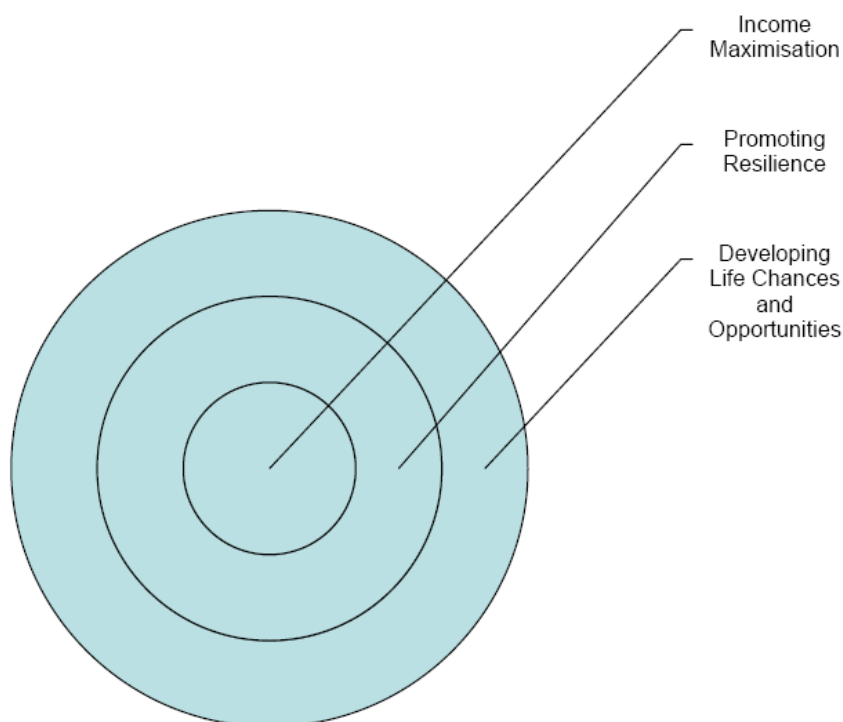
Poverty is complex and longstanding. We are also facing unprecedented challenges in terms of national economic change and public expenditure cuts. There are no dedicated resources to meet this identified need. With this in mind, this strategy acknowledges that the most significant impact we can have is by adopting a 'think poverty' approach to all our work together with close partnership working. The priorities reflect that the greatest resource we have to hand is the commitment, skills and competencies of our workforce.

**By working differently we can achieve our goals...**



## Model of work

We have adopted a model of work that ensures a multi-dimensional approach:



*Diagram 4: Challenging Family Poverty on 3 dimensions*

Strand 1: Income Maximisation – families with low incomes are supported to maximise income generation through actions that increase benefit take up, encourage families to manage money and avoid debt and/or support access into employment where appropriate.

Strand 2: Promoting Resilience – a model of work responding to vulnerable moments and tipping points. Short terms interventions with the potential to address risk factors before the need for services arise and prevent challenging family circumstance from escalating.

Strand 3: Developing Life Chances<sup>12</sup> and Opportunities – parents / guardians are supported to ensure children grow in households where employment, aspiration and attainment are priorities, reducing the gap between rich and poor.

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<sup>12</sup> Life Chances are qualified by Government to be Intergenerational Social Mobility (the extent to which people's success in life is determined by who their parents are) and Relative Social Mobility (the comparative chances of people with different backgrounds ending up in certain social or income groups). (HM Government, April 2011. [Opening Doors, Breaking Barriers – A Strategy for Social Mobility](#))

Our strategic approach combines these three strands to encompass a broad and comprehensive set of **drivers of poverty**. Poverty is considered as specific incomes domains alongside multidimensional frameworks and particular movements in time. Adopting this approach allows us to re-orientate our focus away from prioritising one group over another to consider how we might approach our work differently.

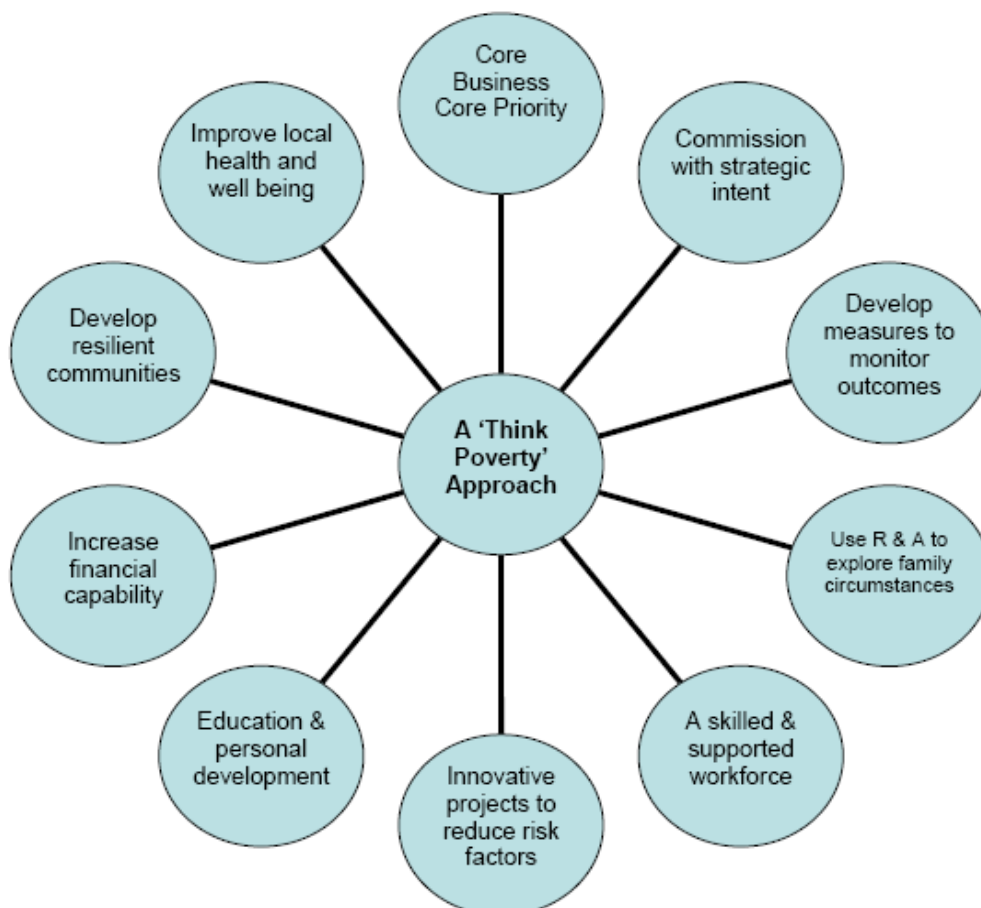
## Moving forward

*How might we support individuals or communities to cope positively with change, challenge and adversity?*

*How can we design an approach to services that benefits the maximum number of people?*

Undertaking a think poverty approach from front line service to scrutiny will make a difference.

## A Think Poverty Approach



## Strategic Objectives and Key Deliverables

**A reduction in headline Child Poverty statistics by 2014 – lifting approximately 2,000 children above the poverty line**

**Strategic Objective 1: Partners who use their influence to embed systems and processes within their organisations that can really make a difference**

*Led by Poverty Executive Team*

**Key Actions:**

**The expansion of the protected categories status to include Low Income families in equalities work**

**Poverty impact assessment of commissioned services**

**Poverty embedded as a core business priority**

**Election of a Poverty Champion at Councillor Level**

**Development of instruments that measure poverty and social mobility to target resources more efficiently**

**Excellence at the first point of contact**

**Strategic Objective 2: A workforce sensitised to the impact of poverty and is responsive to families needs**

*Poverty Executive Team*

**Training for all staff across the city to better understand the cause and affect of poverty on families**

**Early identification of families experiencing financial difficulties including rent arrears, debt and evictions across all areas of work**

**The adoption of a triage system to identify urgent need**

**New models of Information, Advice and Guidance developed**

**Development of Information Sharing Protocols**

**Strategic Objective 3: Models of work that identify risk factors, intervene early and enable communities to develop resilience**

*Poverty Action Team*

**Early Intervention & Prevention adopted as a model of work**

**Analysis of provision of maternity services and how far it protects families against poverty with training materials developed to support first contact staff in delivering better financial planning post childbirth.**

**Published 'Parental Support Offer'**

**Evaluation of Evidence based interventions**

**Development of a detailed work plan that reflects the identified priorities**

**Strategic Objective 4: Improved education and personal development of all children and young people to narrow the gap in achievement between the poorest children and the rest**

*Poverty Action Team Lead Allison Sunley*

Understand the cause and affect of troublesome behaviour on a students ability to learn.

To establish peer support mechanism for parents

To develop appropriate support for those affected by troublesome behaviour (young people, parents/carers, and teaching staff)

**Strategic Objective 5: Increased financial capability, employability and take-up of benefits amongst families**

*Poverty Action Team Lead Keith Jones*

**Systems embedded across the partnership to promote the wider benefits of work for families including promotion access and take-up of childcare**

**Increased take-up of support for families to access and remain in employment including promoting 'in work' benefits**

**Better and earlier information, advice and guidance (IAG) to improve financial management and reduce debt amongst families, delivered by front line staff across the city**

**A co-ordinated response to deal with urgent crisis**

**Explore the potential for new types of credit unions and reduce debt levels in the city**

**Strategic Objective 6: Improved mental health within the local population to reduce the gap in health inequalities and to promote healthy lifestyles**

*Poverty Action Team*

**Support needs identified and developed for families at point of medical diagnosis**

**Early screening tool to explore maternal health and wellbeing during pregnancy and foundation years with support services developed**

**Social media tool to provide up-to-date information on child health, development and parenting for new parents**

**System of supported identified to reduce the level of non-attendance at treatment**

### **Strategic Objective 7: Creation of inspirational places to live and cohesive communities**

*Poverty Action Team – Lead Belinda Child*

**Use all available mechanisms to bring empty homes across the City back into use to ensure maximisation of housing availability and choice for families in housing need**

**Through partnership working and referrals identify families living in private rented properties with category 1 hazards and take enforcement action to remedy poor living conditions**

**Through partnership working and referrals identify families living in owner occupied properties with category 1 hazards and secure funding streams to remedy poor living conditions**

**Identify families living in fuel poverty and investigate/secure grant funding to carry out energy efficiency measures to their home to maximise their disposable income**

**To maximise the number of affordable homes created in the City**

**To identify families and young people in housing need and at risk of homelessness and work with them and partners to ensure their housing needs are met through a robust Housing Needs Service and allocations policy**

**To continue to develop the dedicated and tailored support offered to those families experiencing mortgage difficulties including the mortgage rescue scheme and debt advice to ensure that families can stay in their own homes**

**To continue to provide a robust Tenancy Relations Service to ensure that families at risk of illegal eviction are identified and supported and landlords taking this action are challenged**

**To provide temporary housing to those families and young people in crisis to ensure**

**they have a safe environment**

**To ensure children with disabilities and their families have access to disabled facilities grants to adapt their homes to meet their needs**

**To continue to provide a Care and Repair Home Improvement Agency to give families practical help in accessing grants, benefits advice and full project management service to improve their living conditions**

**To continue to maximise the funding given to partner organisations to provide housing related support to families in the City through both outreach work and direct accommodation**

**To work with colleagues and partners to identify 16-17 year olds at risk of homelessness and work with their families to secure appropriate housing solutions**

**To develop and deliver initiatives through the Homelessness Strategy**

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## Governance and timelines

The planning, policy and procedural implications underpinning this strategy will be co-produced by experts in the field. Action plans broadly embracing professionals from Children's Services and Health, together with partners from Jobcentre Plus, Citizens' Advice Bureau, and voluntary and community sectors will convene around key workstreams to overlay existing work plans with any newly identified strategic priorities. This way we can recognise that much good work is already underway. This strategy will encourage partners to adopt a 'think poverty lens' to services that they are already delivering or intend to commission. Chairs from each workstream will act as champions.

### Single Delivery Plan (SDP)

Progress will be reported to the Greater Peterborough Partnership (GPP) through one of its thematic partnerships – **Supporting the most vulnerable families and tackling causes of poverty.**



#### SDP Guiding Principles for

- **Outcomes**, not organisations
- Addressing the **root causes** of issues – a preventative agenda
- **Innovation** – doing things differently for less
- **Prioritisation** – clear focus, not everything we do
- Big Society – a vehicle for **joint delivery by / with all**

*The Single Delivery Plan represents the short term actions the Greater Peterborough Partnership will take to deliver the Sustainable Communities Strategy*

*therefore...*

*Performance management (PM) should concentrate on the delivery of the Sustainable Communities Strategy*

*and...*

*PM will take into account of the interrelated nature of the programmes and projects, as opposed to projects in isolation (Sharif Al-Rousi)*

The Peterborough Children Trust Partnership Board and Peterborough Safeguarding Children Board will have a role in monitoring and implementation of this strategy.

Young Inspectors will report on progress via a Child Poverty Young People's group.

Progress and impact will be measured through the Performance Management Framework and Local Life Chance Indicators, and poverty impact assessment of all commissioned services.

Consistent with current government policy there will be no specific income targets set to report against, but our progress to promote income maximisation will be tracked in the short term against a range of newly developed poverty indicators to determine the most effective route out of poverty. These indicators will replace NI116 and will be reported annually.

Government departments are also developing new indicators for social mobility focusing on specific domains i.e. low birth weight. A Child Poverty and Social Mobility Commission will be established in the summer of 2011, to monitor how effective we have been in changing circumstances for our most disadvantaged.



**Tackling Family Poverty Action Plan 2012/13  
Summary of Strategic Outcomes**

<b>Strategic Outcomes</b>		<b>Responsible Group</b>	<b>Lead / Coordinator</b>
<b>Strategic Outcome 1</b>	<i>Partners use their influence to embed systems and processes within their organisations that can really make a difference</i>	Poverty Executive Team	Chair – Adrian Chapman
<b>Strategic Outcome 2</b>	<i>Excellence at the first point of contact</i>	Poverty Executive Team	Chair – Adrian Chapman
<b>Strategic Outcome 3</b>	<i>Models of work that identify risk factors, intervene early and enable communities to develop resilience</i>	Poverty Action Team	Chair– Wendi Ogle-Welbourn
<b>Strategic Outcome 4</b>	<i>Improved education and personal development of all children and young people to narrow the gap in achievement between the poorest children and the rest</i>	Poverty Action Team	Alison Sunley, Head of 8-19 Service
<b>Strategic Outcome 5</b>	<i>Increased financial capability, employability and take up of benefits amongst families</i>	FIF & TWIP	Financial Inclusion Forum / Tackling Worklessness in P'boro representative - John Cunningham, PCVS
<b>Strategic Outcome 6</b>	<i>Improved mental health within the local population to reduce the gap in health inequalities and promote healthy lifestyles</i>	Poverty Action Team	Christina Ringtoul, Mind
<b>Strategic Outcome 7</b>	<i>Creation of inspirational places to live and cohesive communities</i>	Poverty Action Team	Belinda Child, Strategic Housing Manager, PCC

## Tackling Family Poverty

### Strategic Outcome 1: Partners use their influence to embed systems and processes within their organisations that can really make a difference

Action: Ensure visibility and widespread awareness of poverty agenda			RAG
Deliverables	Lead		
Communication Strategy is developed for 2012/13	J. Melvin		
Communication Strategy implemented	A. Rose and PCC Communications Team		

Action: Strong leadership, accountability and governance			RAG
Deliverables	Lead		
Governance structure and golden thread of accountability established (including links to wider partnerships)	W. Ogle-Welbourn		
Strong strategic leadership provided (including AD representation from Children's Services)	A. Chapman		
Development of instruments to measure poverty and social mobility	Data Lead - TBC		
Bi-Annual appraisal of poverty indicators and performance reported to Exec Group	Data Lead - TBC		
Progress against workplan is monitored, inaction challenged and blockages removed	A. Chapman & Executive Team		

Action: Poverty embedded within business plans and service delivery			RAG
Deliverables	Lead		
Strategic commissioning plans include action to tackle the long and short term causes of poverty	Wendi Ogle-Welbourn		
Commissioning processes standardised to include references to poverty and low income families (including needs assessments, PQQ, ITT and contract evaluation criteria and use of poverty impact assessment tool)	Wendi Ogle-Welbourn		
From April 2012 all contracts and service plans to contain poverty outcomes and measures (based on local poverty measures) and poverty training requirement	Wendi Ogle-Welbourn		

## Tackling Family Poverty

### Strategic Outcome 2: Excellence at first point of contact

<b>Action: A coordinated response to deal with urgent crises amongst the most vulnerable</b>		<b>Lead</b>	<b>RAG</b>
<b>Deliverables</b>			
Setup a partnership acute response mechanism to passport families in crisis to services providing immediate relief (foodbank, laundry facility, accommodation, basic needs etc) with dedicated helpline and information points in 24 hours locations to signpost (e.g. hospital, police station, train station). Consideration of groups most likely to be in crisis inc NRPF, new arrivals, homeless etc)	FIF – Christina Malle		

<b>Action: Frontline staff provide better and earlier IAG around benefits, debt and money management to vulnerable families</b>		<b>Lead</b>	<b>RAG</b>
<b>Deliverables</b>			
Local partners collaborate to provide a programme of training and briefings for front line staff on identifying families in financial difficulties, signposting, benefit entitlements, welfare reforms, money management, debt and illegal lending	Tracey Dickerson,		

<b>Action: Ensure families have access to brief information, advice and guidance relevant to their needs</b>		<b>Lead</b>	<b>RAG</b>
<b>Deliverables</b>			
Revise Family Information Service Specification to include debt advice, illegal money lending, money management, promotion of benefit entitlement including free school meals, free early years spaces and childcare element of working tax credit, DV, relationship breakdown, mediation, legal aid (both information, advice and signposting to local & national services)	Pam Setterfield		
Expand content of Family Information Service and increase awareness amongst families through advertising and outreach	FIS Provider and Pam Setterfield		
Scope information requirements of local families around benefits, money management, employability etc and make recommendations for improved system of IAG	FIF - Tim Laws		

## Tackling Family Poverty

### Strategic Outcome 3: *Models of work that identify risk factors, intervene early and enable communities to develop resilience*

<b>Action: Early intervention and prevention (EIP) adopted as a model of work</b>		
<b>Deliverables</b>	<b>Lead</b>	<b>RAG</b>
EIP approaches are evident in departmental or service plans of key partners	Wendi Ogle-Welbourn	

<b>Action: Support vulnerable and troubled families to secure the best outcomes for their children</b>		
<b>Deliverables</b>	<b>Lead / Coordinator</b>	<b>RAG</b>
Published parental support offer for in place for new parents (including pre-birth and 0-3 evidence based parenting education and promotion of benefit entitlement, financial capability, relationship breakdown/ lone parents, childcare and return to EET)	Pam Setterfield	
Published parental and family support offer targeted at families with emerging and complex needs across 0-18 spectrum (and include promotion of benefit entitlement, financial capability, childcare and return to EET)	Pam Setterfield	

## Tackling Family Poverty

### Strategic Outcome 4: Improved education and personal development of all children and young people to narrow the gap in achievement between the poorest children and the rest

Action: Improve attainment and reduce exclusions for all children and young people, including those with learning difficulties and/or disabilities (LLDD) or troublesome behaviour		
Deliverables	Lead	RAG
Identify vulnerable children and young people with LLDD and monitor the impact of actions taken to improve attainment	Schools and School Improvement Advisors	
Undertake pathway planning around troublesome behaviour to reduce school exclusions & NEET	Alison Sunley and Troublesome Behaviour group	
Scope and deliver training materials to support children's workforce to deal with low level troublesome behaviour	Alison Sunley and Troublesome Behaviour group	

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Action: Increase parental support of children's learning and aspirations amongst the most disadvantaged and disengaged		
Deliverables	Lead	RAG
Establish peer support for parents in hotspots for teenage anti-social behaviour	Alison Sunley	
Deliver evidence-based interventions that increase parental engagement in children's learning (including purposeful learning in the home environment) in Early Years settings targeted to parents in vulnerable groups identified in the poverty matrix	Children's Centres, Pam Setterfield, Karen Hingston and Joan Riddel	
Increase the number of children accessing free 3&4 year old funding for early education amongst vulnerable groups identified in the poverty matrix	Tim Laws	
Increase uptake of extended 2 year old funding for early education amongst vulnerable groups identified in the poverty matrix	Tim Laws	

Action: Ensure vulnerable groups have equitable access to learning		
Deliverables	Lead	RAG
Examine provision of home schooling support for families caring for children with complex needs	Carrie Gamble & Claire Major	

## Tackling Family Poverty

### Strategic Outcome 5: Increased financial capability, employability and take up of benefits amongst families

Action: Improve financial capability amongst vulnerable families		
Deliverables	Lead / Coordinator	RAG
Establish partnership approach to reducing debt and illegal money lending amongst vulnerable families	Financial Inclusion Forum – Pat Brown	
Scope development of Peterborough Credit Union	TBC	
Establish community gateway pilot in highly deprived area to cascade benefit and financial capability information to vulnerable families	FIF – TBC, RSLs, Neighbourhood Managers	
Establish coordinated 'Home Start' package for vulnerable families entering accommodation to enjoy a stable tenancy and access to basic needs and money management advice	FIF – TBC, RSLs, Private Landlords, Hostels, Refuge, Community Repaint, Sofa etc	
Increase number of families with children with complex needs accessing benefits and short breaks provision	Carrie Gamble	

Action: Tackling worklessness		
Deliverables	Lead / Coordinator	RAG
Deliver a range of interventions to reduce unemployment amongst the under 25s including Youth Contract	Tackling Worklessness In Peterborough (TWIP) - Christina Malle	
Delivery of the Families Programme	Caroline Patten, Reed In Partnership	
Deliver a range of interventions to reduce the number of digitally excluded people	Tackling Worklessness In Peterborough (TWIP) - Christina Malle	
Deliver a range of interventions to increase basic and job specific skills amongst Parents have access to sufficient and affordable childcare	Tackling Worklessness In Peterborough (TWIP) - Christina Malle	
	Tim Laws	

## Tackling Family Poverty

### Strategic Outcome 6: *Improved mental health within the local population to reduce the gap in health inequalities and promote healthy lifestyles*

<b>Action: Improve maternal (parental) mental health in pregnancy and during infancy</b>		
<b>Deliverables</b>	<b>Lead / Coordinator</b>	<b>RAG</b>
Identify and scope opportunities to improve mental health amongst women in pregnancy and early childhood	Claire Ringtoul, Rowena Harvey, Pam Setterfield, Children's Centres	

<b>Action: Reduce prevalence of mental illness linked to employment or financial difficulties</b>		
<b>Deliverables</b>	<b>Lead / Coordinator</b>	<b>RAG</b>
Pilot co-location of debt advice worker in GP surgery as new approach to manage stress, anxiety and depression linked to money worries	FIF - Leonie McCarthy, Cllr Murphy, CAB, Andy Liggins	



## Tackling Family Poverty

### Strategic Outcome 7: Creation of inspirational places to live and cohesive communities

<b>Action: Improve quality of private housing stock (and contribute to reduction of fuel poverty amongst vulnerable families)</b>		<b>RAG</b>
<b>Deliverables</b>	<b>Lead</b>	
Remove category one hazards from at least 350 private sector homes per year until end of 2014/15 (via enforcement and Repairs Assistance Fund)	Strategic Housing Manager Housing Programmes Manager	
Improve thermal efficiency in at least 100 private sector dwellings each year thereby minimising the risk of fuel poverty for occupants	Strategic Housing Manager Housing Programmes Manager	
Implement the Green Deal scheme to ensure vulnerable families can benefit from improved energy efficiency in their dwellings	Strategic Housing Manager Housing Programmes Manager	
Utilise 'additional licensing scheme' for HMOs in hotspot areas (Millfield and New England)	Neighbourhood Manager Central & East, Senior Neighbourhood Enforcement Officer	

<b>Action: Support vulnerable families to access and maintain suitable accommodation</b>		<b>RAG</b>
<b>Deliverables</b>	<b>Lead</b>	
Use all available mechanisms to bring empty homes across the City back into use to ensure maximisation of housing availability and choice for families in housing need	Strategic Housing Services Manager, Housing Needs Manager	
Through partnership working and referrals identify families living in private rented properties with category 1 hazards and take enforcement action to remedy poor living conditions	Strategic Housing Services Manager, Housing Needs Manager	
Through partnership working and referrals identify families living in owner occupied properties with category 1 hazards and secure funding streams to remedy poor living conditions	Strategic Housing Services Manager, Housing Needs Manager	
Identify families living in fuel poverty and investigate/secure grant funding to carry out energy efficiency measures to their home to maximise their disposable income	Strategic Housing Services Manager, Housing Needs Manager	
To maximise the number of affordable homes created in the City	Strategic Housing Services Manager, Housing Needs Manager	



<p>To identify families and young people in housing need and at risk of homelessness and work with them and partners to ensure their housing needs are met through a robust Housing Needs Service and allocations policy</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To continue to develop the dedicated and tailored support offered to those families experiencing mortgage difficulties including the mortgage rescue scheme and debt advice to ensure that families can stay in their own homes</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To continue to provide a robust Tenancy Relations Service to ensure that families at risk of illegal eviction are identified and supported and landlords taking this action are challenged</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To provide temporary housing to those families and young people in crisis to ensure they have a safe environment</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To ensure children with disabilities and their families have access to disabled facilities grants to adapt their homes to meet their needs</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To continue to provide a Care and Repair Home Improvement Agency to give families practical help in accessing grants, benefits advice and full project management service to improve their living conditions</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To continue to maximise the funding given to partner organisations to provide housing related support to families in the City through both outreach work and direct accommodation</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To work with colleagues and partners to identify 16-17 year olds at risk of homelessness and work with their families to secure appropriate housing solutions</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>To develop and deliver initiatives through the Homelessness Strategy</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>
<p>Continue to offer dedicated and tailored support to those experiencing mortgage difficulties, including provision of debt advice</p>	<p>Strategic Housing Services Manager, Housing Needs Manager</p>

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<b>CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 7</b>
<b>11 JUNE 2012</b>	<b>Public Report</b>

## **Report of the Interim Director of Children's Services**

**Contact Officer(s) – Belinda Evans, Complaints Manager, Corporate Complaints Service  
Contact Details - 01733 296324**

### **CHILDREN'S (SOCIAL CARE) SERVICES STATUTORY COMPLAINTS PROCESS (CHILDREN ACT 1989) ANNUAL REPORT 2011/12**

#### **1. PURPOSE**

- 1.1 This is the annual report submitted to Scrutiny Committee about Children's (Social Care) Services statutory complaints process.

#### **2. RECOMMENDATIONS**

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

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 The annual complaints report is a fundamental part of the corporate plan, the Sustainable Community Strategy.

#### **4. BACKGROUND**

- 4.1 The statutory complaints process covered by this report applies to complaints presented by or on behalf of 'children in need' or 'looked after' (meaning in the council's care) as defined by the Children Act 1989. Effectively this means those children in receipt of social care services.
- 4.2 The complaints process aims to provide additional safeguards for children and young people and to empower them to express their views about services they receive. A young person may make a complaint directly or an adult (parent, carer, relative or advocate) may act on their behalf. The city council provides an independent advocacy service, as required by law, and therefore a number of children are supported by that means.
- 4.3 There are three stages to the statutory complaints process:
- Stage 1, requiring a response within 10 working days and a maximum of 20 if a delay is acceptable
  - Stage 2, requiring independent investigation within 25 working days and a maximum of 65 in exceptional circumstances
  - Stage 3, requiring presentation to an independent complaint review panel within 30 working days.

Where a complaint is not resolved at Stage 3, the complainant may appeal to the Local Government Ombudsman who may choose to investigate and overturn the local authority's response.

- 4.4 Complaints data contributes evidence to the Annual Performance Assessment and Ofsted inspections of services. This information demonstrates how far the concerns of service users are reflected in changes to services which improve outcomes for children and young people. Evidence

that children and families know how to complain and do make complaints is seen as positive evidence of their empowerment. Complaints therefore must always be investigated in a spirit of openness and learning, although of course not all complaints will be justified and upheld.

- 4.5 During 2010 a change was made to the complaint monitoring service due to the departure of the complaints manager within Children’s social care who was operating as a stand alone service. A decision was taken for the administration of the Children’ Social Care complaints function to be transferred to the Council’s Corporate complaints team for a trial period of one year initially which has greater resource levels ensuring that the team can respond more quickly to complaints. There is also greater focus on the use of electronic record keeping which has resulted in a more accurate picture of complaints in progress. The team are able to provide performance data on a monthly basis to keep the senior management team within social care more informed of problems which may arise.

## 5. COMPLAINT VOLUMES AND PERFORMANCE

### 5.1 Statutory Complaints concerning Children’s Social Care Services

<b>Total Complaints Received in 2011/12</b>		
Informal Complaint	9	Resolved within 48 hours
Stage 1 complaint	84	Logged as formal complaints
Frozen	5	Not accepted due to Court action
Withdrawn	0	Customer decided to withdraw or Complainant did not meet criteria
<b>TOTAL</b>	<b>98</b>	

- 5.2 There has been a steady increase in complaint numbers over the past 2 years from the low levels being reported previously. The importance of reporting complaints correctly has been cascaded through the management team and this ensures that complaints are being recorded accurately and with due regard to the statutory process.
- 5.3 Occasionally complaints are received that can be resolved very quickly, for example when a child or parent has been waiting to be contacted and a phone call by the team manager will resolve outstanding queries to the complainants satisfaction. Where this has been possible the complaint is recorded as informal. There have been 9 complaints resolved in this way in the past year.
- 5.4 Complaints where early resolution is not possible will be recorded and sent to the appropriate team manager on the day of receipt. The team manager will be given a deadline for response. Whilst waiting for response from the team manager the complainant will continue to have access to the complaints team if they are concerned or need to bring other matters to the attention of the department before the manager has contacted them.
- 5.5 A small number of complaints have had to be frozen due to legal proceedings. The decision to freeze a complaint is not taken lightly but when it is necessary the customer is informed and given the right to resubmit their complaints if the courts do not fully answer the concerns they had. Sometimes it is possible to look at some aspects of a complaint whilst legal proceedings are in progress if the issues fall outside of the court’s remit.
- 5.6 To use the Children’s (Social Care) Services statutory complaints process the complainant must meet certain criteria. Only those people with sufficient interest in a child who is classified as a ‘children in need’ or ‘looked after’ or the child personally, can make a complaint under the policy. Sometimes complaints are received from interested parties who do not meet the criteria and the complaint has to be withdrawn. Alternatively a complainant may be the one who chooses to

withdraw their complaint, but this is rare. There have been no withdrawn complaints this year.

**Table 2: Stage 1 Complaints Performance**

<b>Table 2: Breakdown of Response times for Stage 1 Complaints by team</b>			
	<b>Complaints Received</b>	<b>Average Days to Respond</b>	
Access to Resources	0	N/A	
Adoption	1	21	
Adoption support & kinship care	0	N/A	
Assessment & Care Planning	33	14	
Children in Need	9	30	
Childs Integrated Disability Service	3	16	
Education Team for Children in Care (ETCIC)	0	N/A	
Family Assessment and Support Team	2	22	
Fostering: Recruitment & Assessment	0	N/A	
Fostering: Support & Supervision	3	15	
Leaving Care	6	25	
Multi Systemic Therapy Team	0	N/A	
New Horizons	0	N/A	
Permanency and In Care	7	11	
Quality & Assurance	0	N/A	
Referral & Assessment	18	44	
Safeguarding	1	13	
The Manor	1	5	
<b>TOTALS</b>	<b>84</b>	<b>23</b>	

- 5.7 The aim is for complaints to be resolved at the lowest possible level and only to be escalated if not resolved in earlier stages or if investigations in earlier stages are unacceptably protracted. Complaints at stage 1 are investigated by the manager responsible for the team or service and in all cases, the manager is expected to engage with the complainant to clarify the nature of their complaint and seek resolution as swiftly as possible, making a formal adjudication on the complaint.
- 5.8 Under the statutory regulations Stage 1 complaints must be responded to within 20 working days. Against this target 68% of Stage 1 cases were responded to within 20 working days, this is an improvement over the previous year when only 50% of cases were completed before the 20 day deadline had expired. This has been the result of a more robust escalation process so that cases which are not resolved within 10 days are brought to the attention of the senior management team.
- 5.9 To improve the standards of complaint handling further a new set of guidance has been produced so that the officers responding to complaints know what is required and have an established framework to follow. Team managers must also show that they have contacted the customer to understand the complaint and improve the chances of resolution.
- 5.10 The review of Stage 1 complaint outcomes in table 3 below shows that 27% of customer complaints received were upheld whilst 29% were not. The remaining 41% were partially upheld where some aspects of the complaint had merit.

**Table 3**

<b>OUTCOME OF STAGE 1 COMPLAINTS 2011/12</b>		
<b>Upheld</b>	<b>23</b>	<b>All aspects of complaint upheld</b>
<b>Partially Upheld</b>	<b>35</b>	<b>Some aspects of complaint upheld</b>
<b>Not Upheld</b>	<b>25</b>	<b>None of the complaint was justified</b>
<b>Outstanding a Response</b>	<b>1</b>	<b>No response yet been sent</b>
<b>Total Stage 1 complaints</b>	<b>84</b>	

5.11 In order that we learn from complaints a quarterly report to the senior management team details actions agreed from complaints. This ensures that improvements are monitored and implemented within reasonable time frames. Table 4 below gives an indication of the type of service improvements which have been identified and implemented.

**Table 4**

<b>LESSONS LEARNT</b>		
<b>PROBLEM IDENTIFIED</b>	<b>RESOLUTION</b>	<b>ACTIONED</b>
Assessment sent to incorrect Address	Review of Administration Process	Yes
Calls not returned to carers	New procedure to be developed to improve message taking	Yes
Failure by EDT operated by Cambs CC to pass on urgent requests for contact	Cambs CC confirmed a new call logging system to be introduced	Yes

5.12 Complaints progressing beyond stage 1 of the process show a slight decrease as a percentage of Stage 1 cases over the previous year. As an alternative to progressing to Stage 2 of the process a new Conciliation process has recently been introduced to the process post Stage 1 which is being offered to clients who are unhappy with the response they have received at Stage 1. The process involves a meeting hosted by the Complaint manager where the client and the team manager from the service are brought together to discuss any remaining issues. This is not compulsory for the customer but it is hoped this will lead to earlier resolution of complex cases and fewer cases where customers opt for an independent investigation. This was introduced in the last quarter and it is hoped that this will have the effect of reducing the number of complaints where the customer is unhappy at Stage 1 and wishes to escalate issues to Stage 2.

5.13 During the year seven cases were escalated to Stage 2. Three of these have been concluded – two were fully upheld and one was partially upheld. The remaining four have only escalated recently and are currently undergoing investigation.

5.14 During 2011/12 only one complaint was escalated to Stage 3 of the process. However the complainant failed to attend the panel which was held in February 2012 and the client was subsequently told to appeal to the Ombudsman if they wanted to pursue the matter. To date this has not happened.

5.15 A small but experienced pool of (self-employed) Independent Persons required to meet the

requirements of Stages 2 & 3 of the procedure is in place and the quality of their work continues to stand up to scrutiny from the department at the adjudication stage of the process. The complaint manager has been seeking additional persons to join this pool to ensure that a complaint can be allocated without delay. A process of seeking recommendations from other Local Authorities to ensure that suitably experienced persons are employed has resulted in use of some new people in this area.

## 6. ACCESSIBILITY

TOTAL	Children	Parents/ Guardians	Carers	Foster Carers	Professionals	LAC (now Adult)	Friend (with sufficient interest)	Relatives
98	9	68	1	7	1	0	1	11

- 6.1 All Council complaints and appeals procedures are documented in a complaints booklet which is displayed in the Council's main offices. Table 5 (above) shows adults are more likely to use the formal process than children and young people themselves, although a slightly higher percentage of complaints were received from children this year than previously. Over the past year two new booklets have been published to help explain the complaints process one aimed at young children and one at older children. Both the leaflets were designed with the help of local children and young people so that they would appeal to both these age groups. It is hoped that with the addition of this literature the complaints process becomes increasingly accessible by young people.
- 6.2 Independent Advocacy support is available for those meetings or for any young person considering a complaint. This service is currently provided by National Youth Advocacy Service (NYAS). In the past year two young people have used NYAS to raise complaints and a further two young people were offered this service by the complaints team but were happy to proceed with their complaint without the support of an advocate.

## 7. KEY THEMES

**Table 6: Complaint Categories**

Nature of Complaint	2010/11
About Policy	3
Breach of Confidentiality	4
Broken Promise/Appointment	3
Delay/Failed Service	40
Denial/Withdrawal/Change Service	5
Lack of /Incorrect Information	10
Not to Standard	10
Staff Attitude/Conduct	22
Other	1
<b>Total</b>	<b>98</b>

- 7.1 Staff attitude/conduct complaints have dropped by 30% compared to the previous year. The complaints about staff attitude were evenly spread across the teams and only a small percentage were upheld suggesting this is more an issue of customer perception than anything else. Where complaints were upheld no formal disciplinary action has been necessary.

## **8. IMPLICATIONS**

- 8.1 Implications arise for the continuous improvement of children's social care services and the annual performance assessment whereby it will be demonstrated that complaints are received and responded to in accordance with the statutory process and lessons learnt from complaints are fed into service improvements

## **9. EXPECTED OUTCOMES**

- 9.1 It is expected that the panel will consider this report and the potential for further areas of scrutiny.

## **10. BACKGROUND DOCUMENTS**

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

- 10.1
- Statutory Instrument 2006 No.1738 The Children Act Representations Procedure (England) Regulations 2006 <http://www.opsi.gov.uk/SI/si2006/20061738.htm>
  - Getting the Best from Complaints – Social Care Complaints and Representations for Children, Young People and Others <http://www.everychildmatters.gov.uk/resources-and-practice/IG00152/>;

## **11. APPENDICES**

- 11.1 There are no appendices.



<b>CREATING OPPORTUNITIES &amp; TACKLING INEQUALITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 8</b>
<b>11 JUNE 2012</b>	<b>Public Report</b>

## **Report of the Executive Director of Children's Services**

**Contact Officer(s) – Malcolm Newsam**  
**Contact Details - 863606**

### **CHILDREN'S SERVICES IMPROVEMENT PROGRAMME**

#### **1. PURPOSE**

1.1 The purpose of this report is to update the Committee on the Improvement programme.

#### **2. RECOMMENDATIONS**

2.1 To note the progress made on the core strategy.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

3.1 The Sustainable Community Strategy identifies "Improving Health" and "Supporting Vulnerable People" as priorities. Improvement in Children's Social Care is key to the delivery of these priorities.

#### **4. BACKGROUND**

4.1 Following an Ofsted Inspection in August 2011, the Council has engaged in a programme to secure rapid improvement. This improvement will be driven by three key elements:

- The Children's Services Improvement Programme
- The Core Strategy which focuses effort on what we must prioritise
- The leadership of Members and officers in delivering the required changes

4.2 The Council's progress is closely monitored both internally and externally by this Committee, the Scrutiny Task and Finish Group and the External Improvement Board.

#### **5. KEY ISSUES**

5.1 This report provides the Committee with an overview summary of the Council's performance since the last meeting of the Creating Opportunities & Tackling Inequalities Scrutiny Committee on 12 March 2012.

At the January meeting of this Committee the core strategy was explained – based on ten core tasks. These focus on tackling those areas of greatest risk first and lay the foundations for more effective practice. We set ourselves six months to complete these tasks and it is very heartening to see that in a little over four months we have completed the majority of them.

- **Tackle backlogs by bringing in additional staff**

In January, we brought in the Sanctuary peripatetic team to act as an additional pod in the Referral and Assessment Teams. This additional capacity has been a major contributor to clearing up all of the outstanding initial and core assessments. By March, their work complete, the staff were absorbed into vacant posts and we resumed to working with three pods. By the end of April, the total backlog of initial assessments out of timescale had been

reduced from 235 in December to 0 and the number of core assessments out of timescale from 125 to 5. Furthermore, in April we completed 100% of initial assessments within the 10 day statutory timescale and 95% of core assessments in 35 days.

- **Make structural changes to front door**

We have re-engineered the working processes within the Contact Centre and between the Contact Centre and the Referral and Assessment Teams. We have also introduced the Early Intervention Service which has successfully diverted families into the 8-19 service and the early years' service.

- **Restore reasonable workloads by rebasing the establishment**

The establishment was increased from 56 staff to 81. This, alongside the clearing up of backlogs has had a dramatic impact on workloads - reducing the caseloads in Referral and Assessment from on average 30 per worker to 17 and in Family Support from 27 to 20.

- **Strengthen the quality of work undertaken in the assessment teams**

The introduction of the three pod system, a duty manual and three strong managers has considerably strengthened the quality and timeliness of assessments undertaken. We also adjusted the arrangements so that all core assessments are completed within the Referral and Assessment team.

- **Reduce workloads by restoring throughput, pruning caseloads and reducing the numbers of open children in need cases**

In December we had 1486 open children in need cases - at the end of April this had been reduced to 1000; a reduction of nearly 500 cases.

- **Strengthen leadership and accountability**

We quickly appointed two new and experienced Assistant Directors who commenced at the end of March/ early April. This has added considerable leadership capacity. We have introduced a suite of performance reports which track progress on a daily, weekly and monthly basis. The weekly improvement board exercises accountability and the monthly Governance Board oversees progress on the broader improvement plan.

- **Implement an effective quality assurance framework.**

The quality framework was completed in April; this will be a key driver for our work over the next 6 to 12 months.

- **Put in place a compelling workforce strategy**

We have completed the workforce strategy, rolled out a marketing campaign and set up a micro-site. We have moved from a position of no-one applying for jobs in Peterborough to a regular stream of experienced applicants. At the time of writing, four new staff have already commenced and 16 appointments are in the pipeline (i.e. have been offered a permanent post and are currently waiting to start).

- **Building an effective commissioning framework and range of preventive services**

There is still more to be done on this and this will be driven by the new Assistant Director Wendi Ogle-Welbourn. Since her appointment she has already established the panel system presented to the board in April and commenced discussions with the PCT and CCG on setting up a joint commissioning unit.

- **Providing front line teams with fit for purpose ICT, business support and working arrangements**

We have successfully implemented the Liquidlogic ICS product, and provided additional dedicated administrative support as well as floor walkers to support the introduction of the new system. We have also dispensed with hot desking, relocating the teams on the second floor into team structures. Given the progress we have made on the ten core tasks we now need to move into Phase Two of our improvement programme providing a new focus to accelerate us to the next stage.

## 5.2 PHASE TWO

Phase Two is built around seven steps

Our focus over the next six months will be to:

- 1) Ensure initial and core assessments are completed on time to an adequate quality and ensure all cases are allocated appropriately
- 2) Focus on raising the quality of casework through
  - i. Implementing the QA framework
  - ii. Monthly audit programme of case work
  - iii. Mock inspection of the contact referral and assessment service
  - iv. Audits of multi-agency practice
  - v. Assurance exercise in long-term teams
  - vi. Develop an “inspection ready programme” to prepare for the next full Ofsted inspection
- 3) Put in place a range of preventive services to avoid unnecessary family breakdown
  - i. Put in place an Access to Services Panel
  - ii. Commission high level family support
  - iii. Commission an adolescent intervention service
  - iv. Improve commissioning of all tier two and three services
  - v. Strengthen CAMHS and well-being services for young people
- 4) Improve care planning and outcomes for Looked after Children (LAC)
  - i. Audit of care plans for all LAC
  - ii. Increase numbers of adoptions and Special Guardianship Orders
  - iii. Improve the supply and choice of adoption and fostering placements
  - iv. Monitoring of minimum standards:
    1. statutory visits
    2. recording for LAC cases

- 3. Improving health care assessments for LAC
  - v. Early access to CAMHS provision
  - vi. Monitoring of Personal Education Plan for all LAC
  - vii. Strengthen voice of LAC in policy procedures and decision making
  - viii. Mock inspection of LAC service
  
- 5) Strengthen the multi-agency use of the Common Assessment Framework (CAF) and the Team around the Child
  - i. Establish Multi-agency Support Panels (MASG)
  - ii. Set up monthly monitoring of uptake and outcomes including use of CAF
  - iii. Strengthen preventive alternatives available at tiers two and three
  - iv. Put in place a review process for all vulnerable children in MASG process
  - v. Review CAF access and allocation processes
  
- 6) Put in place a permanent management structure and workforce
  - i. Restructure divisions and appoint new heads of service
  - ii. Recruit permanent social workers
  - iii. Recruit permanent Director of Children's Services
  
- 7) Improve the impact of partnerships
  - i. Strengthen monitoring and scrutiny role of Peterborough Safeguarding Children's Board
  - ii. Develop a Joint Commissioning Group to replace the Children's Trust
  - iii. Set up a Joint Commissioning Unit with the PCT and Clinical Commissioning Group

5.3 The Improvement Plan is currently being amended to reflect this new strategic focus.

## **6. IMPLICATIONS**

6.1 The cost of the improvement programme can be met from within existing budgets. Resources are available to secure improvement in the immediate and longer term.

6.2 The Secretary of State has the power to issue a statutory notice if he is not satisfied that sufficient progress is being made.

## **7. CONSULTATION**

7.1 Partner agencies, parents and children will be involved in the improvement activity.

## **8. NEXT STEPS**

8.1 This Committee will continue to receive a regular update on progress and the Task and Finish Group will meet monthly to support the improvement.

## **9. BACKGROUND DOCUMENTS**

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

- 9.1
  - Ofsted Inspection of Safeguarding: Peterborough 6<sup>th</sup> September 2011
  - Ofsted Unannounced Inspection of contact referral and assessment arrangements 3<sup>rd</sup> March 2011
  - Ofsted Safeguarding and Looked after Children Inspection: Peterborough 21<sup>st</sup> May 2010

## **10. APPENDICES**

- 10.1 None

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<b>CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 9</b>
<b>11 JUNE 2012</b>	<b>Public Report</b>

## Report of the Solicitor to the Council

Contact Officer – Paulina Ford, Senior Governance Officer, Scrutiny  
Contact Details – (01733) 452508 or email paulina.ford@peterborough.gov.uk

### REVIEW OF 2011/2012 AND WORK PROGRAMME FOR 2012/13

#### 1. PURPOSE

- 1.1 To provide the Committee with a review of the work undertaken during 2011/12 and to develop a work programme for 2012/13.

#### 2. RECOMMENDATIONS

- 2.1 That the Committee considers the 2011/2012 year in review and makes recommendations on the future monitoring of these items where necessary.
- 2.2 That the Committee determines its priorities, and develops a work programme for the forthcoming year.

#### 3. REVIEW OF 2011/12

- 3.1 The Creating Opportunities and Tackling Inequalities Scrutiny Committee was established by Council at its annual meeting on 18 May 2009. During the year 2011/2012, the Committee considered the following issues:

- Children’s (Social Care) Services Statutory Complaints Process (Children act 1989) Annual Report 2010
- Single Delivery Plan
- Single Equality Scheme
- Young Carers in Peterborough
- Presentation of 2011 Unvalidated Examination Results, EYFS – Key Stage 4 – A Level
- Portfolio Progress report from Cabinet Members relevant to the committee:
  - Cabinet Member for Education, Skills and University
  - Cabinet Member for Children’s Services
- School Developments across Peterborough
- Peterborough Safeguarding Children Board Annual Report 2010-2011
- Educational Attainment of Minority Groups and New Arrivals
- Academies
- Safeguarding and Children in Care – Progress report on the Children’s Service Development Plan
- Ofsted Improvement Plan
- Children’s Services Improvement Plan – Progress Report
- Educational Attainment of Children in Care
- Child Poverty – Action Plan
- Budget 2012/13 and Medium Term Financial Plan
- Blue Badge Reforms
- Presentation of 2011 Validated Examination Results, EYFS – Key Stage 4 – A Level Follow Up
- City College

3.2 For the information of the Committee, copies of the recommendations made during the year are attached at Appendix 1.

#### **4. WORK PROGRAMME 2012/13**

4.1 In accordance with the Constitution, the Committee is responsible for setting its own programme in line with the Council's key priorities and the Committee's remit.

4.2 The Committee's remit is:

To review and scrutinise the delivery of the Sustainable Community Strategy priority of creating opportunities, tackling inequalities. This will include reviewing and scrutinising the performance of other public bodies in their activities and performance in the delivery of Single Delivery Plan targets.

Hold the Executive to account for the discharge of functions in the following ways:

- by exercising the right to call-in, for reconsideration, decisions made but not yet implemented by the Executive or key decisions which have been delegated to an officer.
- by scrutinising Key Decisions which the Executive is planning to take, as set out in the Forward Plan
- by scrutinising Executive decisions after they have been implemented, as part of a wider policy review.

To review and scrutinise the planning, decisions, policy development, service provision and performance relating to the following service areas:

- Adult Learning and Skills
- Children's Services
- Education
- Safeguarding Children

To assist and advise the Council and the Executive in the development of its budget and policy framework by in-depth analysis of policy issues in relation to the terms of reference of the committee.

Make recommendations to the Executive and/or Council arising from overview and scrutiny activity.

Establish ad-hoc Task and Finish Groups to investigate specific topics on a time-limited basis.

4.3 A draft work programme which shows the items which are currently scheduled along with items carried over from last year is attached at Appendix 2.

#### **5. BACKGROUND DOCUMENTS**

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

5.1 Minutes of the Creating Opportunities and Tackling Inequalities Scrutiny Committee held on 13 June, 26 July, 12 September, 14 November 2011 and 16 January, 30 January, and 12 March 2012.

#### **6. Appendices**

6.1 Appendix 1 - Recommendations made during 2011/2012  
Appendix 2 – Draft Work Programme 2012/13



**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
RECOMMENDATIONS MADE DURING 2011-2012**

**APPENDIX 1**

MEETING DATE / ITEM	RECOMMENDATION	REFERRED TO	RESPONSE TO RECOMMENDATIONS	
<p><b>12 September 2011</b></p>	<p><b>Peterborough Safeguarding Children Board Annual Report 2010-2011</b></p>	<p>The Committee recommends that the Director of Children's Services:</p> <ol style="list-style-type: none"> <li>1. Provide the Committee at its November meeting with a detailed report on the outcome of the Ofsted inspection with a detailed action plan. The report should give details of what immediate action has been taken and what short term and long term actions will be taken.</li> <li>2. Reports on the progress of the action plan to the Committee at each meeting and it will need to be evidence based.</li> <li>3. Ensure that officers responsible for areas of action must attend any scrutiny meetings to give evidence of actions being taken.</li> </ol>	<p>Adrian Loads, Executive Director of Children's Services</p>	<p>Ofsted Improvement Plan brought to Committee at its meeting on 14 November 2011. Progress reports on Children's Services Improvement Plan continue to be presented at each meeting of the Committee.</p>
	<p>The Committee recommends that:</p> <ol style="list-style-type: none"> <li>1. Two members of the Committee are assigned to work with officers on a reporting format for the action plan that is both clear, evidence based and detailed.</li> </ol>	<p>Adrian Loads, Executive Director of Children's Services</p>	<p>The Chair of the Committee met with the Director of Children's Services and it was decided that a Scrutiny Task and Finish Group should be set up to monitor the Children's Services Improvement Plan. This was established at the November meeting of the Committee.</p>	

**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
RECOMMENDATIONS MADE DURING 2011-2012**

**APPENDIX 1**

MEETING DATE / ITEM	RECOMMENDATION	REFERRED TO	RESPONSE TO RECOMMENDATIONS
14 November 2011	2. The Chair of the Committee and one other member of the Committee will meet with the Director and relevant officers over the coming year on a regular monthly basis outside of the formal scrutiny meetings to monitor progress of the action plan.		
Ofsted Improvement Plan	<p>1. The Committee recommend that a task and finish group be formed to oversee the implementation of the Improvement Plan for Children's Services.</p> <p>2. The Committee agreed the following terms of reference for the task and finish group:</p> <p>Purpose</p> <p>The Task and Finish Group will oversee the implementation of the Improvement Plan for Children's Services.</p> <p>This will be achieved through the following activities:</p> <ul style="list-style-type: none"> <li>• Attending facilitated meetings with social care teams</li> </ul>	Paulina Ford	Task and Finish Group established and currently overseeing the Implementation of the Improvement Plan for Children's Services.

**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
RECOMMENDATIONS MADE DURING 2011-2012**

**APPENDIX 1**

MEETING DATE / ITEM	RECOMMENDATION	REFERRED TO	RESPONSE TO RECOMMENDATIONS
	<ul style="list-style-type: none"> <li>• Observation through office visits and panel activities</li> <li>• Presentation of anonymised recent case examples by social workers</li> <li>• Direct contact with Foster Carer Support Groups</li> <li>• Assessing and validating relevant performance data</li> <li>• participation in Children's Social Care training courses</li> <li>• gaining an overview of Children's Social Care Quality Assurance work</li> </ul> <p>The Task and Finish Group members to be given training opportunities on the Council's arrangements for Children's Social Care in relation to its services and structures, the statutory framework for services and the member's role and;</p> <p>Advice on whistle blowing and also potential conflict of interests to be provided</p> <p>Reporting</p> <ul style="list-style-type: none"> <li>• A standard format will be adopted for recording member visits to teams (suggested format attached)</li> <li>• Reports of Task and Finish Group to</li> </ul>		

**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
RECOMMENDATIONS MADE DURING 2011-2012**

**APPENDIX 1**

MEETING DATE / ITEM	RECOMMENDATION	REFERRED TO	RESPONSE TO RECOMMENDATIONS
	<p>accompany progress reports to the Committee on the Improvement Plan at each meeting of the parent Scrutiny Committee.</p> <ul style="list-style-type: none"> <li>A final report will be presented to the parent Scrutiny Committee with recommendations.</li> </ul> <p>The Task and Finish Group to be in existence for a period of 18 months until the completion of the implementation of the improvement plan.</p>		
<b>16 January 2012</b>			
<b>Child Poverty Action Plan</b>	<p>The Committee recommends that Councillor Shearman takes on the role of Poverty Champion on behalf of the Committee.</p>	Sian Peer	<p>Councillor Shearman has established the role of Poverty Champion for the Committee.</p>
<b>Children's Services Improvement Programme</b>	<p>The Committee recommends that the Scrutiny Task and Finish Group monitoring the Children's Services Improvement Plan also monitor the ten core tasks within the Core Strategy being implemented over the next six months. Those core tasks being:</p> <ol style="list-style-type: none"> <li>Bring in additional staff to reduce the number of unallocated cases, reduce numbers of incomplete</li> </ol>	Ben Stevenson	<p>Recommendation passed to Ben Stevenson for presentation to the Task and Finish Group. The Task and Finish Group continue to question performance and measures and monitor the ten core tasks.</p>

**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
RECOMMENDATIONS MADE DURING 2011-2012**

**APPENDIX 1**

MEETING DATE / ITEM	RECOMMENDATION	REFERRED TO	RESPONSE TO RECOMMENDATIONS
	<p>assessments and restore timely assessment timescales.</p> <ol style="list-style-type: none"> <li>2. Restore reasonable workloads by rebasing the establishment to ensure sufficient qualified staff and team managers</li> <li>3. Strengthening the quality of work undertaken in the assessment teams through better organisation and supported by robust supervision, audit and performance monitoring.</li> <li>4. Reducing workloads by restoring throughput, pruning caseloads and reducing the number of children in need.</li> <li>5. Making structural changes for handling contacts referrals and assessments and introducing family support teams.</li> <li>6. Strengthening leadership, accountability and the quality of supervision through recruitment, training, and performance</li> </ol>		

**CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
RECOMMENDATIONS MADE DURING 2011-2012**

**APPENDIX 1**

MEETING DATE / ITEM	RECOMMENDATION	REFERRED TO	RESPONSE TO RECOMMENDATIONS
	<p>management.</p> <p>7. Implementing an effective management information and quality assurance framework.</p> <p>8. Filling resource gaps by more effective recruitment and putting in place a compelling workforce</p> <p>9. Building an effective commissioning framework and range of preventive services</p> <p>10. Providing front line teams with suitable ICT arrangements, business support and working arrangements</p>		

**DRAFT CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE  
WORK PROGRAMME 2012/13**

Meeting Date	Item	Progress
<p><b>11 June 2012</b> <i>Draft report 23 May</i> <i>Final report 29 May</i></p>	<p><b>Overview of Children's Services</b>  <b>Contact Officer: Malcolm Newsam</b></p> <p><b>Poverty Action Plan</b>  To Scrutinise the Poverty Action Plan and make any recommendations.  <b>Contact Officer: Wendi Ogle-Welbourne</b></p>	
	<p><b>Children's Services Improvement Plan – Progress Report</b>  To Scrutinise the progress of the Children's Services Improvement Plan and make any recommendations  <b>Contact Officer: Malcolm Newsam</b></p>	
	<p><b>Children's (Social Care) Services Statutory Complaints Process (Children act 1989) Annual Report 2011</b>  To scrutinise the Children's (Social Care) Services Statutory Complaints Process (Children act 1989) Annual Report 2011 and make any necessary recommendations.  <b>Contact Officer: Lynn Chesterton</b></p>	
	<p><b>Review of 2011/12 and Future Work Programme</b>  To review the work undertaken during 2011/12 and to consider the future work programme of the Committee.  <b>Contact Officer: Paulina Ford</b></p>	

## APPENDIX 2

UPDATED: 30 May 2012

Meeting Date	Item	Progress
<p><b>23 July 2011</b> <i>Draft report 5 July</i> <i>Final report 12 July</i></p>	<p><b>Children's Centres Update</b> <b>Contact Officer: Pam Setterfield</b></p> <p><b>Children's Services Improvement Plan – Progress Report</b> To Scrutinise the progress of the Children's Services Improvement Plan and make any recommendations</p> <p><b>Contact Officer: Malcolm Newsam</b></p> <p><b>Portfolio Progress report from Cabinet Members relevant to the committee:</b></p> <ul style="list-style-type: none"> <li>• Cabinet Member for Children's Services</li> </ul> <p>To Scrutinise and comment on the progress of the portfolio of the Cabinet Member for Children's Services</p>	
<p><b>10 September 2012</b> <i>Draft report 23 Aug</i> <i>Final report 30 Aug</i></p>	<p><b>Peterborough Safeguarding Children Board Annual Report 2011-2012</b></p> <p>To Scrutinise the Peterborough Safeguarding Children Board Annual Report 2011-2012 and make any recommendations</p> <p><b>Contact Officer: Judy Jones</b></p> <p><b>Presentation of 2012 Unvalidated Examination Results, EYFS – Key Stage 4 – A Level</b> To scrutinise the 2012 examination results, assess the impact of the action plan to improve educational results and make any necessary recommendations</p> <p><b>Contact Officer: Jonathan Lewis</b></p>	



Meeting Date	Item	Progress
	<p><b>Portfolio Progress report from Cabinet Members relevant to the committee:</b></p> <ul style="list-style-type: none"> <li>• Cabinet Member for Education, Skills and University</li> </ul> <p>To Scrutinise and comment on the progress of the portfolio of the Cabinet Member for Education, Skills and University</p>	
	<p><b>Children's Services Improvement Plan – Progress Report</b></p> <p>To Scrutinise the progress of the Children's Services Improvement Plan and make any recommendations</p> <p><b>Contact Officer: Malcolm Newsam</b></p>	
<p><b>12 November 2012</b>  <i>Draft report 25 Oct</i>  <i>Final report 1 Nov</i></p>	<p><b>Children's Services Improvement Plan – Progress Report</b></p> <p>To Scrutinise the progress of the Children's Services Improvement Plan and make any recommendations</p> <p><b>Contact Officer: Malcolm Newsam</b></p>	
<p><b>7 January 2013</b>  <i>Draft report 14 Dec</i>  <i>Final report 21 Dec</i></p>	<p><b>Children's Services Improvement Plan – Progress Report</b></p> <p>To Scrutinise the progress of the Children's Services Improvement Plan and make any recommendations</p> <p><b>Contact Officer: Malcolm Newsam</b></p>	

Meeting Date	Item	Progress
<p>9 or 21 January 2013 (Joint Meeting of the Scrutiny Committees and Commissions)</p>	<p><b>Budget 2013/14 and Medium Term Financial Plan</b> To scrutinise the Executive's proposals for the Budget 2013/14 and Medium Term Financial Plan. <b>Contact Officer: John Harrison/Steven Pilsworth</b></p>	
<p>11 March 2013 <i>Draft report 21 Feb</i> <i>Final report 28 Feb</i></p>	<p><b>Children's Services Improvement Plan – Progress Report</b> To Scrutinise the progress of the Children's Services Improvement Plan and make any recommendations <b>Contact Officer: Malcolm Newsam</b> <b>Presentation of 2012 Validated Examination Results, EYFS – Key Stage 4 – A Level Follow Up</b> To scrutinise the 2012 examination results, assess the impact of the action plan to improve educational results and make any necessary recommendations. <b>Contact Officer: Jonathan Lewis</b></p>	

To be programmed in:

- Provision of School Places for EYF and Secondary Schools
- Single Equality Scheme – Action Plan
  - To scrutinise and receive a progress report on the outcomes of the implementation of the Single Equality Scheme and make any recommendations. **Contact Officer: Leonie McCarthy**
- Youth Offending Service
- Young Carers in Peterborough – update report including challenges and issues

<b>CREATING OPPORTUNITIES AND TACKLING INEQUALITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 10</b>
<b>11 JUNE 2012</b>	<b>Public Report</b>

## **Report of the Solicitor to the Council**

**Report Author** – Paulina Ford, Senior Governance Officer, Scrutiny

**Contact Details** – 01733 452508 or email paulina.ford@peterborough.gov.uk

### **FORWARD PLAN OF EXECUTIVE DECISIONS**

#### **1. PURPOSE**

- 1.1 This is a regular report to the Creating Opportunities and Tackling Inequalities Scrutiny Committee outlining the content of the Council's Forward Plan.

#### **2. RECOMMENDATIONS**

- 2.1 That the Committee identifies any relevant items for inclusion within their work programme.

#### **3. BACKGROUND**

- 3.1 The latest version of the Forward Plan is attached at Appendix 1. 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 information in the Forward Plan provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated within the work programme.

#### **4. CONSULTATION**

- 4.1 Details of any consultation on individual decisions are contained within the Forward Plan.

#### **5. BACKGROUND DOCUMENTS**

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

None

#### **6. APPENDICES**

Appendix 1 – Forward Plan of Executive Decisions

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**PETERBOROUGH CITY  
COUNCIL'S FORWARD PLAN  
1 JUNE 2012 TO 30 SEPTEMBER 2012**



## FORWARD PLAN OF KEY DECISIONS - 1 JUNE 2012 TO 30 SEPTEMBER 2012

During the period from 1 June 2012 To 30 September 2012 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 Alex Daynes, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483). Alternatively, you can submit your views via e-mail to [alexander.daynes@peterborough.gov.uk](mailto:alexander.daynes@peterborough.gov.uk) or by telephone on 01733 452447.

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](http://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 Governance Support Officer using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this plan.

### NEW ITEMS THIS MONTH:

**Energy from Waste Facility and associated works and services - KEY/01JUN/12**  
**Street Lighting Efficiency Programme (2012/13 and 2013/14) and Street Lighting Column Replacement Programme (2012/13) - KEY/02JUN/12**  
**Opportunity Peterborough Business Plan - KEY/03JUN/12**  
**Roundabout Junction 5 and Boongate West Widening Scheme - Contract Award - KEY/04JUN/12**  
**Rolling Select List - Independent Fostering Agencies - KEY/01JUL/12**

<b>JUNE</b>						
<b>KEY DECISION REQUIRED</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>REPORTS</b>
<p><b>Sale of surplus former residential care home - Eye - KEY/01OCT/11</b>            To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member for Resources, to negotiate and conclude the sale of a former care home now surplus to requirement - The Croft, Eye.</p>	June 2012	<b>Cabinet Member for Resources</b>	Sustainable Growth	Consultation will take place with the Cabinet Member, & Ward councillors, as appropriate	Simon Webber Capital Receipts Officer Tel: 01 733 384545 simon.webber@peterborough.gov.uk	A public report will be available from the Governance team one week before the decision is taken.
<p><b>Section 75 agreement with Cambridge and Peterborough Foundation Trust - KEY/03OCT/11</b>            To approve the section 75 agreement with CPFT for the provision of mental health services.</p>	June 2012	<b>Cabinet Member for Adult Social Care</b>	Health Issues	Internal and external stakeholders as appropriate.	Terry Rich Executive Director Adult Social Services (interim) Tel: 01 733 758444 terry.rich@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.

<p><b>Peterborough's Transport Partnership Policy for pupils aged 4-16 years - KEY/01NOV/11</b> To approve the new policy for September 2012.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Education, Skills and University</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and public consultation</p>	<p>Isabel Clark Head of Assets and School Place Planning Tel: 01733 863914 isabel.clark@peterborough.gov.uk</p>	<p>A public report will be available from the Governance team one week before the decision is taken.</p>
<p><b>Traffic Signals LED Project - award of contract - KEY/03SEP/11</b> Contract to replace all traffic signal head lamps in Peterborough with LED Heads.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>Environment Capital</p>	<p>Internal and external stakeholders as appropriate</p>	<p>Amy Wardell Team Manager - Passenger Transport Projects Tel: 01733 317481 amy.wardell@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Cowgate Enhancement Scheme - KEY/05JAN/12</b> To award the contract to undertake engineering works as part of the Cowgate Enhancement Scheme.</p>	<p>June 2012</p>	<p><b>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement</b></p>	<p>Sustainable Growth / Strong and Supportive Communities</p>	<p>Relevant internal and external stakeholders</p>	<p>Stuart Mounfield Senior Engineer Tel: 01733 453598 stuart.mounfield@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>



<p><b>All Saints Junior School - Extension of Age Range - KEY/03FEB/12</b> To commission a new all through Voluntary Aided Primary School to enable the extension of the age range of All Saints Junior School.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Education, Skills and University</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal stakeholders as appropriate.</p>	<p>Alison Chambers Principal Assets Officer (Schools) Tel: 01733 863975 alison.chambers@peterborou.gh.gov.uk</p>	<p>A public report will be available from the Governance team one week before the decision is taken.</p>
<p><b>Award of a Framework for Temporary Staff for Children's Services - KEY/04MAR/12</b> To expand the current framework for temporary staff to support Children's Services improvement following the Ofsted inspection.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Children's Services</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders as appropriate including social care staff.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborou.gh.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Section 75 Agreement with NHS Peterborough for Drugs and Alcohol Services - KEY/05MAR/12</b> To approve the 75 agreement with NHS Peterborough for the transfer of funds for the provision of Adult drugs and alcohol services.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Community Cohesion and Safety</b></p>	<p>Health Issues</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborou.gh.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p><b>Award of Contract - Bus Shelter Provision and Maintenance - KEY/01APR/12</b> Award of contract for the provision, installation, cleaning and maintenance of Bus Shelters.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>Sustainable Growth</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Darren Deadman Travel Information and Monitoring Officer Tel: 01733 317464 darren.deadman@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Award of Transport Contracts - KEY/02APR/12</b> To award contracts for Mainstream, Special Educational Needs and Children in Social Care.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Education, Skills and University</b></p>	<p>Sustainable Growth</p>	<p>Internal departments as appropriate.</p>	<p>Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Moy's End Stand Demolition and Reconstruction - KEY/03APR/12</b> Award of Contract for the Demolition of the Moy's End Stand and Reconstruction</p>	<p>June 2012</p>	<p><b>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</b></p>	<p>Sustainable Growth</p>	<p>Internal and External Stakeholders as appropriate.</p>	<p>Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p><b>Clare Lodge – additional four lounge areas - KEY/04APR/12</b> To award the contract for the construction of four new lounge areas.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Children’s Services</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal stakeholders as appropriate</p>	<p>Sharon Bishop Assets Officer Tel: 01733 863997 sharon.bishop@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Energy Services Company - KEY/05APR/12</b> To consider potential future developments of energy related products</p>	<p>June 2012</p>	<p><b>Cabinet Member for Resources</b></p>	<p>Environment Capital</p>	<p>Internal and external stakeholders.</p>	<p>John Harrison Executive Director-Strategic Resources Tel: 01733 452398 john.harrison@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Organic and Food Waste Treatment Services Contract - KEY/01MAY/12</b> To Award a contract for Organic and Food Waste Treatment Services.</p>	<p>June 2012</p>	<p><b>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</b></p>	<p>Sustainable Growth</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Amy Nebel Recycling Contracts Officer Tel: 01733 864727 amy.nebel@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team on week before the decision is taken.</p>

<p><b>Bridge Street Public Realm Improvements - KEY/02MAY/12</b> To award the contract to undertake engineering works as part of the Bridge Street Public Realm Improvement works.</p>	<p>June 2012</p>	<p><b>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement</b></p>	<p>Sustainable Growth</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Energy from Waste Facility and associated works and services - KEY/01JUN/12</b> To appoint a preferred bidder and award the contract for an energy from waste facility along with associated works and services.</p>	<p>June 2012</p>	<p><b>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</b></p>	<p>Environment Capital</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Margaret Welton Principal Lawyer (Special Projects/Waste 2020) Tel: 01733 452226 margaret.welton@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Street Lighting Efficiency Programme (2012/13 and 2013/14) and Street Lighting Column Replacement Programme (2012/13) - KEY/02JUN/12</b> To approve the award of a contract for Street Lighting Works.</p>	<p>June 2012</p>	<p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>Environment Capital</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Sally Savage Senior Project Support Worker sally.savage@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<b>Opportunity Peterborough Business Plan - KEY/03JUN/12</b> To approve the Business Plan for Opportunity Peterborough for 2012/13.	June 2012	<b>Cabinet</b>	Sustainable Growth	Relevant internal and external stakeholders.	Neil Darwin Director of Economic Development neil.darwin@opportunitypeterborough.co.uk	A public report will be available from the Governance Team one week before the decision is taken.
<b>Roundabout Junction 5 and Boongate West Widening Scheme - Contract Award - KEY/04JUN/12</b> To approve the award of a contract for construction of the Roundabout Junction 5 and Boongate West Widening Scheme to the successful Midlands Highways Alliance (MHA) contractor (tbc).	June 2012	<b>Cabinet Member for Housing, Neighbourhoods and Planning</b>	Environment Capital	Consultation on scheme was carried out in 2010 /11 Financial Year and budget allocated in the Medium Term Financial Strategy for implementation in the 2012/13 Financial Year.	Stuart Mounfield Senior Engineer Tel: 01733 453598 stuart.mounfield@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.

<b>JULY</b>						
<b>KEY DECISION REQUIRED</b>	<b>DATE OF DECISION</b>	<b>DECISION MAKER</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>REPORTS</b>

<p><b>Rolling Select List - Independent Fostering Agencies - KEY/01JUL/12</b> To approve the list for independent fostering agencies.</p>	<p>July 2012</p>	<p><b>Cabinet Member for Children's Services</b></p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Wendi Ogle-Welbourn Assistant Director for Strategy, Commissioning and Prevention  wendi.ogle-welbourn@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Consultation on the Review of the Older Peoples Accommodation Strategy and options for the future of Care Homes in Peterborough - KEY/02JUL/12</b> – To approve the consultation on the outcomes of the review of the Older Peoples Accommodation Strategy and options for the way forward.</p>	<p>July 2012</p>	<p><b>Cabinet</b></p>	<p>Scrutiny Commission for Health Issues</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Tim Bishop, Assistant Director Strategic Commissioning.  Tim.bishop@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

**AUGUST**

There are currently no Key Decisions scheduled for August.

**SEPTEMBER**

There are currently no Key Decisions scheduled for September.

**CHIEF EXECUTIVE'S DEPARTMENT** Town Hall, Bridge Street, Peterborough, PE1 1HG

Communications  
Strategic Growth and Development Services  
Legal and Governance Services  
Policy and Research  
Economic and Community Regeneration  
HR Business Relations, Training & Development, Occupational Health & Reward & Policy

**STRATEGIC RESOURCES DEPARTMENT** Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Finance  
Internal Audit  
Information Communications Technology (ICT)  
Business Transformation  
Strategic Improvement  
Strategic Property  
Waste  
Customer Services  
Business Support  
Shared Transactional Services  
Cultural Trust Client

**CHILDRENS' SERVICES DEPARTMENT** Bayard Place, Broadway, PE1 1FB

Safeguarding, Family & Communities  
Education & Resources  
Strategic Commissioning & Prevention

**OPERATIONS DEPARTMENT** Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management, Passenger Transport)

Commercial Operations (Strategic Parking and Commercial CCTV, City Centre, Markets & Commercial Trading, Tourism)

Neighbourhoods (Strategic Regulatory Services, Safer Peterborough, Strategic Housing, Cohesion, Social Inclusion, Neighbourhood Management)

Operations Business Support (Finance)

**ADULT SOCIAL CARE DEPARTMENT Town Hall, Bridge Street, Peterborough, PE1 1FA**

Care Services Delivery

Strategic Commissioning

Performance, Quality and Information