

## CHILDREN AND EDUCATION SCRUTINY COMMITTEE

WEDNESDAY 11 SEPTEMBER 2019

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 a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. **Minutes of the Children and Education Scrutiny Committee Meeting Held on 18 July 2019** 3 - 10

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 the relevant Scrutiny Committee. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee.

5. **Best Start In Life (BSiL) Strategy** 11 - 56

6. **Annual Corporate Parenting Committee Report** 57 - 64



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7.	<b>Report Of The Service Director For Education Incorporating Portfolio Progress Report For The Cabinet Member For Children's Services, Education, Skills And The University</b>	<b>65 - 98</b>
8.	<b>Monitoring Scrutiny Recommendations</b>	<b>99 - 102</b>
9.	<b>Forward Plan of Executive Decisions</b>	<b>103 - 152</b>
10.	<b>Work Programme 2019/2020</b>	<b>153 - 160</b>
11.	<b>Date of Next Meeting</b>	
	<ul style="list-style-type: none"> <li>• 14 November 2019</li> </ul>	

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

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#### **Committee Members:**

Councillors: J Goodwin (Chairman), G Casey, L Coles, N Day, A Dowson, T Haynes, D Jones, S Lane, D Over (Vice Chairman), L Robinson and B Rush

Substitutes: Councillors: A Ellis, S Hemraj, J Howell, J Lillis, M Nadeem

#### **Co-opted Members**

**Note:** The following Education Co-opted members are Members of the Scrutiny Committee and vote when education matters are discussed.

Peter Cantley, Peterborough Diocesan Board of Education

Flavio Vettese, (Deputy Director of Schools), Roman Catholic Church, Diocese of East Anglia

Vacancy, Parent Governor Representative

Vacancy, Parent Governor Representative

Julie O'Connor, Roman Catholic Diocese of East Anglia (sub for Flavio Vettese)

Peter French, Peterborough Diocesan Board of Education (sub for Peter Cantley)

#### **Non Statutory Co-optees**

Alistair Kingsley, Independent Co-opted Member (Non-voting)

Rizwan Rahemtulla, Independent Co-opted Member (Non-voting)

Parish Councillor Susie Lucas, Independent Co-opted Member (Non-voting)

Parish Councillor Junaid Bhatti, Independent Co-opted Member (Non-voting)

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 THE CHILDREN AND EDUCATION SCRUTINY COMMITTEE  
MEETING  
HELD AT 7PM ON THURSDAY 18 JULY 2019  
BOURGES/VIERSEN ROOMS, TOWN HALL, PETERBOROUGH**

<b>Committee Members Present:</b>	Councillors J Goodwin (Chairman), G Casey, L Coles, N Day, A Dowson, D Jones, T Haynes, S Lane, D Over (Vice Chairman), L Robinson, B Rush Co-opted Members: A Kingsley, Rizwan Rahemtulla, P Cantley, F Vettese and Parish Councillors J Bhatti and S Lucas
<b>Also Present:</b>	Councillor Ayres, Cabinet Member for Children's Services and Education, Skills and University
<b>Officers Present:</b>	Lou Williams, Service Director for Children's Services and Safeguarding Jonathan Lewis, Service Director, Education Belinda Evans, Customer Services Manager

**CHAIRMAN'S ANNOUNCEMENT**

Item 6. Attendance of Sue Baldwin, Regional Schools Commissioner

The Chairman advised the Committee and those present at the meeting that due to a family bereavement the Regional Schools Commissioner who was due to attend the meeting to speak to item 6 had submitted her apologies. The Chairman asked the Committee if they wished to defer the item to another meeting in order that the Regional Schools Commissioner may attend and take questions. The Committee unanimously agreed to defer the item and not discuss the report at this meeting.

**1. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

**2. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS**

There were no declarations of interest or whipping declarations.

**3. MINUTES OF THE CHILDREN AND EDUCATION SCRUTINY COMMITTEE MEETING HELD ON 14 MARCH 2019.**

The minutes of the Children and Education Scrutiny Committee meeting held on 14 March 2019 were agreed as a true and accurate record.

#### **4. CALL IN OF ANY CABINET, CABINET MEMBER OR KEY OFFICER DECISIONS**

There were no requests for call-in to consider

#### **5. APPOINTMENT OF CO-OPTED MEMBERS**

The Senior Democratic Services Officer introduced the report which recommended that Alistair Kingsley, Rizwan Rahemtulla and Parish Councillor Susie Lucas be appointed as non-voting co-opted members. The report also recommended that Parish Councillor Junaid Bhatti be appointed as either a non-voting co-opted member or as a nominated substitute for Susie Lucas should she be appointed. All appointments to be reviewed at the beginning of the next municipal year.

Councillor Rush seconded by Councillor Over recommended that all four nominated Co-opted Members be appointed on to the Committee.

The Committee agreed unanimously to appoint Alistair Kingsley, Rizwan Rahemtulla, Parish Councillor Susie Lucas and Parish Councillor Junaid Bhatti as non-voting Co-opted members of the Committee for municipal year 2019/2020 to be reviewed on an annual basis.

The nominated persons were in attendance at the meeting and the Chairman invited all four newly appointed Co-opted Members to join the Committee for the remainder of the meeting.

#### **AGREED ACTIONS**

The Children and Education Scrutiny Committee considered the report and **RESOLVED** to

1. Appoint Alistair Kingsley to the Committee as a non-voting Independent Co-opted Member for the municipal year 2019/2020. Appointment to be reviewed annually at the beginning of the next municipal year.
2. Appoint Rizwan Rahemtulla as a non-voting Co-opted Member to represent the Muslim Community for the municipal year 2019/2020. Appointment to be reviewed annually at the beginning of the next municipal year.
3. Appoint Parish Councillor Susie Lucas as a non-voting Co-opted Member to represent the rural area for the municipal year 2019/2020. Appointment to be reviewed annually at the beginning of the next municipal year.
4. Appoint Parish Councillor Junaid Bhatti as a second non-voting Co-opted Member to represent the rural area for the municipal year 2019/2020. Appointment to be reviewed annually at the beginning of the next municipal year.

#### **6. ATTENDANCE OF SUE BALDWIN – REGIONAL SCHOOLS COMMISSIONER**

Item deferred as per Chairman's announcement.

#### **7. FUNDING CUTS AND IMPACT ON SCHOOLS - FEEDBACK FROM SCHOOL LEADERS**

The Service Director for Education introduced the report accompanied by the Cabinet Member for Children's Services and Education Skills and University. The report provided the Committee with information on the current financial pressures being experienced by Peterborough Schools. The Service Director highlighted some of the key challenges faced by Peterborough Schools:

- Both pension and pay awards had not been fully funded and schools have had uncertainty over what funding they would be receiving.
- Impact of austerity - the reduction in support services across Local Authority services, health and the voluntary sector have meant schools were providing more support than ever especially around pastoral areas.
- No allowance had been made for inflation in schools funding since the introduction of the Dedicated School Grant.
- Incremental drift in salaries with a teacher shortage and demand exceeding supply.
- Accountability framework demands more support and a constantly rising bar.

The Children and Education Scrutiny Committee debated the report and in summary, key points raised and responses to questions included:

- In order to identify challenges that schools were facing a survey was sent out to 79 educational establishments in the city, 75% of which responded. The information received would help to inform a letter to be sent from the Cabinet Member for Education to the Secretary of State for Education.
- The Director for Education advised the Committee that he was a member of the Academy Trust CEO Network Group where the question of funding continued to be discussed. The Academy Trusts support the Local Authority campaign and many of the responses received in the survey came from Academy schools.
- Schools were required to fund the first £6k for pupils with needs that support an Education Health and Care Plan (EHCP). The Government assess the schools needs and then notionally allocate an amount of money in total to schools to cover those with an EHCP in place. This did not cover all the funding needed and could therefore take a large amount of the schools budget. The funding formula was complex and was very difficult to explain to parents.
- Members felt that the lack of funding of SEND pupils and those with an Education Health and Care Plan in place was a deeply felt issue and wanted to know what the Local Authority was doing to join forces with other authorities to articulate the concerns to Government effectively. The Director for Education advised that the LA sat next to one of the lowest funded authorities in the country who were part of the group called F40 which were the 40 lowest funded authorities in the country. Peterborough was able to access their materials and were jointly working with them to put forward to Government what was different about Peterborough and what the unique challenges were to provide a more personalised response. The Education Review published two years ago had identified the unique issues in Peterborough and an action plan had been put in place to try and deal with these issues and concerns. The LA had asked for more money per pupil funding to assist with the school improvement plan to raise attainment across Peterborough.
- The Regional Schools Commissioner did not have a direct role in funding for schools but was aware of the local pressures and funding issues at a local level.
- Recruitment of qualified teachers was difficult, Members were concerned that schools may feel pressured into reducing costs by employing less experienced staff which may then have an impact on behaviour and attainment and this could have an impact on the reputation of a school.
- Clarification was sought as to whether schools were obliged to have reserve funds and if so at what point were they allowed to use them. Members were informed that schools were allowed to retain their balances from one year to the next. However keeping large reserves was not a good use of resources and the Local Authority challenged this rigorously. Maintained Primary Schools were allowed to retain up to 8% of their budget as carry forward and maintained Secondary Schools were allowed to retain up to 5% of their budget to carry forward. If the schools went above this amount then the LEA would remove the excess which would then be redistributed in to school improvement. The majority of schools were spending more money than they had in the next financial year

which had meant that they were having to use their reserves. There were only two schools in a moderate deficit position.

- Members were concerned that many schools were having to reduce their KS4 offer and cut subjects which may have an impact on results. Members were informed that the new Ofsted Framework which was about to be put in place talked about the breadth and range of opportunities that the curriculum will need to offer, however the finances and resources did not support this.
- Peterborough had a full range of secondary schools with mixed needs and children were entering the system at different levels. The perception was that secondary schools focussed on KS4 and in primary schools the emphasis tended to be on KS2. Primary schools were being encouraged to change the emphasis to the Early Years to improve reading and phonics.
- Pensions. An allocation had been made to schools for pensions but the Government did not fund the cost of pensions. There was a formula generated that allocated money to the schools based on pupil numbers not necessarily the cost of pensions. Some schools had received additional funding others less which meant that there was a gap in funding.
- Pay awards had not been funded and an announcement from Government was pending in relation to this. Pensions and pay awards were an ongoing issue.
- The Cabinet Member advised that she would be writing to the Secretary of State for Education informing him of the Peterborough issues and challenges quoting the anecdotal evidence received via the survey which have been caused by the current funding pressures and the impact it was having on children. Next steps would be to engage with parents to see how they can support the case to the Secretary of State. It was hoped that the letter would encourage the Secretary of State to meet with the Cabinet Member.
- Members suggested including the more emotive issues in the letter.
- Members were informed that the national funding formula was unlikely to change and the Peterborough area was not particularly disadvantaged but there was not enough money in the education system to deal with the challenges.

#### **AGREED ACTIONS:**

The Children and Education Scrutiny Committee considered the report and **RESOLVED** to support officers and the Cabinet Member in highlighting to Central Government the ongoing challenge Peterborough schools were facing in relation to schools funding.

#### **8. OUTCOME OF OFSTED INSPECTION OF PETERBOROUGH CHILDREN'S SERVICES, SERVICE DIRECTOR REPORT AND PORTFOLIO HOLDER REPORT**

The Service Director, Children and Safeguarding Communities and Safety accompanied by the Cabinet Member for Children's Services and Education Skills and University introduced the report. The report provided the Committee with an overview of key performance measures within Children's Services, and updated the Committee on the recent Ofsted visit. The report also provided information on the relevant activities and functions completed by the Cabinet Member for Children's Services. It was noted that this had been a recent appointment for the Cabinet Member.

The Service Director advised Members that the title of the report was incorrect in that there had not been an Ofsted Inspection and that it had been an Annual Conversation which was part of the new Ofsted Framework. Under the Ofsted 'Inspection of Local Authority Children's Services' [ILACS] inspection framework, local Ofsted inspectors visited authorities once a year to hear from senior officers about the development of children's services, any areas where there was good progress, and any areas where there were emerging challenges. This was called the 'annual conversation'.

There had been a recent peer review of Corporate Parenting, Children in Care and Care Leavers. The outcome was very positive and feedback received was that a lot of progress had been made. The Corporate Parenting Committee received particularly good feedback.

The Children and Education Scrutiny Committee debated the report and in summary, key points raised and responses to questions included:

- Members commented that the progress and improvement in Children's Services compared to a few years ago was good.
- Members were informed that Peterborough was classed as a good performing authority with a very lean service. Recruitment of good social workers still remained a challenge, particularly in the assessment teams and that had an impact on some areas of performance. Recruiting and retaining experienced qualified staff was a challenge nationally and regionally and therefore Peterborough was not alone in this position. A recruitment campaign had just been launched and another one would be launched in September. There was still too much work coming through the system a large amount of which was coming from the police. Work was being done with the police to look at how domestic abuse referrals were being responded to.
- Members referred to Chart 5, Number of children on Child Protection Plans. It was noted that there had been an upward trend in the number of referrals but the number of children on Child Protection Plans had not increased and appeared to be declining. Members sought clarification as to whether the threshold for children being placed on Child Protection Plans was too high. Members were informed that the threshold for Child Protection Plans should be high. There were also children subject to Children in Need Plans as well. Much work had been done with regard to the Family Safeguarding Model which had included additional adult family workers being placed in the children's services teams to support and work with parents and families who had alcohol, drug use or substance misuse problems. This had assisted in reducing the number of children being placed on Child Protection Plans.
- PCC also took part in Peer Reviews which provided an opportunity to see how other authorities worked. The Eastern Region had a commitment to undertake Peer reviews for other authorities.
- Children's Services were not responsible for children's health and child immunisation, this was the responsibility of Public Health.
- Members were concerned about the challenges around the recruitment of social workers and wanted assurance that there was a strategy in place. Members were advised that there was a recruitment strategy in place but the recruitment of qualified social workers was an issue across the South East and the Eastern region not just Peterborough. In the Eastern region there was a Memorandum of Understanding (MoU) in place which limited the amount that could be paid per hour for locum social workers which was a maximum of £32 per hour. This meant that agencies could no longer play one authority off against another, resulting in pay inflation. However Peterborough was on the very edge of the Eastern region and so compete with other authorities who were not part of the MoU, some of which paid higher rates. The aim was to recruit as many permanent staff as possible. The plan was to grow our own social workers and this was being done by promoting staff internally and starting a social worker apprenticeship programme. There had also been some recruitment of overseas social workers. The message was getting out that Peterborough was a great place to work.
- Members sought evidence of qualitative data around Personal Education Plans (PEPs). Chart 12 portrayed a very positive picture of PEP's month by month but it had not provided detail of the quality of those plans or the impact of the plans on pupil achievement. Members were informed that the Peer Review had identified that the content and quality of the PEP's were very good. It was however difficult to measure the impact of PEPs on pupils achievement. The Service Director advised that the Quality Assurance team could

conduct an audit of some PEPs and feedback could be provided in the next Service Directors report to the committee.

#### **AGREED ACTIONS:**

The Children and Education Scrutiny Committee considered the report and **RESOLVED** to:

1. Note the content of the report in relation to performance by children's social care and actions being taken to maintain and improve this in certain areas;
2. Note the information relating to oversight by Ofsted through the Inspection of Local Authority Children's Services framework;
3. Note the work of the newly appointed Cabinet Member for Children's Services in carrying out her duties.

The Committee also requested that the Service Director provide evidence regarding the quality of the Personal Education Plans in the next Service Director report to the committee.

#### **9. ANNUAL CHILDREN'S SOCIAL CARE STATUTORY COMPLAINTS REPORT 2018-19**

The Customer Services Manager accompanied by the Cabinet Member for Children's Services introduced the report. The report provided an annual summary on information relating to the statutory complaints process applied 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.

The Children and Education Scrutiny Committee debated the report and in summary, key points raised and responses included:

- Members were informed that the number of complaints received this year had slightly increased and it was being monitored to see if this was a continual trend.
- The number of complaints coming from young people continued to grow which was good news as it meant that young people were able to access the complaints process easily.
- There had been a significant improvement in responses to complaints.
- Table 6. Complaint Categories. Members sought clarification as to why there had been a significant upward trend over the past three years in complaints relating to delayed/failed service. Members were advised that across all services of the council delayed/failed services complaints were most common. This was attributed to customers who felt that services were not being provided as quickly as they would like e.g. phone calls not being returned quickly enough, not seeing a social worker as often as they had wanted to.
- It was noted that in the findings of the Peer Review between Peterborough City Council and Milton Keynes Council, Peterborough had scored significantly lower than Milton Keynes in the following categories:
  - Principle 1: Ensure the complaints process was accessible. Peterborough had scored 78 and Milton Keynes had scored 89.
  - Principle 4: Ensure that the complaints process is resolution focused. Peterborough had scored 67 and Milton Keynes had scored 94.

Members were informed that the assessment tool would need to be looked at to understand the scoring. The Peer Review which was an assessment of the whole complaints process not just children's social care highlighted that Milton Keynes had a very joined up and integrated complaints system which meant that complaints were handed to the service area much more quickly. It was also noted that Milton Keynes still provided paper literature on the complaints process where as Peterborough had moved away from paper literature and over to online information. The move to online information had proved successful for young



people but had not been as successful for adults. This therefore has scored Peterborough as less accessible.

The resolution focus score was more about children social care complaints. There was a problem around speaking to customers when a complaint was received. When the team managers receive the complaint to deal with it, it was good practice to contact the complainant as soon as possible to understand the complaint fully and to try and resolve it. This was not happening as much as it should be.

- It was noted that there was a large number of complaints that could not be accepted under the statutory process, the top 3 reasons being:
  - The case was in court or there was a criminal investigation ongoing
  - The complainant had 'insufficient interest' (in relation to the child)
  - The complaint was out of time/or out of jurisdiction

Members sought clarification as to what 'insufficient interest' (in relation to the child) meant. Members were informed that there was a statutory list of people that could be included in the complaints process starting with children and young people, parents, carers and foster parents and then other interested parties. Unfortunately some family members such as grandparents who may wish to use the complaints process but were classified as those who had insufficient interest could not use the process.

- Members were pleased to see the section on compliments included within the report.
- Members referred back to Table 6. Complaint Categories and the issues regarding delayed / failed service and noted that it was a 9% rise from last year and wondered if this highlighted any training needs to assist in reducing this number. Members were advised that the increase in complaints had been more generalised and about people not knowing what to expect rather than specific areas of concern which had made it difficult to identify specific areas for training.
- The complaints report was important to be able to identify any areas requiring improvement. Since the Peer Review a check list had been put in place for team managers to ensure they considered carefully what had led to the complaint and how they should respond. Members were concerned at the overall increase in complaints to 83 in 2018/19 from 66 in 2017/18. The Service Director for Children's Services and Safeguarding highlighted to Members that children's social care was the most controversial part of the service in that most people did not welcome the intervention of children's social services. Out of 3625 open cases last year there were only 83 complaints which was about 2% of the overall caseload.

#### **AGREED ACTIONS:**

The Children and Education Scrutiny Committee considered the report and **RESOLVED** to note the contents.

8.38PM - Councillor Dowson left the meeting.

#### **10. REVIEW OF 2018/2019 AND WORK PROGRAMME FOR 2019/2020**

The Senior Democratic Services Officer presented the report which considered the 2018/19 year in review and looked at the work programme for the new municipal year 2019/20 to determine priorities and agree the proposed way forward for monitoring future recommendations.

There being no discussion on this item the following actions were agreed.

#### **AGREED ACTIONS:**

The Children and Education Scrutiny Committee **RESOLVED** to:

1. Consider items presented to the Children and Education Scrutiny Committee during 2018/19 and make recommendations on the future monitoring of these items where necessary.
2. Determine its priorities, and approve the draft work programme for 2019/2020 attached at Appendix 1.
3. Note the Recommendations Monitoring Report attached at Appendix 2 and consider if further monitoring of the recommendations made during the 2018/2019 municipal year is required.
4. Note the Terms of Reference for this Committee as set out in Part 3, Section 4, Overview and Scrutiny Functions and in particular paragraph 2.1 item 1 Children and Education Scrutiny Committee as attached at Appendix 3.

## **11. FORWARD PLAN OF EXECUTIVE DECISIONS**

The Committee received the latest version of the Council's Forward Plan of Executive Decisions, 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 Forward Plan and where appropriate identify any relevant areas for inclusion in the Committee's work programme.

### **AGREED ACTIONS:**

The Children and Education Scrutiny Committee considered the report and **RESOLVED** to note the latest version of the Forward Plan of Executive Decisions.

## **12. DATE OF NEXT MEETING**

The date of the next meeting was listed as Thursday 5 September 2019. The Chairman advised that she would not be available to attend this meeting and asked the Committee if they would be in agreement for the Senior Democratic Services Officer to look for an alternative date. Members advised that they would be agreeable to a change of date for the September meeting if a suitable date could be found. The Chairman thanked Members for their understanding.

CHAIRMAN  
7.00pm to 8.43 pm

<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 5
<b>11 SEPTEMBER 2019</b>	<b>PUBLIC REPORT</b>

Report of:	Wendi Ogle-Welbourn, Executive Director, People and Communities	
Cabinet Member(s) responsible:	Cllr Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and University	
Contact Officer(s):	Helen Gregg, Partnership Manager	Tel. 01733 863618

**BEST START IN LIFE (BSiL) STRATEGY REPORT**

R E C O M M E N D A T I O N S	
<b>FROM:</b> Wendi Ogle-Welbourn, Executive Director, People and Communities, Peterborough and Cambridgeshire Councils	<b>Deadline date:</b> 11 September 2019
It is recommended that the Children and Education Scrutiny Committee endorse the Draft Joint Best Start in Life Strategy 2019 – 2024 attached at Appendix 1 for approval by Cabinet.	

**1. ORIGIN OF REPORT**

1.1 This report is presented to the Children and Education Scrutiny Committee at the request of Wendi Ogle-Welbourn, Executive Director, People and Communities and Dr Liz Robin, Director of Public Health.

**2. PURPOSE AND REASON FOR REPORT**

2.1 The key purpose is to ensure that there is co-ordinated and integrated multi-agency agreement on the delivery of pre-birth to 5 services that is tailored appropriately to local need.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council :

- Children's Services including
  - a) Social Care of Children;
  - b) Safeguarding; and
  - c) Children's Health.

**3. TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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**4. BACKGROUND AND KEY ISSUES**

4.1 Best Start in Life is a 5 year strategy which aims to improve life chances of children (pre-birth to 5 years) in Cambridgeshire and Peterborough by addressing inequalities, narrowing the gap in

attainment and improving outcomes for all children, including disadvantaged children and families.

The strategy development was led jointly by Cambridgeshire and Peterborough local authorities, working with a wide range of stakeholders. It is built on knowledge of local need and what the evidence says works in improving outcomes during the early years. Local user research also informed the process.

The strategy reflects the national and local policy context, including: Better Births, The Government's Prevention Vision, NHS Long Term Plan and the Government's plan for improving social mobility through education, Think Communities, Cambridgeshire and Peterborough's child poverty strategies and healthy weight strategies, SEND Strategy

Cambridgeshire and Peterborough have worked together over the past seven months to develop 'Best Start in Life' – an ambitious high-level strategy to improve the outcomes of children in the early years. The vision is that "Every child will be given the best start in life supported by families, communities and high quality integrated services".

An intensive discovery phase was undertaken during November 2018 to March 2019 resulting in the production of a draft Joint BSiL Strategy. This phase involved extensive engagement with both existing research, data and evidence, alongside local parents and communities.

The Best Start in Life strategy focusses on three key outcomes which represent our ambition for children in Cambridgeshire and Peterborough:

- Children live healthy lives
- Children are safe from harm
- Children are confident and resilient with an aptitude and enthusiasm for learning

The core of the Best Start in Life Start strategy consists of five themes of integrated delivery – these describe how we intend to improve outcomes, by focussing on:

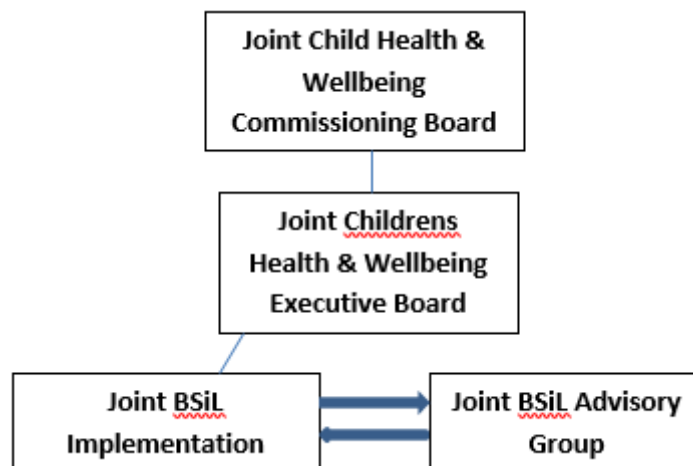
1. Healthy pregnancy, parents and children
2. Vulnerable parents - identified early and supported
3. Well prepared parents
4. Good attachment and bonding
5. Supporting child development

The five themes are underpinned by nine building blocks, which will ensure that the aims of the strategy are met and sustained over time:



## Governance

A new governance structure has been established, as shown in the image below:



A co-produced implementation plan is being developed to monitor the progress and impact of the strategy. A 'strategy on a page' approach to engage families further will also be included within this implementation plan. A communications sub-group is being established to support the work of the BSiL implementation and advisory groups.

The Joint Children's Health & Wellbeing Executive Board will monitor the progress of the implementation plan and direct activities through the joint implementation and advisory groups to ensure key measures and deliverables are achieved and at the right pace.

The BSiL strategy and implementation plan are being developed at a time of reducing resources and we will be seeking to deliver these in the most efficient and effective way possible.

The current, second phase of the BSiL programme runs until September. The aim of the second phase is to identify options for an integrated delivery of early years provision. The third phase will work towards commencing the new model in April 2020.

## 5. CONSULTATION

- 5.1 Engagement with the public and communities is central to the BSiL strategy development and implementation. The approach adopted to date is ethnographic user research. This is an example of human centred design and allows us to understand and empathise with our users in order to design services to meet their needs.

As part of the Best Start in Life strategy development, a multi-disciplinary team of service specialists and designers went out over 2 weeks to settings, services, public places, health centres and homes to learn about people's lives. We wanted to find out what motivates and drives them, what is important to them, what the hardest aspects of parenting are and how they source help and support.

Below are some insights from the user research programme along with some representative quotes:

- Parents value social connection and networks with others and they offer each other advice and support in parenthood. Parents also seek personalised, professional advice and support and seek this during touchpoints with health visitors and also community groups. "I trust the advice from a professional. Families and friends have their own opinions and ways of doing things that is right for them." They also value seeing the same professional again, with whom they build up a relationship and trust. "It was really nice when the Health Visitor recognised me and my baby at the weighing clinic and asked how we were - it made me feel special"
- It can be hard to ask for help if you are struggling with a new baby and there was a feeling that you have to know what the right questions to ask are. One mum with post-natal depression said "you have to ask for help, which is the hardest thing because when the health visitor comes you are trying to impress them. No-one says "I'm really struggling" because they are scared of having their baby taken away so you put the brave face on and hide it
- Parents like groups led by volunteers and parents because they feel less watched and judged. "The groups I attend are parent led rather than run by trained professionals, where it can feel like there is a social worker around."
- There are many community groups that aim to cater for parent's needs and are highly attended and successful. The most successful ones focus and succeed in giving parents a warm welcome, creating a non-judgemental environment, making activities available for children, giving parents a chance to relax and socialise with other parents and offering support from professionals. The groups that provide high quality refreshments help make parents feel valued. "Bumps & Babies had a really welcoming atmosphere, it felt safe, friendly, chilled out and calm. They had AMAZING coffee too! Great for bonding time."
- There is a lack of community provision specifically for fathers. [When you're the only Dad at a parenting group] "It's quite isolating, you don't feel included and you do feel vulnerable."
- Most people know what it takes to be healthy (eating well and moving more) but most people know that they don't do the 'right' things all the time. Getting children out and about walking and playing at the park is seen as important for their wellbeing. "My son is awful with eating the right things - he thinks we are trying to trick him"
- Pre-schools are very good at helping to prepare children for school, especially those that are linked to a school where the transition is more seamless. "Pre-school Piglets really helped with the transition - they talked to the children about what a typical school day looked like, told them about uniform, how the desks would be set up and that they could get used to the environment. They also arranged for the pre-schoolers to join in a lunchtime at the school from Easter time."
- Parents of children with disabilities or undiagnosed problems find navigating services, entitlement and regular form filling to be a significant 'pain point'. Parents find the process of explaining their situation and accessing the help and support they need very challenging. "I love being Molly's mummy but I don't like the managerial/administrative side of it. It could be simpler. Molly will need an EHCP and SEND support and I find it so overwhelming I push it away...I don't know where to start with it all."
- There is a perceived lack of support for children aged 2 to 5 and sometimes parents are not clear about what development milestones they should be helping their children to

achieve and by when. “There is a real lack of advice available from 2-5 years old and that it's assumed you've got it now - it's there if you need it, but you really have to seek it out yourself. It's a shock from the first two years when you have health visitors and regular appointments to just having nothing”

A further programme of user research and engagement is planned for two weeks in July 2019 which will be used to inform the co-produced strategy implementation plan, which will be supported by a communications strategy. The intention is to reach more of the public and professionals who represent the wide diversity across Cambridgeshire and Peterborough.

## **6. ANTICIPATED OUTCOMES OR IMPACT**

- 6.1 The Committee is expected to review the information contained within this report and respond / provide feedback accordingly.

## **7. REASON FOR THE RECOMMENDATION**

- 7.1 To ensure members have been consulted on the strategy and are kept regularly informed of progress made on the priorities identified within the strategy.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

- 8.1 The Committee must be kept informed of progress against the priorities identified within the strategy and meeting the outcomes.

## **9. IMPLICATIONS**

### **Financial Implications**

- 9.1 There are no significant implications within this category.

### **Legal Implications**

- 9.2 There are no significant implications within this category.

### **Equalities Implications**

- 9.3 There are no significant implications within this category.

### **Rural Implications**

- 9.4 There are no significant implications within this category.

## **10. BACKGROUND DOCUMENTS**

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

- 10.1 N/A

## **11. APPENDICES**

- 11.1 Appendix 1: Best Start in Life Strategy 2019-2024

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# Best Start in Life Strategy 2019-2024

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## Authors and Acknowledgments

<b>Principle author</b>	Ben Brown, Speciality Registrar Public Health, Public Health Directorate
<b>Contributing authors</b>	Gwendolyn Casazza, Transformation Manager, Cambridgeshire County Council Kat Sexton, Digital Services Architect, LGSS
<p><b>Acknowledgements</b></p> <p>The creation of the Best Start in Life strategy would not have been possible without the dedication and expertise of the strategy group members. As well as playing a key part in shaping the strategy they have helped to refine the document itself.</p> <p>The input of wider multi-agency stakeholder group members has also been essential and we thank them for their commitment and guidance.</p> <p>The executive leads, Wendi Ogle-Welbourn (Executive Director: People and Communities for Cambridgeshire &amp; Peterborough Councils) and Dr Liz Robin (Director of Public Health) have provided the leadership and guidance necessary to ensure the success of the strategy development.</p> <p>The ‘Five Themes’ which provide a focus for the strategy have been adapted from the Leeds ‘Best Start’ Plan 2015-19.</p>	

## Executive Summary

### Our Vision

*Every child will be given the best start in life supported by families, communities and high quality integrated services.*

Best Start in Life is a 5 year strategy which aims to improve life chances of children (pre-birth to 5 years) in Cambridgeshire and Peterborough by addressing inequalities, narrowing the gap in attainment and improving outcomes for all children, including disadvantaged children and families.

### Why We Need Strategy

All children have the right to grow up with the best health possible, to be protected from harm and to have access to an education that enables them to fulfil their potential<sup>1</sup>.

Whilst on many measures, the health and wellbeing of young children in Cambridgeshire and Peterborough compares well to other similar areas, this is not the case for all children. This creates unacceptable and avoidable inequalities which impacts on their future health and life chances.

For example, whilst the level of 'school readiness' in Cambridgeshire is similar to England as a whole, in Peterborough it is worse and they reside in lowest 10% of all local authorities. However, for children taking free school meals, Cambridgeshire is worse than Peterborough and England and has declined since 2015/16<sup>2</sup>.

Many children also face a number of other challenges growing up, including; the effects of smoking in pregnancy, poor oral health, low vaccine uptake, parental mental health problems, domestic abuse and parental substance misuse.

Poor outcomes for children also have a significant social and economic cost. For example, high levels of accident and emergency department attendance and increasing pressures on Children's Social Care create unsustainable levels of demand for services. Public services are part of a wider local system which includes families, communities, local organisations and institutions, the voluntary sector and businesses. We believe it is only through taking a preventative approach and involving this wider system that our vision can be achieved<sup>3</sup>.

Cambridgeshire and Peterborough has a huge range of services and innovative programmes available for children and families. However, evidence suggests that the best practice is not always available to

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<sup>1</sup> United Nations Convention on the Rights of the Child (UNCRC) 1989

<sup>2</sup> <https://fingertips.phe.org.uk/profile/public-health-outcomes-framework>

<sup>3</sup> Prevention is better than cure: Our vision to help you live well for longer. Department of Health and Social Care. November 2018

all and that services are not always provided in a joined up way which is helpful to families<sup>4</sup>. There is much to be gained by creating a more integrated approach which maximises the benefits of services working together better and involving the public and communities at every stage.

### What We Are Trying To Achieve

We have an opportunity improve outcomes for children by bringing all the strands of early years provision together, into an integrated strategy and model of delivery.

The Best Start in Life strategy focusses on three key outcomes which represent our ambition for children in Cambridgeshire and Peterborough.

- Children live healthy lives
- Children are safe from harm
- Children are confident and resilient with an aptitude and enthusiasm for learning

The strategy will measure its success through a shared outcomes framework and developing a process for evaluation at an 'intervention' and 'system' level.

### How We Will Achieve Our Goals

The core of the Best Start in Life Start strategy consists of;

**Five themes<sup>5</sup>** for integrated delivery – these describe how we intend to improve outcomes, by focussing on;

1. Healthy pregnancy for parents and children
2. Vulnerable parents - identified early and supported
3. Well prepared parents
4. Good attachment and bonding
5. Supporting child development

See page 32.

**Nine building blocks** – these form the foundations for creating a long term system wide collaboration which we believe will be required to improve outcomes for children. See page 33.

For example, central to the strategy is an acknowledgement that in order to create the change we want to see, it will require a change in culture and a co-ordinated approach across the whole workforce. This means everyone should know what it means to give children the Best Start in Life and how they can contribute to this vision.

### How The Strategy Was Developed

The strategy development was led jointly by Cambridgeshire and Peterborough local authorities, working with a wide range of stakeholders. It is built on knowledge of local need and what the evidence says works in improving outcomes during the early years. Local user research also informed the process.

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<sup>4</sup> Early Years Social Mobility Pilot Peer Review of Peterborough and Cambridgeshire. Local Government Association. 2018.

<sup>5</sup> The 'Five Themes' have been adapted from the Leeds 'Best Start' Plan 2015-19.

The strategy reflects the national and local policy context, including: Maternity Transformation - Better Births, The Government's Prevention Vision, the NHS Long Term Plan and the Government's plan for improving social mobility through education, Think Communities and Cambridgeshire and Peterborough's child poverty, healthy weight and SEND strategies.

### Programme Plan

Phases 2 and 3 of the strategy run from May 2019 to March 2020.

Phase 2 (May to September 2019) will further develop the strategy and identify options for the future integrated delivery model.

Phase 3 (October to March 2020) will focus on arrangements for implementing the new model in April 2020, including development of the 'building blocks' which underpin the strategy.

## Best Start in Life

Our vision

Every child will be given the best start in life supported by families, communities and high quality integrated services.



3 Key impacts

Children live healthy lives  
Children are safe from harm  
Children are confident and resilient with an aptitude and enthusiasm for learning



Outcome measures

Smoking and obesity during pregnancy - Low birth weight - Infant mortality - Breastfeeding - A&E attendances - Unintentional and deliberate injuries - Dental decay - Excess weight - Immunisations - Rates of looked after children - Children in need plans - Child protection plans - Appropriate referrals to social care - School readiness (good level of development and phonics) - 2-2 ½yr HCP review (ASQ3) - 2 year early education progress check - Uptake of funded education

## Integrated Delivery

5 Themes

Healthy pregnancy, parents and children  
Vulnerable parents identified early and supported  
Well prepared parents  
Good attachment and bonding  
Supporting child development



9 Building Blocks

A collaborative leadership and governance structure

Place-Based Strategies & Plans

Outcomes & Accountability

Funding & Commissioning

Culture Change & People Development

Integrated Service Delivery

Data, Evidence &

23

Collaborative Physical and Digital

Communications &

## Introduction

Best Start in Life is a 5-year strategy which aims to improve life chances of children in Cambridgeshire and Peterborough by; addressing inequalities, narrowing the gap in attainment, and improving outcomes for all children including disadvantaged children and families.

Evidence is clear that the early years (pre-birth to 5 years) are a crucial period of change. The experiences of parents, babies and children during this time lay the foundations for their future, and shape their development, educational attainment and life chances.

It is therefore a period of great opportunity, where the combined efforts of parents, communities and services can make a real and lasting difference. The Best Start in Life strategy aims to take this opportunity by being bold and acting to ensure that its vision and outcomes are a shared responsibility and ambition across all partners who provide a service to children and their parents. It sets out new arrangements for providing an integrated early years provision across Cambridgeshire and Peterborough.

A cultural shift is needed in the understanding of the 3 prime areas of development (personal, social and emotional; communication and language; and physical) and how to foster and promote secure and positive parent-child relationships. This means recognising that everyone can play a role, and ensuring that all professionals coming into contact with children or their parents feel a shared purpose and understanding of how they can contribute to giving children the Best Start in Life.

Finally, it is only by engaging and empowering parents and communities that we can ensure that they feel supported, in a positive way when they need it. The strategy will ensure that they know where to go for safe and consistent information, advice and support. Whilst for many, universal preventative approaches will be the right approach, some children and families will need more targeted and specialist support and this should be available close to where they live.

## Background

Following a recent Early Years Social Mobility Pilot Peer Review of Peterborough and Cambridgeshire, undertaken by the Local Government Association (LGA), a recommendation was made that the local authorities develop a holistic early years strategy that brings together all the strands of the early years offer,<sup>6</sup> so that children across the county have the best start in life and are 'school ready'.

The review found a number of areas of innovative and impactful practice. This included the START<sup>7</sup> programme in Peterborough and the Wisbech Literacy Project. It reported that where services work together, there is a positive impact on children and their families. Examples included; co-ordination between Special Educational Needs Co-ordinators (SENCOs) and Portage Home Visitors<sup>8</sup>; working relationships around school clusters.

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<sup>6</sup> Including Better Births, Healthy Child Programme, Children's Centres and Early Years Education Settings

<sup>7</sup> A practical guide for parents and professionals on how to prepare children for school.  
<https://www.peterborough.gov.uk/residents/schools-and-education/school-readiness/>

<sup>8</sup> Portage is a home visiting educational service for pre-school children with additional support needs and their families.



The review also identified a number of strategic issues and challenges, including;

- a lack of universal understanding about how early years, early help and early support join together to ensure that services are provided to families in a way that is right for them
- recruitment and retention of professional staff and budget reductions
- a lack of clarity around strategic leadership in health which creates issues for accountability and responsibility
- a need to align with the new SEND strategy – in particular early identification and joined up response to needs

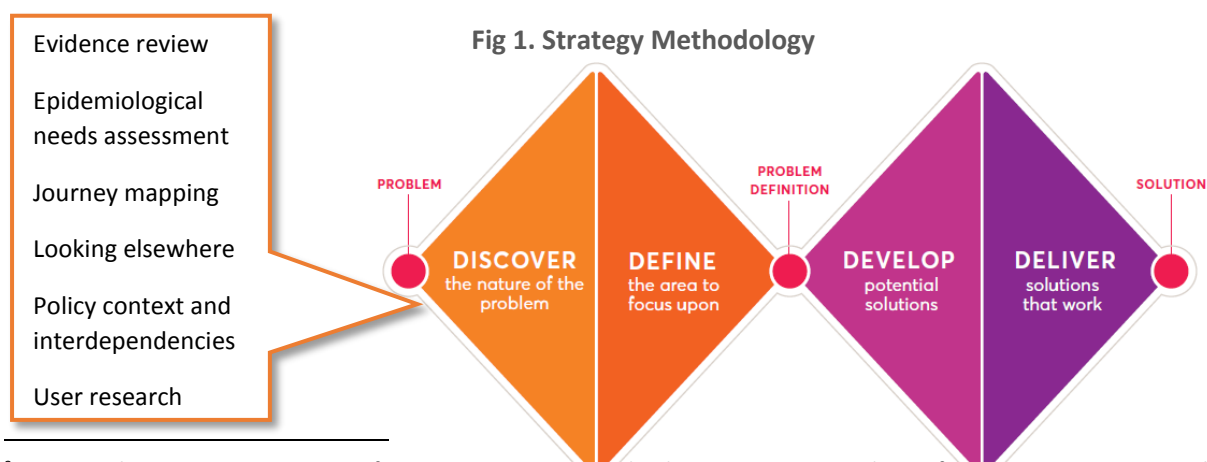
The creation of a multi-agency early years strategy is an opportunity to address these issues and bring all the strands of early years provision together to ensure that the children in Peterborough and Cambridgeshire have the Best Start in Life.

The Child Health Joint Commissioning Unit has worked with the providers of health visiting, school nursing, children’s centres, early years education and early help services to review the delivery of early years provision. This work has taken into account national policy and guidance including ‘Better Births’<sup>9</sup> and ‘Best start in life and beyond’<sup>10</sup> and is set in the context of continuing financial constraints. In November 2018 it established a process for developing a Best Start in Life Strategy bringing together a wide range of stakeholders.

## Strategy Development

The process to develop a Best Start in Life Start Strategy began in November 2018. A core strategy group met every two weeks to progress the work. Another, larger stakeholder group has met every 6 weeks. This has served as a reference group and also a forum for exploring or generating ideas, through a workshop format. See Appendix 1 for the groups membership.

The methodology used the four stages of design outlined in Fig 1. Initial phase of the project involved bringing together and synthesising the data, evidence, user research and journey mapping. It also included a look for integrated strategies elsewhere in the country. The elements of the draft strategy were then presented to the stakeholder group for agreement.



<sup>9</sup> Better Births: Improving outcomes of maternity services in England. A Five Year Forward View for maternity care. National Maternity Review.

<sup>10</sup> Best start in life and beyond: Improving public health outcomes for children, young people and families Guidance to support the commissioning of the Healthy Child Programme 0-19: Health visiting and school nursing services Commissioning guide 2: Model specification for 0-19 Healthy Child Programme: Health visiting and school nursing services. Revised March 2018. Public Health England

## Best Start in Life Vision

*Every child will be given the best start in life supported by families, communities and high quality integrated services.*

## Key Impact Statements

The Best Start in Life strategy focusses on three key outcomes which represent our ambition for children in Cambridgeshire and Peterborough;

- Children live healthy lives
- Children are safe from harm
- Children are confident and resilient with an aptitude and enthusiasm for learning

## Guiding Principles

The strategy aims to give children the best start in life. We will achieve this by;

- Ensuring the opportunity to thrive is available to all children - leaving no one behind
- Recognising the diversity of our population
- Addressing inequalities in outcomes and access to advice and help
- Placing children and families at the centre of all that we do
- Empowering and supporting parents, families and communities to play a role
- Ensuring services work together well and overcome barriers to doing so
- Recognising that every professional has a role to play
- Ensuring the workforce are trained and supported to provide high quality and consistent advice and support
- Using the best available evidence and examples of good practice
- Achieving best value for money and effective use of the resources available
- Being bold in our vision and creative in our approach

# Discover and Define

## User Research

### Best Start in Life Research

Engagement with the public and communities is central to the Best Start in Life strategy development and implementation. The approach adopted to date is ethnographic user research. This is an example of human centred design and allows us to understand and empathise with our users in order to design services to meet their needs.

As part of the Best Start in Life strategy development, a multi-disciplinary team of service specialists and designers went out over 2 weeks to settings, services, public places, health centres and homes to learn about people's lives. We wanted to find out what motivates and drives them, what is important to them, what the hardest aspects of parenting are and how they source help and support.

Below are some insights from the user research programme along with some representative quotes:

- **Parents value social connection and networks with others and they offer each other advice and support in parenthood.** Parents also seek personalised, professional advice and support and seek this during touchpoints with health visitors and also community groups. "I trust the advice from a professional. Families and friends have their own opinions and ways of doing things that is right for them." They also value seeing the same professional again, with whom they build up a relationship and trust. "It was really nice when the Health Visitor recognised me and my baby at the weighing clinic and asked how we were – it made me feel special"
- **It can be hard to ask for help if you are struggling with a new baby and there was a feeling that you have to know what the right questions to ask are.** One mum with post-natal depression said "you have to ask for help, which is the hardest thing because when the health visitor comes you are trying to impress them. No-one says "I'm really struggling" because they are scared of having their baby taken away so you put the brave face on and hide it"
- **Parents like groups led by volunteers and parents because they feel less watched and judged.** "The groups I attend are parent led rather than run by trained professionals, where it can feel like there is a social worker around."
- **There are many community groups that aim to cater for parent's needs and are highly attended and successful.** The most successful focus and succeed in giving parents a warm welcome, creating a non-judgemental environment, making activities available for children, giving parents a chance to relax and socialise with other parents and offering support from professionals. The groups that provide high quality refreshments help make parents feel valued. "Bumps and Babies had a really welcoming atmosphere, it felt safe, friendly, chilled out and calm. They had AMAZING coffee too! Great for bonding time."
- **There is a lack of community provision specifically for fathers.** [When you're the only Dad at a parenting group] "It's quite isolating, you don't feel included and you do feel vulnerable."
- **Most people know what it takes to be healthy (eating well and moving more) but most people know that they don't do the 'right' things all the time.** Getting children out and about walking and playing at the park is seen as important for their wellbeing. "My son is awful with eating the right things - he thinks we are trying to trick him"
- **Pre-schools are very good at helping to prepare children for school,** especially those that are linked to a school where the transition is more seamless. "Pre-school Piglets really helped with

the transition - they talked to the children about what a typical school day looked like, told them about uniform, how the desks would be set up and that they could get used to the environment. They also arranged for the pre-schoolers to join in a lunchtime at the school from Easter time.”

- **Parents of children with disabilities or undiagnosed problems find navigating services, entitlement and regular form filling to be a significant ‘pain point’.** Parents find the process of explaining their situation and accessing the help and support they need very challenging. “I love being Molly’s mummy but I don’t like the managerial/administrative side of it. It could be simpler. Molly will need an EHCP and SEND support and I find it so overwhelming I push it away...I don’t know where to start with it all.”
- **There is a perceived lack of support for children aged 2 to 5 and sometimes parents are not clear about what development milestones they should be** helping their children to achieve and by when. “There is a real lack of advice available from 2-5 years old and that it is assumed you’ve got it now – it’s there if you need it, but you really have to seek it out yourself. It’s a shock from the first two years when you have health visitors and regular appointments to just having nothing”

A further programme of user research and engagement is planned for two weeks in July 2019 which will be used to inform the co-produced strategy implementation plan, which will be supported by a communications strategy. The intention is to reach more of the public and professionals who represent the wide diversity across Cambridgeshire and Peterborough.

### Cambridgeshire Children’s Centre Consultation – July-September 2017.

The Best Start in Life Strategy is concerned with all aspects of early years provision and so public views on the use of children’s centres is an important consideration. Questions 1-4 below related to children’s centres across the local authority. Questions 5-9 related to specific district related plans and are not included below.

**Question 1.** Do you support our Children’s Centres meeting the needs of a wider age range, from expectant parents to young adults?

#### You said:

You support us offering services across a broader age range.

There were concerns this would cost more money, and would require staff with different skills.

**Question 2.** To what degree do you support the proposal to focus services on those families that need them most?

#### You said:

Many of you agree we should focus our services on those who need us most.

Early Intervention is important to our residents.

We need to ensure our access routes to services is clear

**Question 3.** To what degree do you support the proposal to focus services on those families that need them most?

**Question 4.** Our Child and Family Services will include the following:

- Maintaining some of our existing Children’s Centres
- Delivering services in shared community spaces
- Providing outreach programmes at a local level
- A greater online offer. To what degree do you support this?

**You said:**

Having health services based with Children’s Centre services could make it easier for people to access.

There were concerns this could create a space that was too clinical, and not welcoming.

**You said:**

Many of you are attached to the building you currently use, even if they are underutilised.

Some people feel positively about services being delivered in other spaces, and feel it makes sense.

Many respondents have accessed outreach provision already.

## Key Challenges

### Impact 1: Children live healthy lives<sup>11</sup>

**Smoking in pregnancy** has well known detrimental effects for the growth and development of the baby and health of the mother. On average, smokers also have more complications during pregnancy and labour. Rates are particularly high for mothers attending Queen Elizabeth Hospital and Peterborough City Hospital where 22% and 14% of mothers report smoking respectively at time of delivery. This compares to 11% nationally.

**Breastfeeding** has benefits for both child and the mother. Exclusive breastfeeding is recommended for the first 6 months of life. Breastfeeding prevalence at 6-8 weeks is higher in Cambridgeshire than nationally and slightly higher in Peterborough. Trends are relatively static. However, breastfeeding prevalence increases as levels of relative deprivation decrease.

**Low birth weight** is strongly associated with increased risk of infant death and poorer outcomes for the health and development of the child. It is influenced by a range of factors including the mother's age and general well-being, ethnicity, smoking, nutrition, socio-economic position. Rates are statistically significantly high in most deprived quintile in Peterborough however there are hotspots across the county.

**Vaccination coverage** is the best indicator of the level of protection a population will have against vaccine preventable communicable diseases. This varies across the county and by vaccination type, with potential areas of concern in Cambridge City, where uptake is below 90% for 5 out of the 8 vaccinations reported. Two doses of MMR by 5 years olds are low in Cambridgeshire and Peterborough, but uptake is increasing. There are concerning downward trends in the uptake of most of the vaccinations in Peterborough.

**Obesity** remains one of the biggest public health challenges facing the UK and other developed countries. The risk of obesity in adulthood and risk of future obesity-related ill health are greater as children get older. Whilst levels of excess weight in reception year are similar to or better than the national averages, the picture across the county is variable. A fifth of children in Peterborough and Fenland enter reception with excess weight and overall the proportion of obese pupils doubles during primary school. Prevalence of overweight in reception is higher in some ethnic groups including, Black African and Bangladeshi children compared to the county as a whole.

**Tooth decay** is one of the most common preventable childhood diseases and can often be arrested and reversed in its early stages. Dental health is generally good in Cambridgeshire and the districts, with the proportion of decay in 3 and 5 year olds being significantly better than England. However, dental decay in 5 year olds is significantly worse in Peterborough, with a 32% of children experiencing decay (England = 23%).

**A & E attendances** in children aged under five years are often preventable, and commonly caused by accidental injury or by minor illnesses which could have been treated in primary care. For children aged 0-4 years, attendance are high in Peterborough compared to England, and lower in Cambridgeshire. There is a strong correlation to deprivation with A&E attendances being significantly high from the most deprived areas of Cambridgeshire and Peterborough.

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<sup>11</sup> Data Source: Best Start in Life Start in Life Data Pack Feb 2019. Helen Whyman, Public Health Directorate

**Hospital admission rates for unintentional and deliberate injuries** in children aged under 5 years are similar to England in Peterborough and better than England in Cambridgeshire, with both areas experiencing downward trends in such admissions. However, within the areas there is a correlation to deprivation, with admission rates higher from the more deprived areas

Impact 2: Children are safe from harm<sup>12</sup>

**Nationally, Children's Social Care are experiencing unprecedented levels of demand.** Research shows that between 2010-11 and 2017-18, referrals increased by 7% (broadly in line with population growth of 5.2%), while child protection assessments increased by 77%. The most expensive cases, where children are taken into care, have risen by almost triple the rate of population growth (15%) over the same period.

**There are also significant local pressures.** The number of child protection plans per 10,000 children aged under 18 years, between 2012/13 and 2017/18 have decreased in Peterborough (60 to 51) and **increased significantly in Cambridgeshire** (16 to 35). In Cambridgeshire, this represents an increase from 202 plans to 476 (at March 2018).

**The rate of children in care (0-17) has increased in Cambridgeshire between 2011 and 2018**, and has the 10<sup>th</sup> highest rate compared to its 16 statistical neighbours. Whilst the rate remains significantly lower than the national average there has been an increase from 470 to 705 children in care over that time period.

**The rate of children in care (0-17) has decreased slightly in Peterborough, between 2011 and 2018**, and has the 5<sup>th</sup> lowest rate compared to its 16 statistical neighbours. **This remains significantly higher than the national average** and there has been an increase from 310 to 370 children in care over that time period.

In December 2018,

- 901 children (aged 0-5) in Cambridgeshire were known to Children's Social Care. Of which; 60% were subject to child in need plans (CIN), 23% were subject to child protection plans and 17% were in care.
- 541 children (aged 0-5) in Peterborough were known to Children's Social Care. Of which; 70% were subject to child in need plans (CIN), 19% were subject to child protection plans (CP) and 11% were in care.

**There is good evidence that the key causes of child maltreatment relate to the individual or combined effects of parental substance misuse, parental mental health problems and domestic abuse<sup>13</sup>.**

Local analysis suggests that for children aged 0-5 years there are,

- 4,700 living with an adult who has experienced domestic violence and abuse in the last year
- 2,900 living with an adult dependent on alcohol or drugs
- 7,500 living with an adult who has with severe symptoms of mental or psychiatric disorders

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<sup>12</sup> Data Source: Best Start in Life Start in Life Data Pack Feb 2019. Helen Whyman, Public Health Directorate

<sup>13</sup> Early Intervention Foundation What Works To Enhance The Effectiveness Of The Healthy Child Programme: An Evidence Update Summary. 2018

- 21,000 living in household where an adult has a moderate or severe mental health problem. This represents a third of children aged 0-5.

### Impact 3: Children are confident and resilient with an aptitude and enthusiasm for learning<sup>14</sup>

**School readiness** is a measure of how prepared a child is to succeed in school cognitively, socially and emotionally. Children are considered ‘school ready’ if they have reached a good level of development (GLD) at the end of the Early Years Foundation Stage (last term of Reception year, aged 5yrs).

**Children are defined as having a good level of development (GLD)** if they achieved at least the expected level in the early learning goals in the prime areas of learning (personal, social and emotional development, physical development and communication and language) and in the specific areas of mathematics and literacy.

**In Peterborough** school readiness is worse than England and despite improving slowly is in the lowest 10% of local authorities in England. In 2017/18, 67% of children were school ready.

**In Cambridgeshire** school readiness is the same as England but improving slowly. In 2017/18, 71% of children were school ready.

**For children eligible for free school meals** Cambridgeshire is worse than Peterborough and England and on the decline since 2015/16. In 2017/18, only 47% of these children were school ready.

**Funded Pre-School Entitlement.** Research shows that attending any pre-school, compared to none, is predictive of higher total GCSE scores, higher grades in GCSE English and maths, and the likelihood of achieving 5 or more GCSEs at grade A\*-C.

Funded education uptake in January 2018 is shown in table 1 below. Cambridgeshire and Peterborough have lower proportions of funded early education children recorded as having a special education need compared to England, most notably in Cambridgeshire.

**Table 1. Funded Early Education Uptake, Jan 2018<sup>15</sup>**

	2 year olds	3 year olds	4 year olds	3 and 4 year olds
Cambridgeshire	68%	95%	95%	95%
Peterborough	69%	88%	95%	91%
England	72%	92%	95%	94%

<sup>14</sup> Data Source: Best Start in Life Start in Life Data Pack Feb 2019. Helen Whyman, Public Health Directorate

<sup>15</sup> Source: Provision for children aged under 5 years of age, January 2018, Department of Education. Children benefitting from funded early education in private, voluntary and independent providers, and in maintained nursery, primary, secondary and special schools.



## Evidence Base

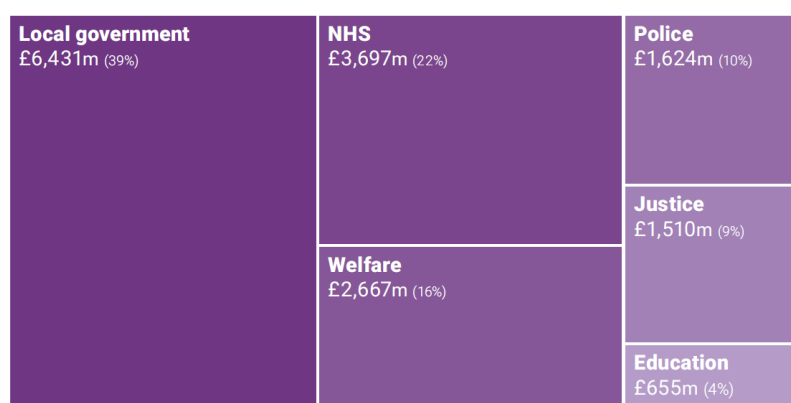
### The Case for Investment

Producing robust estimates of how the costs of intervening compare with the long-term benefits to society is difficult. However, there is a compelling argument that the costs of intervening early are often likely to pay off to society in overall economic terms and that investing earlier rather than later will lead to cumulative benefits i.e. the skills acquired earlier in childhood will lead to greater additional gains as children get older.<sup>16</sup>

For example, it is estimated that failing to deal adequately with peri-natal health problems comes at a cost of £8.1 billion each year. Social Return on Investment Studies showed a returns of between £1.37 and £9.20 for every £1 invested.<sup>17</sup>

EIF has previously estimated that the costs of late intervention for children and young people add up to £17 billion a year across England and Wales (in 2016/17 prices)<sup>18</sup>. See Fig 2.

**Fig 2. EIF estimate of the cost of late intervention**



Source: EIF (2016) *The cost of late intervention: EIF analysis 2016, 2016/17 prices.*

### Early Years Risk Factors

Studies show that early intervention works best when it is made available to children experiencing particular risks.<sup>19</sup> Risk factors exist at different levels and interact in complex ways, which are not fully understood. Some, such as antenatal development, occur at the level of the individual child whilst others work at the family level, community or societal level. Some risk factors are particularly pervasive, such as childhood poverty. See Appendix 2.

These risk factors are not predictive at an individual level but they can help to identify children who are vulnerable and who may need extra support.

Protective factors also operate at each level and can mitigate these risks. In many cases, risk and protective factors are two sides of the same coin. For example, good parental mental health can

<sup>16</sup> Realising the Potential of Early Interventions. EIF 2018.

<sup>17</sup> <https://www.gov.uk/government/publications/health-matters-giving-every-child-the-best-start-in-life/health-matters-giving-every-child-the-best-start-in-life>

<sup>18</sup> EIF (2016) *The cost of late intervention: EIF analysis 2016, 2016/17 prices.*

<sup>19</sup> EIF 2018. *Realising the Potential of Early Intervention*

underpin consistent and responsive parenting, but where there are problems it can have a wide-ranging impact on family life and child development.

### Adverse Childhood Experiences (ACE)

ACE are stressful events occurring during childhood that directly affect a child (e.g. child maltreatment) or affect the environment in which they live (e.g. growing up in a house where there is domestic violence)

Research suggests that a high number of ACEs are associated with poorer outcomes in later life.

According to one study<sup>20</sup>, those with 4 or more ACEs are:

- 4 times more likely to have had sex while under 16 years old or to have smoked cannabis
- 4 times more likely to have had or caused an unintended pregnancy
- 8 times more likely to have been a victim of violence (12 months) or incarcerated (lifetime)
- 10 times more likely to have been a perpetrator of violence (12 months)

ACE theory is helpful for understanding importance of early years experiences on child development and providing a common language for early years practitioners, however the evidence is not yet advanced enough to be used for identify those at risk at an individual level or setting thresholds for help.

### Reducing the Risk of Child Maltreatment

Over half of child protection cases involving an unborn child or infant are based on concerns related to child neglect. For a third of children, the initial concern is emotional abuse<sup>21</sup>.

Studies consistently show that children are at a greater risk of maltreatment when<sup>22</sup>;

- one or both parents have a mental health problem
- there is ongoing interparental violence in the home
- one or both parents misuse drugs or alcohol

Other factors known to increase the likelihood of child maltreatment include;

- high levels of economic disadvantage
- a low birthweight or premature birth
- higher numbers of children per household
- low levels of social support or single parenthood
- a history of parental maltreatment in childhood.
- children with special educational needs

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<sup>20</sup>PHE and Liverpool John Moores University (2016): Adverse childhood experiences (ACE) study in Hertfordshire, Luton and Northamptonshire. <http://www.cph.org.uk/publication/adverse-childhood-experiences-aces-in-hertfordshire-luton-and-northamptonshire/>

<sup>21</sup> Office for National Statistics. <https://www.gov.uk/government/statistics/characteristics-of-children-in-need-2017-to-2018>

<sup>22</sup> Early Intervention Foundation What Works To Enhance The Effectiveness Of The Healthy Child Programme: An Evidence Update Summary. 2018

## Reducing Child Obesity

Obesity is a complex problem with many drivers, including: behaviour, environment, genetics and culture. Public Health England recommend a number of ways to reduce obesity in children. These include,

- Decreasing pre-schoolers' screen time
- Decreasing consumption of high fat/calorie drinks/foods
- Increasing physical exercise
- Increasing sleep
- Modifying parental attitudes to feeding
- Promoting authoritative parenting
- Involving whole families (parents and children) in interventions that promote both healthier diet and more exercise

The Change for Life promotional campaign includes advice regarding diet and exercise, aimed at children. This includes, 'Sugar Swaps', 'Me Size Meals', '5 a Day' and 'Up & About'<sup>23</sup>. The Chief Medical Officer recommends that mobile under 5s should be physically active for at least 3 hours per day, spread throughout the day<sup>24</sup>.

There are also a range of approaches that can be used to change the 'food environment' to promote healthier food and drink choices for parents and children. This includes using planning law to restrict the location and concentration of hot food takeaway outlets. Many local authorities are now working with outlets to encourage and incentivise the provision of healthier ingredients, menus and cooking practices<sup>25</sup>.

Schools and early years settings can also play a part in encouraging healthier eating and physical activity.<sup>26</sup>

## Improving School Readiness

In terms of what works to improve school readiness, the Department for Education has identified the following<sup>27</sup>,

- Good maternal mental health
- Learning activities, including speaking to your baby and reading with your child
- Enhancing physical activity
- Parenting support programmes
- High-quality early education

Through its plan for improving social mobility, and closing the 'word gap', the Government has set a number of challenges which include; ensuring more disadvantaged children are able to experience a language rich early environment; improving the availability and take-up of high quality early years

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<sup>23</sup> <https://www.nhs.uk/change4life>

<sup>24</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/213737/dh\\_128142.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/213737/dh_128142.pdf)

<sup>25</sup> Healthier Catering Guidance for Different Types of Businesses Tips on providing and promoting healthier food and drink for children and families. Public Health England. March 2017

<sup>26</sup> Strategies for Encouraging Healthier 'Out of Home' Food Provision. A toolkit for local councils working with small food businesses. Public Health England and Local Government Association. March 2017.

<sup>27</sup> Department of Education, Department of Health (2011) Families in the foundation years evidence pack

provision by disadvantaged children and in challenging areas; improving the quality of early years provision in challenging areas by spreading best practice<sup>28</sup>.

### Evidence Based Interventions

Given the finite financial resources and the vast array of interventions available, it is more important than ever to be clear about which approaches have been shown to improve child outcomes and which ones have not.

Our evidence review considered 3 main sources of information;

- Early Intervention Foundation (EIF) – part of the What Works Network. The EIF Guidebook contains information on over 100 early intervention programmes that have been shown to improve outcomes for children and young people.
- Public Health England (PHE)
- National Institute for Health and Care Excellence (NICE)

The EIF adopt a widely used framework for categorising interventions according to need<sup>29</sup>. See table 2 below. Appendix 3 provides a summary of the evidence using this framework.

**Table 2. Levels of Intervention**

Universal	Targeted – selective	Targeted – indicated
Services/interventions which can be made available to all families, including immunisations, developmental reviews and antenatal care	These are offered to children or families based on demographic risks, such as low family income, single parenthood or adolescent parenthood.	Services/interventions for families with a child or parent with a pre-identified issue or diagnosed problem requiring more intensive support.

The evidence base should be considered alongside other factors like cost and existing local resources. Table 3 below shows the 3 interventions for which the EIF have given their highest evidence rating<sup>30</sup>. It clearly show the range of costs involved (5=highest<sup>31</sup>) and the extent to which this is likely to be an important local consideration.

**Table 3. Interventions (0-5yrs) with evidence rating > 4. Source: EIF<sup>32</sup>**

Programme	Age	Targeting	Evidence Rating	Cost Rating
Family Foundations	Peri-natal	Universal	4	1
Family Nurse Partnership (FNP)	Peri-natal	Targeted Selective	4+	5
The Incredible Years (IY) Preschool	Pre-school	Targeted Indicated	4+	2

<sup>32</sup> <https://guidebook.eif.org.uk/>

## Evaluation and Monitoring

It is important to know whether the services or interventions provided are beneficial for the children and families who most need them and evidence about ‘what works’ is available to help guide commissioners and planners.

However, this evidence is usually at an intervention rather ‘system’ level, where a number of agencies, services and interventions are at work. As BSIL has an ambition to create an integrated model for early years it is important to consider how we can generate evidence of impact across the system. This is important for a number of reasons,

- 1) It is helpful to know which approaches are most promising or which features of the integrated system make the most difference
- 2) The BSIL strategy extends beyond traditional service delivery, and includes elements such as community engagement and culture change
- 3) The strategy is committed to building a shared accountability for outcomes across the system

The strategy therefore embeds the principles of evaluation and monitoring at two main levels; System and Service Delivery.

### System Level

A draft BSIL Outcomes Framework is detailed in Table 4.

The ‘building blocks’ of the BSIL strategy includes a commitment to build local accountability through shared outcomes and metrics. As stated previously the strategy aims to explore how measures of impact at system level can be developed.

We aim to measure what is important to citizens and communities. This means thinking beyond traditional measures of user experience for specific services (e.g. children’s centres, parenting groups) and working in collaboration with the public to understand what is important to them during the early years.

### Service Delivery

It is essential to undertake regular service evaluation. Whilst many interventions may be ‘evidence based’, it is important to know whether they are producing the expected outcomes locally. For novel or adapted interventions, it provides an additional assurance that the resources are well used and creates an opportunity to share and extend promising new approaches.

The BSIL strategy is an opportunity to explore new evaluation methodologies such as the ‘Rapid Cycle Adaptation and Testing’<sup>33</sup> or the 10 step framework advocated by the EIF<sup>34</sup>. It is also an opportunity to

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<sup>29</sup> Hardiker, P., Exton, K., & Barker, M. (1991). The social policy contexts of prevention in child care. *British Journal of Social Work*, 341–359

<sup>30</sup> Level 4 evidence rating = long-term positive impact through multiple rigorous evaluations. At least one of these studies must have evidence of improving a child outcome lasting a year or longer

<sup>31</sup> Level 5 cost rating = indicates that a programme has a high cost to set up and deliver, compared with other interventions reviewed by EIF. This is equivalent to an estimated unit cost of more than £2,000.

<sup>32</sup> <https://guidebook.eif.org.uk/>

<sup>33</sup> <https://dartington.org.uk/responding-to-change-by-changing/>

<sup>34</sup> 10 steps for evaluation success. Early Intervention Foundation. March 2019

consider how involvement in evaluation and research can be extended to parents and professionals who might not normally get involved.

**Table 4. Best Start in Life Start in Life Outcomes Framework - Draft**

<b>Key Impact 1: Children Live Healthy Lives</b>
Smoking at time of delivery
Low birth weight of term babies
Infant mortality
Breastfeeding initiation
Breastfeeding at 6-8 wks
A&E attendances - 0-4 years
Hospital admissions caused by unintentional and deliberate injuries in children - 0-4 yrs
Three and five year old children free from dental decay
Excess weight (overweight and obese) at Reception
Obesity at Reception
Immunisation targets met - 1 year olds (3 immunisations)
Immunisation targets met - 2 year olds (4 immunisations)
Immunisation targets met - 5 year olds (3 immunisations)

<b>Key Impact 2: Children Are Safe From Harm</b>
Rates of looked after children
Rates of child protection plans
Rates of child in need plans
Inappropriate referrals to Children’s Social Care
Hospital admissions caused by unintentional and deliberate injuries in children - 0-4 yrs

<b>Key Impact 3: Children are confident and resilient with an aptitude and enthusiasm for learning</b>
Two year progress check (early education)
2 – 2 ½ year HCP review (ASQ3)
School Readiness: The percentage of children achieving a good level of development at the end of reception
School Readiness: The percentage of children with free school meal status achieving a good level of development at the end of reception
School Readiness: The percentage of Year 1 pupils achieving the expected level in the phonics screening check
School Readiness: The percentage of Year 1 pupils with free school meal status achieving the expected level in the phonics screening check
Uptake of funded 2,3,4 year old education entitlement

## National Policy Context

Sir Michael Marmot's review of health inequalities in 2010<sup>35</sup> stressed,

*“what happens in these early years, starting in the womb, has lifelong effects” on a person's health, wellbeing and life chances”*

The importance of focusing on the early years of child's life is reflected in a number of recent Government policy documents and parliamentary publications.

**The Government's Prevention Vision**<sup>36</sup> includes within it an aspiration to give every child the best start in life, including.

- Encouraging healthier pregnancies (reducing smoking before or during pregnancy)
- Working to improve language acquisition and reading skills in the early years, including by supporting parents to help their children's language development at home
- Helping families by taking a whole family approach. This involves coordinating support for those that need it across a range of important areas, including: mental and physical health, housing, debt and employment, reducing parental conflict
- Improving dental health in children
- Protecting and improving children's mental health
- Encouraging healthier food and drink choices

This will be supported by the work of a **new Early Years and Family Support Ministerial Group** announced in July 2018<sup>37</sup>. This was preceded some years previously by the launch of **The 1001 Critical Days Manifesto**<sup>38</sup>, a cross party manifesto setting out a vision for the provision of services in the UK for the early years period.

**The NHS Long Term Plan** includes a focus on providing children with a 'strong start in life', including

- implementing recommendations from the **National Maternity Review: Better Births**, implemented through Local Maternity Systems
- improving access to and quality of perinatal mental health care ( up to 24mths)
- prioritising improvements in childhood immunisation
- reducing unnecessary A&E attendance
- new clinical networks for long-term conditions

The National Maternity Review (2016) in its report - **Better Births**<sup>39</sup> – set out the vision to improve the outcomes of maternity services in England so that they are personal and safe. It included a recommendation to create 'Community Hubs' where maternity services, particularly ante- and postnatally, are provided alongside other family-orientated health and social services

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<sup>35</sup> Professor Sir Michael Marmot, Fair Society, Healthy Lives. The Marmot Review. 2010.

<sup>36</sup> Prevention is better than cure: Our vision to help you live well for longer. Department of Health and Social Care. November 2018

<sup>37</sup> Office of the Leader of the House of Commons, Cabinet Office and Rt Hon. Andrea Leadsom MP, Leader of the commons to chair ministerial group on family support from conception to the age of two, 27 July 2018

<sup>38</sup> The 1001 Critical Days. The Importance of the Conception to Age Two Period. A cross-party manifesto. Andrea Leadsom, Frank Field, Paul Burstow, Caroline Lucas. 2013.

<sup>39</sup> Better Births. Improving outcomes of maternity services in England. A Five Year Forward View for maternity care. National Maternity Review. NHS England. 2016

provided by statutory and voluntary agencies. They may be located in children's centres, GP surgeries, or midwife-led units.

They have two key purposes:

- To act as "one stop shops" for many services. This means different teams operating out of the same facility
- To provide a fast and effective referral service to the right expert if a woman and her baby need more specialised services.

The recently published **Health and Social Care Committee report, 'First 1000 days of life'** sets out the case for investment in the early years and strong national leadership. It suggests the need for a compelling, long-term strategic vision for giving every child the best start in life nationally as well as locally. In terms of local delivery it advocates 'proportionate universalism'<sup>40</sup>, underpinned by,

- focus on prevention and early intervention
- co-design of services with the local community
- engaging with and supporting marginalised communities
- multi-agency working
- delivering evidence-based interventions

It also makes some recommendations regarding the Healthy Child Programme (including an additional mandated visit at 3-3 ½ years), workforce, funding and information sharing.

The Government's report '**Unlocking Talent, Fulfilling Potential. A plan for improving social mobility through education**'<sup>41</sup> sets out a number of ambitions for children and young people in order to "level up opportunity across the country" and "leave no community behind". This includes,

- Closing the 'word gap' in the early years
- Closing the attainment gap in school while continuing to raise standards for all

**The Healthy Child Programme**<sup>42</sup> for the early life stages focuses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, supplemented by advice around health, wellbeing and parenting. Since 2015 local authorities have been mandated to provide five 'health visitor reviews' to all families within their area, during set periods in a child's development.

**Troubled Families** is a programme of targeted intervention for families with multiple problems, including crime, anti-social behaviour, truancy, unemployment, mental health problems and domestic abuse. It began in 2012 and is known locally as the 'Think Family Approach' in Cambridgeshire and 'Connecting Families' in Peterborough.

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<sup>40</sup> An approach to reducing health inequalities with a balance of universal and targeted services, whereby those services are delivered in proportion to the level of need (Marmot Review 2010)

<sup>41</sup> Unlocking Talent, Fulfilling Potential. A plan for improving social mobility through education. Department for Education. December 2017.

<sup>42</sup> Healthy Child Programme Pregnancy and the first five years of life. Department of Health. 2009



## Local Policy Context

**Think Communities** is Cambridgeshire and Peterborough's approach for creating a shared vision, approach and priorities for building community resilience across the county and reducing demand for statutory services. It is a 'place based' approach which has a strong emphasis on community involvement and creating the right conditions for long term system change i.e. one in which people, communities and services can work together effectively.

The **LGA Early Years Social Mobility Peer Review for Cambridgeshire and Peterborough** last year recommended that the local authorities develop a holistic early years strategy that brings together all the strands of the early years offer so that children across the county have the best start in life and are 'school ready'.

The new **Special Educational Needs and Disabilities (SEND) Strategy 2019-24** sets out the vision, principles and priorities to ensure that we are working together effectively to identify and meet the needs of Cambridgeshire and Peterborough's children and young people with Special Educational Needs and / or Disabilities (SEND) from birth to the age of 25. It has identified 3 priority areas for action.

- 1) **SEND is everybody's business** - embedding the vision of the SEND Strategy into the practice of everyone who works with children and families in ways that strengthen families
- 2) **Identify and respond to needs early** - a holistic and joined up early identification of and graduated response to needs
- 3) **Deliver in the right place at the right time** - improving outcomes for children and young people through making best use of resources, ensuring a graduated response and high quality local support and provision

**The Fenland and East Cambridgeshire Opportunity Area (OA)** was launched by the Government in January 2017 as one of 12 OAs across England. The aim is to raise education standards locally, providing every child and young person in the area with the chance to reach their full potential.

The first of its 4 priorities is to "Accelerate the progress of disadvantaged children and young people in the acquisition and development of communication, language and reading". Activity includes the launch of an Early Years Improvement Fund and a phonics project to upskill school staff.

Cambridgeshire County Council's Communities and Partnership Programme have developed a **strategy for tackling poverty and improving social mobility**. Amongst its 4 priorities are,

- Priority Two: Improving early literacy, education standards and raising skills
- Priority Three: Strengthening families and communities

Peterborough City Council's **Child Poverty Strategy (2016-21)**. It acknowledges the pervasive effect of poverty on children's life chances, the need to close the attainment gap and develop greater resilience within families. Amongst its 5 priorities, it acknowledges the need to address barriers to work through supporting families with complex needs, improving school attainment and aspirations, supporting children with special educational needs and disabilities (SEND).

**Early Help Strategies** for both Cambridgeshire and Peterborough set out how 'early help' services are organised across the county. They describe a number of themes, which emerge for the data and provide a focus for how services and interventions are delivered. These include,

- Reducing parental conflict
- Domestic abuse
- Emotional health and well being
- Exploitation
- Challenging / concerning behaviours and parenting support
- Neglect

The current **Healthy Weight Strategies** for Cambridgeshire (2016-19) and Peterborough (2019-2022, draft) emphasise the importance of a joined up 'whole system approach', formed of three main components across the life course, namely;

- the physical environment (e.g. minimise local promotion of unhealthy foods)
- work and educational settings (e.g. policies that support healthy eating and physical activity in pre-school settings)
- information and skills (e.g. equipping professionals to help others)

This is tied to the ambitions of the Government's Childhood Obesity Plan<sup>43</sup>.

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<sup>43</sup> <https://www.gov.uk/government/publications/childhood-obesity-a-plan-for-action>

## Current Service Delivery

### The Healthy Child Programme (0-5)

The Healthy Child programme (HCP) follows a ‘progressive universalism’ approach, with all families receiving basic elements of the programme and additional services being provided to those with specific needs and risks. Elements of the service include, screening tests, developmental reviews, and information and guidance to support parenting and healthy choices.

The HCP uses the 4-5-6 model. See Appendix 4. This means,

- **4** – levels: Community, Universal, Universal Plus (single service response) and Universal Partnership Plus (multi-agency response for children with complex needs)
- **5** – universal, mandated checks (after 28 weeks into pregnancy; 1 day to 2 weeks after birth; 6 to 8 weeks after birth; 9 to 15 months after birth; and 2 to 2.5 years after birth)
- **6** – high impact areas (parenthood and early weeks; maternal mental health; breastfeeding; healthy weight; minor illness and accidents; healthy 2 year olds getting ready for school.

The service is primarily delivered by health visitors and nursery nurses employed by Cambridgeshire Community Services (CCS) and Cambridgeshire and Peterborough Foundation Trust (CPFT).

### The Family Nurse Partnership (FNP)

The FNP is delivered as part of the HCP. It is an in-depth, structured, home visiting programme which aims to improve pregnancy outcomes by supporting mothers-to-be to make informed choices about healthy pregnancy behaviours. This was originally offered to first time parents under the age of 19 at time of conception. However, in 2016, the National FNP Unit introduced the option to modify the eligibility criteria according to local circumstances.

Currently, in Cambridgeshire and Peterborough first time mothers<sup>44</sup> aged 19 years or under who meet the ‘fixed’ or ‘high risk’ criteria<sup>45</sup> are eligible for FNP and assigned a Family Nurse as the core offer, with the aim of enrolling women as early as possible in pregnancy, ideally before 16 weeks and by the 28th week of pregnancy. See Appendix 4 for more detail.

For those teenagers not meeting the criteria for FNP, the local commissioned HCP now includes an [Enhanced Teenage Parent Pathway](#), led by FNP, working with the wider locality teams. This includes additional antenatal visits and at least monthly contact for the baby’s first year of life. One hundred places are available.

### Early Help

Ofsted consider early help to be required for;

*“Those children and young people at risk of harm (but who have not yet reached the “significant harm” threshold and for whom a preventative service would reduce the likelihood of that risk or harm escalating) identified by local authorities youth offending teams, probation trusts, police, adult social*

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<sup>44</sup> Also available to other mothers who did not receive FNP with their first child.

<sup>45</sup> Fixed criteria include very young women (<16yrs) and children in need. High risk criteria include – mental health problems, ever a child in care, no or low educational qualifications (GCSEs)

*care, schools, primary, mental and acute health services, children's centres and all local safeguarding Children Board partners including the voluntary sector where services are provided or commissioned"*

### Cambridgeshire Early Help Delivery Model

Requests for Early Help are received by the Early Help Hub which forms part of the Integrated Front Door, working alongside Multi-Agency Safeguarding Hub (MASH).

Requests will either be sent direct to the Early Help Hub through an Early Help Assessment<sup>46</sup>, from the MASH or assessment teams if the threshold of Children's Social Care has not been met. The Early Help Assessment is shared when appropriate [and where there is consent] with other professionals who are working in a co-ordinated way to support the family.

### Cambridgeshire Early Help Teams

Early Help teams are multidisciplinary<sup>47</sup> and integrated with Children's Social Care. They support children, young people and families across the 0-19 age range.

They are aligned with District & City Council boundaries. Each team is managed by a District Manager who reports to either the Head of Service North, or Head of Service South.

The 7 teams are:

- East Cambridgeshire
- South Cambridgeshire
- Cambridge City
- March, Chatteris & Whittlesey
- Wisbech
- Huntingdon & St Ives
- Ramsey, Sawtry, Yaxley and St Neots

### Peterborough Early Help Delivery Model

Early Help in Peterborough is based on a commissioning model. The Local Authority Early Help Service supports practitioners and professionals in the field to take on the role of Lead Professional, complete Early Help Assessments and co-ordinate services around the family.

Interventions and services to support families are, in the main, commissioned and delivered by external partners, many of whom are third sector organisations. Examples include, supporting young people not in employment, education or training (NEET), youth workers, Healthy Child Programme, Mind, YMCA, NSPCC, Little Miracles (supporting children with additional needs, disabilities and life limiting conditions), CHUMS (emotional health and well-being), Project for Schools (mental health nurses working in primary schools) and Carers Trust.

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<sup>46</sup> Early Help Assessment (EHA) as a holistic assessment that captures the family's strengths and unmet needs. They are completed by any professional or partner agency who comes into direct contact with families, and who has identified more than one unmet need that would benefit from a multi-agency support approach.

<sup>47</sup> Early Help Teams - Family workers, Young People's Services, Child and Family Centre delivery, Educational Inclusion Officers, Senior Transition Advisors, transition advisors and Youth Offending Service.

For those children requiring additional, more targeted support, this is accessed through an 'Early Help Panel'. Three outcomes are then available,

- Early Support Pathway (for children with complex health, education, or care needs)
- Multi-Agency Support Group (families requiring more targeted and co-ordinated support)
- Primary Behaviour Panel (for children whose behaviour is putting their school placement at risk)

The Early Help Service maintains a role in monitoring the progress of children through the pathway, at 1 and 6 months.

## Children's Centres

Children's centres form part of the Government's agenda to improve outcomes for children, providing a place where families with children under 5 years can access a range of services. Their function and the responsibilities of local authorities are covered by statutory guidance<sup>48</sup>.

The purpose of children's centre services is to improve outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in child development and school readiness. This is supported by improving,

- parenting aspirations, self-esteem and parenting skill
- child and family health and life chances

## Child and Family Centres - Cambridgeshire

The provision of children's centres was redesigned in April 2018 following a public and staff consultation in 2017. There are 10 Child and Family Centres (some split over 2 sites) across the five districts, plus additional 'Child and Family Zones' (facilities where there is a shared building use). See Table 5 below.

All are managed 'in house' with the exception of South Fenland (March, Chatteris & Whittlesey) where services are delivered by Ormiston. A memorandum of agreement is in place with two nurseries, at Huntingdon Town and the Fields.

Child and Family Centres offer a range of groups, activities and one to one support delivered by Child and Family Centre Workers and Family Workers. The latter provide specific support to children and families known to Children's Social Care.

Centre activity varies across the area, and is provided based on local needs and available resources. However examples include,

- Parent/carer drop-ins
- 'Stay and play' groups
- Targeted parenting groups, school transitions
- Baby Rhyme Time, Messy Play
- Voluntary led toddler groups
- Creative families – talking together project
- Multi-agency early years conferences and safeguarding meetings

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<sup>48</sup>Sure Start children's centres statutory guidance. For local authorities, commissioners of local health services and Jobcentre Plus April 2013

The Centres also provide a base for Healthy Child Programme activity (e.g. breastfeeding support, weigh-ins, drop-in clinics, peri-natal mental health support) and midwifery (e.g. antenatal clinics and antenatal classes).

<b>Table 5. Cambridgeshire - Child and Family Centre Offer</b>		
	Child and Family Centres	Child and Family Zones
Fenland	Wisbech (Wisbech Town and Wisbech South)	
	March, Chatteris	Whittlesey
East Cambridgeshire	Ely, Littleport	Soham
Cambridge City	Chesterton/North Cambridge (split Site), Abbey Child and Family Centre (The Fields)	Trumpington, Peacock Centre
South Cambridgeshire	Cambourne	Waterbeach, Sawston, Melbourn, Northstow
Huntingdon	Eaton Socon/Eynesbury (split Site), Huntingdon Nursery/ Huntingdon Youth Centre (split site)	Sawtry, Ramsey, St Ives

### Children's Centres – Peterborough

There are four children's centre 'hubs' in Peterborough, with a further three linked sites. They are commissioned externally and provided by Barnardos and Spurgeons. See Table 6. The centres provide a range of services and activity, similar to that provided in Cambridgeshire.

<b>Table 6. Peterborough – Children Centres</b>	
Central (Barnardos)	East Children's Centre – Dogsthorpe
	The Acorn Centre – Welland
	<i>linked sites</i> at Fulbridge School and Gladstone Primary School
North (Spurgeons)	Honeyhill Centre – Paston
	<i>linked site</i> at Watergall School
South (Spurgeons)	Orton Children's Centre - based at Orton Malbourne, Herlington

### Early Years Services - Education

Local authorities are required to secure sufficient early years education and childcare provision<sup>49</sup>. This includes an entitlement of 570 hours of free early education entitlement per year for eligible 2 year olds to be taken over no fewer than 38 weeks, equating on average to 15 hours/week<sup>50</sup>. This is also available universally to working parents of 3 and 4 year olds. If both parents are working, most<sup>51</sup> are also entitled to an additional 570 hours per year.

The majority of early education and childcare provision is operated by private, voluntary or independent (PVI) groups. The maintained (council run) sector accounts for a small proportion of

<sup>49</sup> Childcare Act 2006

<sup>50</sup> Eligibility criteria include parental receipt of benefits, children with a statement of special educational needs, children with an education, health and care plan, children in receipt of disability living allowance, children looked after by a local authority.

<sup>51</sup> Where both parents earn a weekly minimum equivalent to 16hrs at national minimum wage or national living wage and less than £100,000.

groups based settings in Peterborough and Cambridgeshire. Childminders are also a vital element within the overall childcare mix in the county.

Delivering services to meet the needs of families requires a partnership approach between the Councils and the PVI sector. Direct delivery by the council is only considered where there is no alternative, an approach encouraged by the Government.

The Early Years Services in Cambridgeshire and Peterborough have a role in supporting early years settings and monitoring the quality of their provision. This is achieved through a range of activity, including training and site visits.

The Early Years Services also co-ordinate or contribute to a range of projects and programme across the county which support early education. This includes,

- Speech, language and communication needs (SLCN). 1 year PHE/DfE led training for health visitors in SLCN
- I CAN and EasyPeasy – home learning environment. 1 year programme starting March 2019
- Talking Together in Cambridgeshire –language and literacy project in deprived communities
- East Cambs and Fenland Opportunity Area Phonics Project
- Cambridgeshire Early Years Service on behalf of the East Cambs and Fenland Opportunity Area. Targeted - 60 practitioners developing phonics skills and confidence through champions and cascade training to others. (October 2018 –June 2019)
- Early Talk Boost - targeted intervention for practitioners in Cambridgeshire settings to work with children with language delay.

### Maternity Provision and Better Births

The Better Births agenda is being taken forward locally by Local Maternity System, which brings together the user voice (including Maternity Voice Partnerships and Healthwatch), the voluntary sector, commissioners and providers of statutory maternity services.

Within Cambridgeshire and Peterborough CCG this is overseen by the Senior Responsible Officer and the Maternity Transformation - Better Births Programme Manager.

Through partnership with local authority children's commissioners, three community hub launches have taken place these are based in children's centres. This work stream also includes the development of 'Pathways to Parenting', a universal antenatal parenting programme which is in pilot form and due to roll out geographically across Cambridgeshire and Peterborough.

# Best Start in Life Strategy Proposal

## Five Key Themes

The Best Start in Life Start strategy proposes that 5 key themes provide the framework for a new integrated model for early years. Within each theme, detail is provided regarding the areas of focus. This will be delivered through a mix of universal and targeted approaches, and use a variety of methods (face to face, digital, telephone). Wherever possible, a standardised approach will be used, however it may need to be modified locally to be effective.

### Healthy pregnancy, parents and children

- Healthy weight – diet and physical activity (incl. mother and baby nutrition)
- High quality maternity services – Better Births & maternity community hubs
- Reduce unplanned teenage pregnancies and support teenage parents
- Improve breast feeding rates
- Increase smoking cessation in pregnancy
- Improve oral health and immunisation uptake
- Reduce childhood accidents



### Vulnerable parents will be identified early and supported

- Perinatal mental health support – extended to mild/emerging problems, including infant mental health pathway (identify attachment difficulties early offer support)
- Support parents to reduce use of alcohol, drugs and tobacco
- Support parents to reduce levels of domestic violence/parental conflict



### Well prepared parents

- High quality education on sex and relationships
- Antenatal education programmes and postnatal programmes – universal and targeted (e.g. Pathway to Parenting, Baby Steps, FNP)
- Evidence based parenting programmes – universal and targeted
- Promote awareness of specific risks - safe sleeping and accidents
- Parents with an understanding of; their role in child development and learning; how to access services



### Positive attachment and bonding

- Perinatal mental health support – extended to mild/emerging problems, including infant mental health pathway (identify attachment difficulties early and offer support)
- Promote positive parent- child interaction (e.g. Five to Thrive - Respond · Cuddle · Relax · Play · Talk, Big Little Moments)



### Supporting child development

- Raise awareness of parents about 3 prime areas of development - personal, social and emotional; communication and language; and physical
- Promote early play and communication opportunities
- Promote positive ways to help of help children thrive – through interaction, social contact, first hand experiences e.g. 50 Things to do before you're 5
- Early identification and assessment of need (ASQ, integrated review) - including children with SEND





## Building Blocks

As outlined in *Building Collaborative Places: Infrastructure for System Change*, the move to an integrated approach to supporting children pre-birth to five requires the deliberate creation of shared infrastructure as well as the right conditions to ‘connect people and organisations and help align the incentives driving individual organisations, creating a gravitational pull that is towards collaboration for shared outcomes.’<sup>52</sup> This view places public services (including local authorities, health bodies, and police) within a wider local system which includes people, families, communities, local organisations and institutions, the voluntary sector and businesses – clearly indicating that the public sector alone cannot solve complex social problems.

Drawing from systems change research and more mature early years integration efforts, we propose that our work to implement the Best Start in Life Strategy also include the establishment of key ‘building blocks’ to support system wide collaboration, as articulated by Collaborate CIC and Lankelly Chase in their 2017 report:

- **Place Based Plans:** These plans set out the social and economic vision for place as a shared challenge among local partners and citizens, and core operating principles for local public services. These plans will be co-produced with families and young children, with particular care and attention to reflecting the cultural and linguistic diversity of our communities. In Cambridgeshire and Peterborough, this work should consider and wherever possible, align with other local programmes of place-based change, including Think Communities and the new [primary care networks](#).<sup>53</sup>
- **Leadership and Governance:** In order to deliver the Best Start in Life strategy, a collaborative system leadership forum which includes community representatives as well as public and voluntary sector representatives and share a commitment to create the necessary conditions to enable collaborative problem solving and embed new shared operating principles.
- **Outcomes and accountability:** Identifying shared outcomes to support children’s health, safety and school readiness. Outcomes which reflect the social and economic challenges and aspirations of our places and hold the entire system to account. In this context, organisational outcomes are aligned with place-based outcomes, measuring what is important to citizens and communities and avoiding targets which ‘miss the point.’
- **Funding and commissioning:** Considering opportunities for collaborative funding arrangements which support achievement of shared outcome and help reduce duplication and waste, developed in collaboration with service users and flexible to accommodate ongoing learning.
- **Culture change and people development:** Culture change and organisational development programmes designed to develop the capacity of our workforce to work across organisational boundaries. The purposeful creation of a shared culture across our early years workforce where individuals can clearly see their role in giving our youngest children a best start in life. The development of shared knowledge and practice tied to the key areas of focus of the Best Start in Life strategy and its underpinning principles.

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<sup>52</sup> Building Collaborative Places: Infrastructure for System Change. Collaborate and Lankelly Chase February 2017

<sup>53</sup> Primary care networks will be based on GP registered lists, typically serving natural communities of around 30,000 to 50,000.

- **Integrated delivery:** Collaborative service models bringing education, early help and community health together in meaningful ways where it makes sense to do so, supporting working relationships built on trust. This will include the iterative design and delivery of interventions, developed with input frontline staff and families and a focus on effective prevention and targeted early intervention. Staff work across organisational boundaries to provide a more coherent approach.
- **Data, evidence and evaluation:** Shared data, both quantitative and qualitative (reflecting the lived experience of children, parents and professionals) used effectively to understand and address root causes of issues and demand. A collaborative 'test and learn' approach that allows for a flexible response to early years interventions.
- **Collaborative digital and physical platforms:** Physical and virtual spaces that bring together people and organisations, enabling them to connect, develop networks and share information. This could include a dedicated website which provides or signposts parents and service providers to trusted information and delivers digital interventions. Enhancing existing public sector co-location, supporting collaboration and the design of joint solutions by cross-sector teams.
- **Communications and engagement:** Clear and consistent information and insight shared fluidly throughout the system: vertically (top-down and bottom-up) and horizontally (across sectors), enabling real-time collaboration and adaptive delivery. Providing families with easy access to reliable, consistent and up-to-date ideas, advice and services. A fundamental commitment to partnership with parents (volunteering, local delivery, service design).

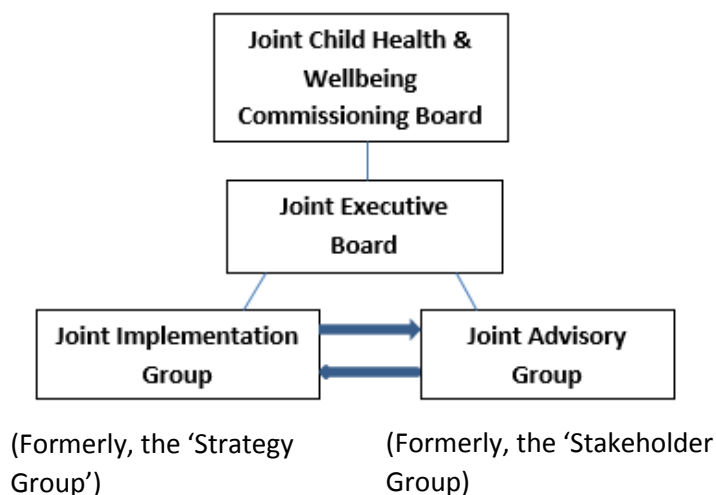
## Next Steps

Phases 2 and 3 of the strategy run from May 2019 to March 2020.

Phase 2 (May to September 2019) will further develop the strategy and identify options for the future integrated delivery model.

Phase 3 (October to March 2020) will focus on arrangements for implementing the new model in April 2020, including development of the 'building blocks' which underpin the strategy.

A new governance structure will be used, with a direct reporting line through to the Joint Child Health and Wellbeing Commissioning Board. The indicative schedule until September 2019 is outlined below.



## Timeline – May – September 2019

May		June		July
w/c 6th	w/c 27th	w/c 10th	w/c 24th	w/c 8th
Understanding system conditions	Evidence about what matters/local priorities  Consolidating insights from families and communities	System/service and asset mapping	System, service and asset mapping  1-day Summit	Opportunities for evidence informed practice, improvement and innovation
July	August		September	
w/c 22th	w/c 5th	w/c 19th	w/c 2nd	w/c 16th
Workforce and System Leadership	Theory of change for Integrated Delivery Model	Local theory of change to reflect geographical prioritisation	1-day summit	Refine integrated delivery model and finalise work plan for Oct 19 – March 20

## Appendix 1 – Best Start in Life Group Membership

### Strategy/Implementation Group

Chair	John Peberdy, Director of Children’s Services, Cambridgeshire Community Services
Public Health Lead/Co-ordinator	Ben Brown, Specialty Registrar Public Health (PCC and CCC)
Transformation Team Lead/Co-ordinator	Gwendolyn Casazza (CCC) Rebecca Pentelow (CCC) Emily Sanderson (CCC)
Early Years leads	Karen Hingston (PCC) Annette Brooker (CCC)
Early Help leads	Lisa Riddle/Sarah Tabbitt (CCC) Karen Moody (PCC)
Health Visiting leads	Andrea Graves/ Verity Trynka-Watson (CCS)
Children’s Commissioning Lead	Pam Setterfield (PCC and CCC)
Commissioning Team Manager- Healthy Child Programme	Helen Freeman, Public Health (PCC and CCC)
Speech and Language Therapy, Nutrition and Dietetics.	Alison Hanson, Cambridgeshire Community Services
Children and Family Centre Providers	Kat Band, Assistant Director of Children Services at Barnardos
LGSS Digital	Kat Sexton
Communications	Jo Dickson (CCC)
Project planning and management	Tess Campbell, Public Health (PCC and CCC) Helen Gregg, Partnership Manager, People & Communities Directorate

### Stakeholder Group

Co-Chairs	Dr Liz Robin, Director of Public Health (PCC and CCC) Wendi Ogle-Welbourn, Executive Director People and Communities (PCC and CCC)
Public Health Consultant	Dr Raj Lakshman, (PCC and CCC)
Public Health Lead/co-ordinator	Ben Brown, Specialty Registrar Public Health (PCC and CCC)
Transformation Team lead/co-ordinator	Gwendolyn Casazza (CCC)
Early Years leads	Karen Hingston (PCC) Annette Brooker (CCC)

Early Years Providers	Jayne Chapman (Harlequin Childcare) Caroline Maryon (PACEY Project Manager)
SEND leads	Marian Cullen and Jo Middleditch (CCC) Sheelagh Sullivan (PCC)
Children's Commissioning Lead	Pam Setterfield (PCC)
Commissioning Team Manager- Healthy Child Programme	Helen Freeman, Public Health (PCC and CCC)
Children's Social Care Assistant Directors	Sarah-Jane Smedmor (CCC) Nicola Curley (PCC)
Education leads	Clare Hawking (Early Years Lead, Virtual School, CCC)
Early Help leads	Lisa Riddle/Sarah Tabbitt (CCC) Karen Moody (PCC)
Children Centre Providers	Kat Band, Barnardos Lynn McNish, Barnardos Amanda Newman, Ormiston Jason Wilson, Spurgeons
Healthy Child Programme	John Peberdy (CCS) Andrea Graves (CCS) Verity Trynka-Watson (CCS)
Speech and Language Therapy, Nutrition and Dietetics	Alison Hanson (CCS)
Primary Care Leads	Dr Becky Jones
Clinical Commissioning Group	Liz Phillips, Better Births Programme Manager (CCG) Ruth Kern - Perinatal Mental Health – (CCG)  Sarah Hamilton, Designated Nurse Safeguarding Children (CCG)  Karlene Allen, Children's Commissioner (CCG)
Support Cambridgeshire	Julie Farrow
Stakeholder group planning	Helen Gregg, Partnership Manager, CCC/PCC

Corresponding Stakeholder Group Members

Communications lead	Joanne Dickson, Communications & Marketing Manager, CCC
Finance leads	Martin Wade (CCC) Fiona Chapman (PCC)
Information and intelligence lead	Helen Whyman

## Appendix 2 – Childhood Risk Factors



## Appendix 3 – Summary of Evidence

### Universal

Family support via children’s centres, key workers, outreach to families **(Marmot Review)**

Teenage pregnancy prevention– (prevention, choice, support)

Transition to parenthood – Family Foundations -reduces parental stress & attachment related behaviours when offered to couples expecting their first child **(EIF)**

Universal screening for mental health problems during pregnancy **(EIF,NICE)** and for mothers if combined with treatment **(EIF)**

Healthy Child Programme 0-5 (4-5-6 model) **(PHE)**  
Identifying risks @ 5 key HCP contacts **(NICE)**

SIDS advice re sleeping position **(EIF)**

Individual breastfeeding advice – pre/post natal **(EIF)**  
UNICEF Baby Friendly Initiative **(PHE)**  
PHE’s Start4Life campaign **(PHE)**

Home safety equipment schemes – increase parental knowledge **(EIF)**

Oral health promotion -best evidence and fluoridation of public water supplies **(PHE)**

Obesity – multi-component and holistic approach **(PHE)**

Early cognitive and language development (e.g. Let’s play in tandem, Raising early achievement in literacy) **(EIF)**  
Speech and language skill assessed @ 2-2 ½ year review **(NICE)**

Pre-school attendance **(DfE)**

### Targeted – selective

Attachment programmes (e.g. FNP, Family Foundations, Infant–Parent Psychotherapy, Child First) **(EIF)**

Pre and post-natal care programmes (e.g. Nurse – Family Partnerships) **(GLA)**

FNP for reducing IPV among first time teenage mothers **(EIF)**

Home safety equipment schemes - increase parents’ knowledge of home safety **(EIF)**

Preventing unintentional injuries in the home – targeting, working in partnership, co-ordinated delivery, assessments and follow-up **(NICE)**

Providing and fitting free or low-cost home safety equipment (incl. thermostatic mixing valves) **(PHE)**

Healthy Start – UK Gov’t voucher scheme **(PHE)**

Oral health – targeted provision of toothbrushes/ toothpaste, supervised tooth brushing in targeted childhood settings, tooth varnishing and healthy food and drink policies in childhood settings **(PHE)**

Take up of funded education/universal entitlement 15hrs @ 2 yrs

Pre-school programmes (e.g. Perry Preschool Programme) **(GLA)**

Home visiting interventions - children’s language development in the early years (FNP, Child First, Parents as First Teachers) **(EIF)**

Transition programmes (home/nursery to school) – (targeted, flexible) **(PHE)**

### Targeted – indicated

Behaviour programmes (e.g. Incredible Years, Triple P) **(EIF)**

Incentive-based programmes to encourage smoking abstinence during pregnancy **(EIF)**

CO monitoring and opt out systems –smoking in pregnancy **(PHE)**

Post-natal treatment for mental health problems **(NICE)**

Methadone treatment for mothers (buprenorphine during pregnancy) **(EIF)**

LBW – (Kangaroo Mother Care, Infant Massage, H-Hope, MITP) **(EIF)**

Sleep advice – infants  $\geq$ 4mths **(EIF)**

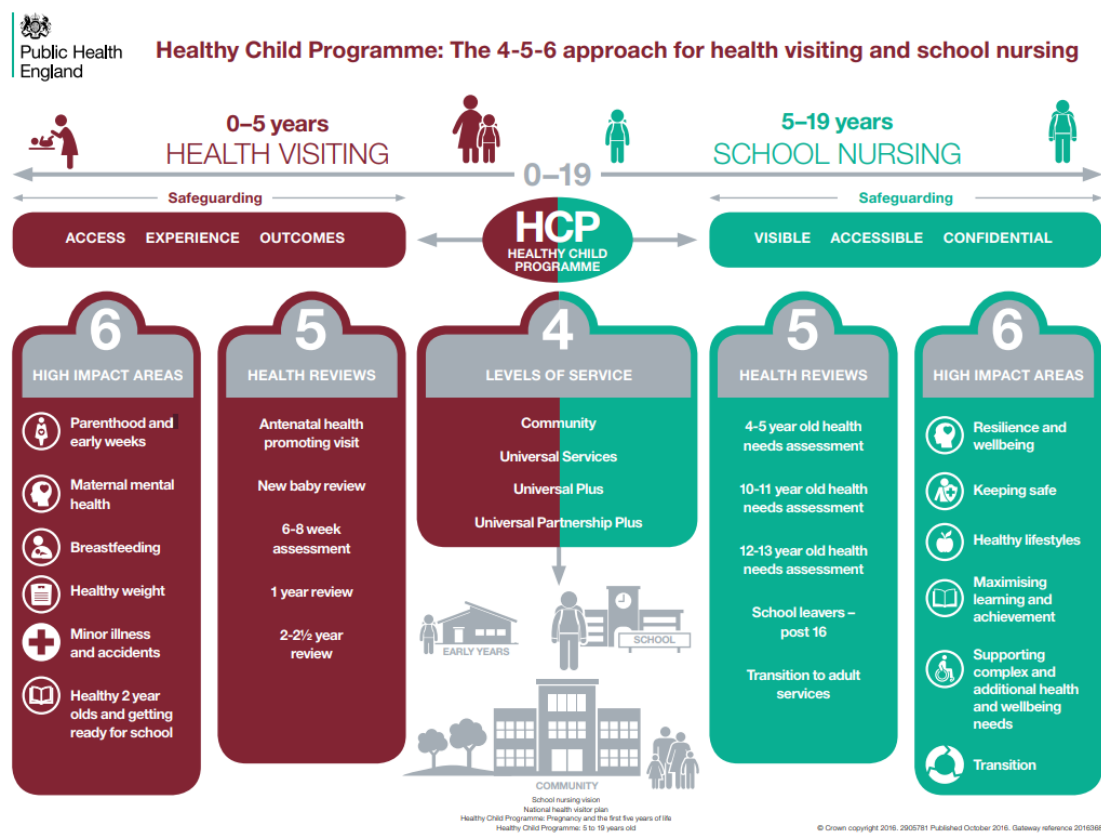
Psychosocial support integrated into routine antenatal care – for reducing revictimisation rates among women reporting IPV Home visiting in highly vulnerable families has the best evidence of reducing child maltreatment during infancy (FNP, Child First, Infant-Parent Psychotherapy) **(EIF)**

Identification, assessment and treatment of attachment difficulties (edge of care, LAC, adopted) **(NICE)**

Joint protocols for parental drug/alcohol use HIPPPY for 3-5yr olds (home instruction or pre-schoolers) **(PHE)**

Families and Schools Together (FAST) for ages 3-11 **(PHE)**

## Appendix 4 – Healthy Child Programme



### Family Nurse Partnership (FNP) and Enhanced Teenage Parents Pathway

#### Fixed criteria (all to receive FNP):

- Very young women – all first time mothers aged 16 years or under
- Currently in the care system as a Child in Care (CIC), Child in Need (CIN), on Child Protection Plan (CPP) or recent care leavers.

#### 'High-risk' criteria (any 4 or more of the following risk factors in first-time teenage mothers)

- Not living with their own mother or baby's father/partner
- No or low educational qualifications, i.e. no GCSEs or equivalent, low grade GCSEs
- Currently not in education, employment or training (NEET)
- Has mental health problems
- Ever a 'child in care' ; or lived apart from parents for more than three months when under the age of 18
- Current smoker (and doesn't plan to give up during pregnancy)
- Living in disadvantaged area
- History/risk of abuse



<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 6
<b>11 SEPTEMBER 2019</b>	<b>PUBLIC REPORT</b>

Report of:	Wendi Ogle-Welbourn; Executive Director People and Communities	
Cabinet Member(s) responsible:	Councillor Lynne Ayres, Cabinet Member for Children’s Services.	
Contact Officer(s):	Nicola Curley Assistant Director Children’s Services	Tel.863655

**ANNUAL CORPORATE PARENTING COMMITTEE REPORT**

<b>R E C O M M E N D A T I O N S</b>	
<b>FROM:</b> Cllr Ray Bisby, Corporate Parenting Committee Chair	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee notes that the report is an accurate reflection of the work of the Corporate Parenting Committee over the last year.</p>	

**1. ORIGIN OF REPORT**

1.1 The Corporate Parenting Committee presents an annual update report to the Children and Education Scrutiny Committee in accordance with its Terms of Reference Part 3, Delegations Section 2 – Regulatory Committee Functions 2.4.4.2 PERFORMANCE MONITORING, paragraph 2.4.4.4 The Corporate Parenting Committee will report to the Cabinet Member for Children’s Services and to the Scrutiny Committee on a six monthly basis or more frequently if required.

**2. PURPOSE AND REASON FOR REPORT**

2.1 The purpose of this report is to advise the Children and Education Scrutiny Committee of activity carried out the Corporate Parenting Committee in the municipal year 2018-19

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council :

Children’s Services including:

- a) Social care of children
- b) Safeguarding, and
- c) Children’s Health

2.3 This report relates to the corporate priority to support vulnerable people.

2.4 The report addresses all areas of the Children in Care pledge and the Care Leavers’ Charter. It specifically demonstrates to Scrutiny how the Committee has been addressing the increase in the Children in Care population; the changes to the partnership with TACT; and Children in Care and Care Leavers’ education and training needs. It notes the Good judgement for the experience and progress of Children in Care and Care Leavers in the Ofsted Inspection in the summer of

2018, but also the importance of the Committee holding officers to account in relation to the continuing developments required by the report.

### 3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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### 4. **BACKGROUND AND KEY ISSUES**

4.1 Following the changes engendered by the Ofsted Inspection of 2015, the Corporate Parenting Committee has continued to work to support the needs and ambitions of the Council's Children in Care and Care Leavers.

4.1.1 The meeting format has continued to work well, especially at engaging our young people, and in depth discussion of issues relevant to our Children in Care and Care Leavers.

#### 4.2 **Work Programme and Reporting Mechanisms**

4.2.1 The thematic meetings have continued, where a single topic is considered in depth to enable councillors to fully understand the complexity of the issue in the round, have a proper opportunity to scrutinise the information before them and challenge officers in a timely and thorough manner. The Committee focuses on 3 key areas for children and young people: education; placement; and health. These are linked across the formal and informal meetings, and have been effective in developing ideas and themes for Members to scrutinise.

4.2.2 The final area of development related to bespoke reporting mechanisms for the Corporate Parenting Committee. QlikSense is now the standard reporting tool across Children's Services, and it is possible to monitor all current activity very effectively. The development of a static report for Corporate Parenting Committee has taken a bit of time, but the Committee will now be trialling a new report format. Recommended amendments will be reviewed by the Business Intelligence team, and we hope to produce a final version for the start of the new municipal year.

#### 4.3 **Corporate Parenting Champions**

4.3.1 This has continued to be an effective use of Member influence. Champions are Members who sit on the Committee, but have also volunteered to take a particular lead for an area that impacts on Children in Care and Care Leavers.

4.3.2 The Corporate Parenting Champions 2018–2019 have been:

<b>Area of Focus</b>	<b>Champion</b>	<b>Officer Lead</b>
Housing	Councillor Stokes	Sean Evans
Employment And Training Opportunities Within The Council Departments And Partner Agencies	Councillor Ayres	Pat Carrington
Health	Councillor Aitken (role currently vacant)	Deborah Spencer
Education Attainment and Access To Higher Education	Councillor Ayres	Dee Glover
Recreation and Leisure Activities	Councillor Smith	Sian Stevens - now Jodie Wallis
Finance and Benefits	Councillor Bond	Emma Kavanaugh
Effective Care Planning	Councillor Jones	Sarah Adams

4.3.3 In between each informal Committee the Corporate Parenting Champion has been responsible for the following:

- a) Meeting with the Lead Officer;
- b) Undertaking a site visit;
- c) Meeting with a child in care / young person / service user / other officers and discuss their experience of the service for Children in Care; and
- d) Contributing to a brief report back to the Committee.

4.3.4 A new Champion role was created at the suggestion of Councillor Jones, out of discussion around the availability of suitable placements for our children. This is the Effective Care Planning Champion, and Cllr Jones will be working with some of our Children in Care Council and officers to revise the paperwork used to identify new foster and residential placements for children and young people. In order to create this role, it was recognised that the Committee needed to request a change in its terms of reference to allow the Committee Members to set and appoint to the champion positions themselves. This was agreed by the Council and can be seen at: Part 3, Section 2 Regulatory Functions 2.4.4.6 (f) pg 43.

4.3.5 The Health Champion, Councillor Aitken, had also been working on an updated version of the Health passport for Care Leavers in response to feedback from our young people, and this ties in with feedback from the Ofsted Inspection as well. The plan is to introduce this at a much earlier stage for young people, and ensure that they are familiar with its contents and usefulness to them before they leave the care of the Local Authority.

4.3.6 Councillor Ayres, in her role as Employment and Training Opportunities Champion, has been extremely persistent in raising the needs of our Care Leavers at every meeting in this area. The Committee has continued to be supportive of the development of apprenticeship proposals for Care Leavers, and we are really pleased to report that two Care Leavers have now taken up apprenticeships with our partners, TACT and Serco, and these are working well.

#### 4.4 **Specific Focus of Work**

##### **CIC Population**

4.4.1 Over the last year, we have seen increased numbers of children and young people in care in Peterborough. At the end of January, this was 380 children altogether. Comparative data for the financial year 2017/18 on children in care nationally was published in the autumn of 2018. This data evidences that increased numbers in care are not just a Peterborough issue; numbers nationally and among our statistical neighbours have also increased significantly. Indeed, here in Peterborough we are looking after a considerably lower number of children in care compared with the average of the 10 most similar authorities to us. Expressed as a rate of children in care per 10,000, as of the end of January 2019, we were looking after 76 children and young people per 10,000 of our population of children and young people aged 0-17 years. The national data set shows that this average rate has increased to 86.1 in the financial year 2017/18 for our statistical neighbours.

4.4.2 So, while our numbers have increased, numbers in similar authorities have increased significantly more rapidly. This provides evidence that our approach in Peterborough is effective, but it also means that officers such as Social Workers and Independent Reviewing Officers are needing to manage more work, and that placements for children will be increasingly difficult to find, reducing placement choice for children and young people. If foster placements are not available, we then need to consider residential options, and often need to start looking further afield, particularly for our older young people.

4.4.3 The Corporate Parenting Committee has monitored these pressures closely, and taken action where some of these issues have had implications for the education of Children in Care placed out of area.

#### 4.5 **Ofsted Inspection June 2018**

- 4.5.1 Ofsted carried out a standard Inspection of Peterborough's Children's Services under their new Inspection of Local Authority Children's Services (ILACS) framework in June 2018. This was the first judgement Inspection in three years, and it is extremely pleasing to note that Peterborough was found to be Good in all categories.
- 4.5.2 In relation to Children in Care and Care Leavers, Ofsted stated that children came into care at the right time, and that their placements were generally stable and met their needs. Inspectors also noted that our planning and support for children who are unaccompanied asylum seekers was a strength. They acknowledged that the designated nurse for Children in Care provided robust oversight of the health needs of children and that performance in providing initial health assessments, health reviews and dental checks showed sustained improvement. This had been a particular area of scrutiny for the Committee, and the recognition of this improvement was welcome. Ofsted also noted that foster carer recruitment and support was of good quality, and that disabled children achieve permanence and stability in placements that meet their long-term needs. They also continued to affirm the adoption performance of the service, saying that fostering for adoption was a particular strength for us.
- 4.5.3 In relation to Care Leavers, the Inspectors stated that they received very good support from social workers and personal advisers. They saw improvements in more collaborative pathway planning, and that we had focused on aspirations for work, education and volunteering for Care Leavers. There was evidence of the consideration of their identity, health and emotional wellbeing needs. They also felt that the Personal Advisers knew their young people well and remained in very regular contact with them; they felt that they acted as strong advocates for young people.
- 4.5.4 Most pleasingly, the Inspectors stated that:
- "There has been significant progress in strengthening corporate parenting. Young people run alternate corporate parenting committee meetings and support active children in care councils for different age groups. Elected members make changes based on the feedback that they seek from young people. In addition, members act as 'corporate parenting champions' for improvements in specific areas of need, an example of this being the successful challenge to improve children's uptake of dental checks"*
- 4.5.5 Of course, there were also still areas for improvement, particularly around educational aspiration and achievement for children. The Inspectors felt that children's personal education plans continued to need input from children themselves, and that it had been taking too long to develop opportunities for Care Leavers. The information around educational progress was not yet provided for the Committee in a timely way in order for it to exercise effective scrutiny of the issue, and this needed to improve.
- 4.5.6 There were five areas that Ofsted formally highlighted as requiring improvement:
- Assessments of children who are missing or who are at risk from child sexual exploitation.
  - The use of chronologies in underpinning children's assessments.
  - The number of return interviews that are successfully completed with children who have been missing from care.
  - The quality of information provided to care leavers about their rights and entitlements, including how to access their health histories.
  - Consistency of management oversight, including recording of casework supervision across all social work teams.
- 4.5.7 An action plan has been developed in relation to these, and updates in relation to the individual actions will be scrutinised by the Corporate Parenting Committee regularly. The Corporate Parenting Champions have already been involved in some of the activity to address the performance in these areas (see 4.3)

#### 4.6 **TACT Partnership**

- 4.6.1 The Committee has maintained close oversight of the new commissioned arrangements with TACT. The Permanency Service has now been in operation for almost two years, and has seen some changes to its original specification. TACT had taken on responsibility for the Placement budget and commissioning of all external placements, and whilst there was a synergy in terms of in house fostering activity, there were also disadvantages in terms of how a charity could engage with the market in comparison with a Local Authority. A decision was taken to return that area of work to the Council, and this was completed in the autumn of 2018 with no disruption to service.
- 4.6.2 The other change to the arrangements has been led by the national requirement to commission a Regional Adoption Agency (RAA). Negotiation with the Department for Education meant that we could set this separate entity up in conjunction with Cambridgeshire County Council, but still needed a Voluntary Adoption Agency to run it on behalf of both Councils. This has been the subject of a formal tender process, to which TACT were invited to bid. The process is still underway at the time of writing this report, and a formal decision is due in early summer.
- 4.6.3 These have been significant issues to address, and have at times, hampered the ability of the service to dedicate itself fully to the recruitment of in house foster carers. The existing carers continue to affirm the improvements in the training and support offer from TACT, so it is felt that this situation will improve significantly over the next financial year. The carers that are coming through the recruitment pipeline are improving the diversity of the group, and enabling more local options for adolescents. The Foster Carers' Committee is represented at the formal Corporate Parenting Committee meetings, and has been contributing to the increasingly effective scrutiny of officers. Adoption performance had slowed, but this has been more to do with the continuing national trend away from adoption as the preferred permanence option, than any activity by the Local Authority or TACT. We continue to work with the courts to try and address this through clear care planning and strong evidence based practice.
- 4.6.4 The Committee reviews the TACT partnership on a formal basis annually, but also receives quarterly briefing notes on activity. It has sought specific updates around the innovation projects running within TACT, and has created a new Corporate Parenting Champion due to its concerns around the lack of placement choice and a decrease in placement stability earlier in the year. The Committee is aware of the logistical pressure on the service in light of the increasing CIC numbers, but continues to hold officers to the same high expectations of service delivery to children and young people.

#### 4.7 **Meeting Educational Needs**

- 4.7.1 As also identified by Ofsted, there has been a general recognition of a lack of some aspiration for the children and young people of Peterborough in educational terms. This has also translated itself into the ambition we have for our children and young people in care, and the Corporate Parenting Committee has challenged itself and officers to think more creatively about achievement for our children and young people in this area. The Virtual School has been asked to report in a more timely way about young people's academic results, as well as providing their formal validated report, and there is an ongoing project to enhance the function and meaningfulness of Personal Education Plans. The work on apprenticeships is already bearing fruit, as stated above.
- 4.7.2 The Committee also identified a growing trend where Children in Care's educational progress was being negatively impacted by their placement outside of the local area. To meet children's emotional or physical needs, sometimes placements can only be sourced outside of Peterborough, or because of the lack of placement choice, we are forced to identify foster placements across Local Authority borders. This means that another Authority becomes responsible for meeting the child's educational needs, and this can become more challenging if the local school is an Academy with its own admission criteria. Children in Care with Education, Health and Social Care Plans (EHCPs) are an even more specific minority, and identifying a school place after a placement move can take months in some cases. The Corporate Parenting Committee has expressed significant concern about this, and has now written to the Secretary of State for Education to ask him to address the issue on a national level.

#### 4.8 **Best Practice Example**

4.8.1 The Corporate Parenting Committee continues to be seen as a model of best practice, and has the intention of developing a one day conference that other Local Authorities in the Eastern Region may wish to attend. This will be an opportunity to promote best practice for Children in Care, and to promote the Council as continuing to innovate across many areas of delivery.

#### 4.9 **Links to the Children in Care Council and Care Leavers' Drop In**

4.9.1 The Children in Care Council continues to meet on a monthly basis, and has 8 regular members. The group is well attended during school holiday periods when activities are offered in addition to the normal meeting. In the last 12 months, along with their co-chairing duties at the informal Corporate Parenting Committee meetings, the group has:

- Met with young people from across the eastern region to develop a short film of 10 top tips for social workers
- Given feedback to the IROs on their review paperwork
- Planned and delivered the annual celebration events for children in care
- Spoken at Corporate Parenting Committee about their experiences in different placements.
- Written to all children in care to share the June 2018 Ofsted report.

4.9.2 The 'Children in Charge' youth group for children aged between 8 and 12 continues to meet in alternating weeks. It is regularly attended by an average of 10 young people. Seven members met with Ofsted at the inspection and were able to share all the activities they have been up to very articulately.

4.9.3 The Care Leavers' drop in continues to operate, attracting an average of 6 young people at each session. They will be consulted on the new "passport to independence" piece of work that aims to address issues around access to benefits, housing and training opportunities. There are discussions with Department of Work and Pensions (DWP) and Housing colleagues about them attending the drop in on a semi-regular basis to offer more specialist knowledge and advice to the group, and some members already utilise the Job Club on the same site. Two Care Leavers have been successful in gaining places on the community garden renovation group with Axiom Housing, and this will start in the spring. The group is also interested in identifying a new venue, and will be supported with this going forward.

4.9.4 A full activity programme was offered to children and young people in the summer encompassing a variety of activities and events curated by Children in Care Council members for young people to increase reach and engagement with this group. Engagement for summer 2018 was 363 attendances by 122 young people over 12 sessions, with an additional 20 young people participating in the National Citizenship Service.

4.9.5 The celebration events in February 2019 half-term were attended by a number of members of the Corporate Parenting Committee, and these were extremely enjoyable experiences for all involved.

### 5. **CONSULTATION**

5.1 The Children in Care Council has been fully aware and consulted upon the changes referred to in this paper. The feedback from them to date is that working with the Committee is a very positive experience, and that they value the opportunity to work with the Corporate Parenting Champions.

5.2 The report has been shared with and approved by Councillor Ray Bisby Corporate Parenting Committee Chair.

**6. ANTICIPATED OUTCOMES OR IMPACT**

6.1 Children and Education Scrutiny Committee members to accept this report as a true reflection of work undertaken by the Corporate Parenting Committee.

**7. REASON FOR THE RECOMMENDATION**

7.1 N/A

**8. ALTERNATIVE OPTIONS CONSIDERED**

8.1 N/A

**9. IMPLICATIONS**

**Financial Implications**

9.1 None

**Legal Implications**

9.2 None

**Equalities Implications**

9.3 N/A

**Rural Implications**

9.4 N/A

**Children in Care and Care Leavers**

9.5 This report provides information on the role of the Corporate Parenting Committee and relates to services provided to children in care and care leavers.

**10. BACKGROUND DOCUMENTS**

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

10.1 N/A

**11. APPENDICES**

11.1 N/A

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<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 7
<b>11 SEPTEMBER 2019</b>	<b>PUBLIC REPORT</b>

Report of:	Wendi Ogle Welbourn, Executive Director, People and Communities	
Cabinet Member(s) responsible:	Cabinet Member for Children’s Services, Education, Skills and the University	
Contact Officer(s):	Jonathan Lewis – Service Director (Education)	Tel. 01223 507165

**REPORT OF THE SERVICE DIRECTOR FOR EDUCATION INCORPORATING PORTFOLIO PROGRESS REPORT FOR THE CABINET MEMBER FOR CHILDREN’S SERVICES, EDUCATION, SKILLS AND THE UNIVERSITY**

**R E C O M M E N D A T I O N S**

**FROM:** *Jonathan Lewis – Service Director (Education)*      **Deadline date:** 11 September

It is recommended that Children and Education Scrutiny Committee:

1. Notes the contents of the report and the actions being taken
2. Supports both elected members and officers in their efforts to support and challenge schools to improve outcomes for children and young people in Peterborough.

**1. ORIGIN OF REPORT**

1.1 This report has been written by the Service Director (Education) at the request of the committee and the lead member for education.

**2. PURPOSE AND REASON FOR REPORT**

2.1 This report is offered to the committee to inform committee members of the progress made on implementing the recommendations contained within the education review report previously presented.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council :

Education, including

- a) University and higher education;
- b) Youth service;
- c) Careers; and
- d) Special needs and inclusion.

2.3 This report links to –

- Corporate priority: Improve educational attainment and skills and

- Children in Care Pledge: Support children in care to have a good education.

### 3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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### 4. **BACKGROUND AND KEY ISSUES**

- 4.1 Following the publication and release of outcomes for 11-year-olds in Peterborough schools in the 2016 National Curriculum tests and teacher assessments, the Leader of the Council commissioned a report to be undertaken to review the reasons for such poor outcomes and make recommendations as to how outcomes in schools might be improved.
- 4.2 The report was concluded in August 2017 and was reported to the committee in September 2017. The recommendations contained within the report were accepted by the committee in full and they were endorsed by the cabinet.
- 4.3 The committee requested that there be periodic updates regarding the progress being made in implementing the review recommendations. This report seeks to provide committee members with the fourth update following a report in January 2018, a presentation made to the committee in July 2018 and the last update report in November 2018.
- 4.4 This report will cover the key strands of the report, outlining progress and suggested next steps in order to address the educational challenges that Peterborough faces. The action plan is a constantly changing programme that needs to develop in line with challenges and opportunities when they arrive. This report also gives an update on the senior education management structure at the council.
- 4.5 At the committee's request, the report will also cover the following –
- The provisional results for the 2018/19 academic year
  - Headlines from the recent joint local area SEND inspection in Peterborough
  - An update on the university
  - Peterborough Pupil Referral Service
  - Peterborough schools workforce
  - Schools funding
- 4.6 **Vision for Education in Peterborough**
- 4.7 The emerging vision for education in Peterborough has been developed in the context of the changing landscape of Education and the role of the local authority. It can be outlined as being:
- We need to set the highest expectations for both the education leaders but also for local authority services. National averages are not what we need to aim for – we need to be better than our peers.
  - Every child has access to a great school place in their community – they are all our children.
  - We must be able to look outside of the area and support best practice coming to the area.
  - The education system in Peterborough needs to be built upon true partnerships, working together for improvement. This means we know our strengths and weaknesses and everyone agrees on how we move forward together.
  - Every vulnerable and disadvantaged pupil receiving the support they need.
  - Peterborough needs an education vision that will attract education professionals to the city, ensuring a sustainable supply of good quality teachers, leaders and multi-academy trusts.
  - We should be proud of what we do and the success we have together.

- 4.8 Having the highest aspiration is critical in ensuring rapid progress. The education review supports this vision well, along with the requirement for change in the local authority.
- 4.9 The original review of education developed a number of key themes for action and the progress against the key areas in the January 2018 action plan can be found in appendix 1. A number of the areas of this action plan are now complete and become business as usual, while a number are carried forward into the next iteration of the action plan which covers the academic year 2019/20.
- 4.10 Peterborough is a complex education landscape with a full range of school contexts, two diocesan bodies overseeing schools, a mixture of local, regional and national academy trusts and a number of schools remaining under local authority control. This has meant that as a local authority we have to work across a number of different partners to support the delivery of our statutory responsibility for delivering the best possible outcomes for children and young people in Peterborough. An updated action plan is presented in appendix 2 which sets the focus for the 2019/20 academic year and reflect the fact that the local authority cannot lead on every area but has a role to bring together strands of work to ensure there is a cohesive approach to education improvement across the city.
- 4.11 The key development since the last update report has been the development of strategic action plans led by primary and secondary leaders. There has also been some collaborative developments within the local authority maintained schools group. At the heart of all of pieces of work is a need to develop partnerships that make effective use of the capacity and expertise in the city alongside best practice from elsewhere. Across all the groups, there is a sense of urgency in the need to drive change.
- 4.12 The local authority sponsored both primary and secondary heads with additional capacity to work to deliver plans to drive improvement that works alongside this principle of building capacity. Their work has developed significantly the original findings of the education review, especially the strategic oversight of education.
- 4.13 The primary heads have focused on developing a collaborative improvement partnership based upon the principles used in other local authorities. Their work has included discussions with Tower Hamlets who were an early implementer of this school-led model. The emerging outline of their developing partnership is -
- 4.14 VISION - where we should go and why

*Provide a support and development network for all schools in Peterborough which helps to raise the attainment and progress of pupils in all schools*

MISSION - who we are, how we work towards our vision, what makes us unique

*Make use of existing partnerships and extended links to a wider network to provide targeted support and development for all schools in Peterborough. Using these links, establish a sustainable programme which, either directly or through external partners, can provide leadership support, peer review, focused Continuing Professional Development (CPD) and recruitment support.*

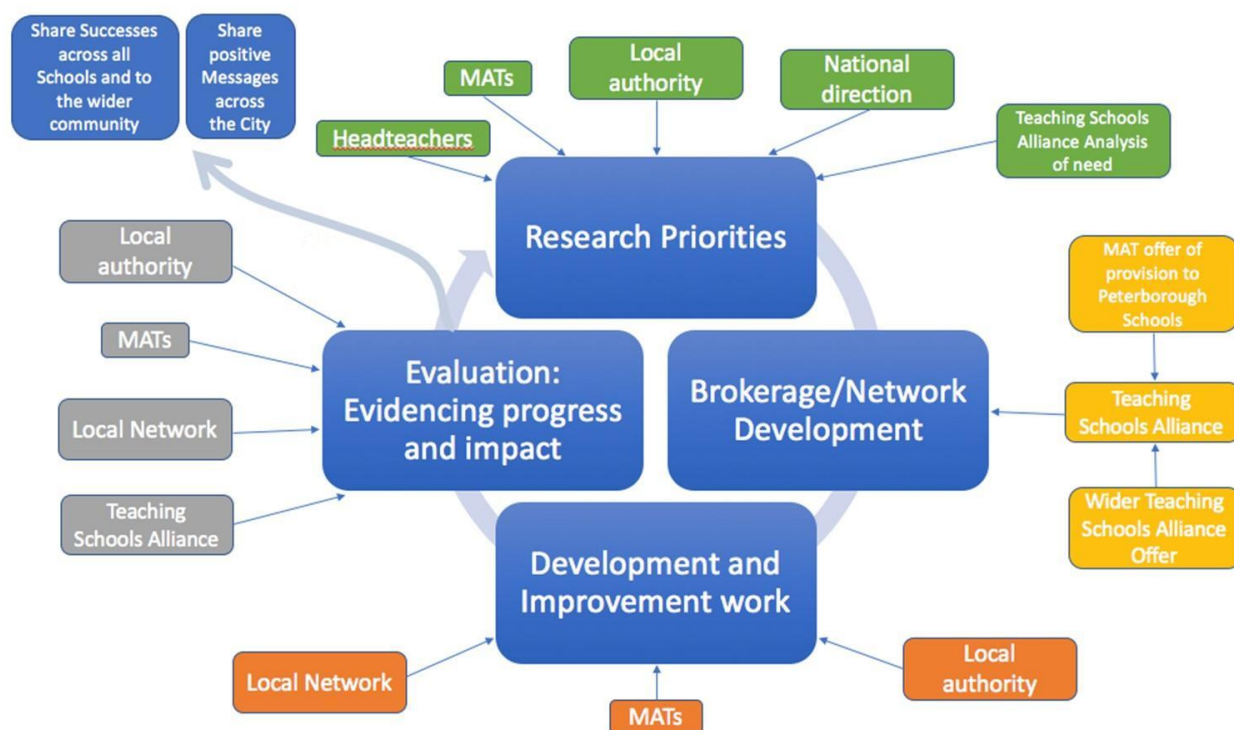
CORE VALUES - guiding principles of our work and how we operate

*All stakeholders should actively support the partnership, either through receiving from or offering support to the partnership actions*

- *Governors; Ensure the continuing long-term participation of all schools in the Peterborough Partnership through a school focus rather than a headteacher dependent involvement*
- *Local authority; Work with the networks within the partnership, providing support where appropriate for school improvement, data sharing, wider collaboration and sharing of good practice*

- MATs; Support in the delivery of CPD and wider school support for schools beyond their own MAT (Multi Academy Trust) membership and encourage their schools to work closely in supportive relationships with appropriate partner schools in Peterborough beyond their own MAT
- Peterborough City Council; promote a positive culture of partnership across the city and support with engaging families and press in the promotion of successful partnership working for the success of the pupils in Peterborough
- Schools; Attend and/or deliver CPD activities as appropriate and provide supportive feedback on the development of CPD delivery
- Teaching schools; The two Peterborough teaching schools work together and engage with the wider network of teaching schools and MATs to target support in the delivery of CPD where needed. Also develop a culture of partnership working by engaging schools in additional networks and maintaining their provision.

4.15 The focus for driving improvement is outlined in the diagram below. It has a focus on Peterborough supporting Peterborough but also understanding the different context we are working in.



- 4.16 In developing this partnership, the following milestones were identified -
- Year 1 - Establish a programme of CPD to all schools across Peterborough through the engagement of MATs, the local authority and teaching schools. Identify the area of 'responsibility' for each network/MAT and create a programme for delivery. Reach out to all schools and engage them in the support network.
  - Year 2 - Engage those schools who have yet to take part in the partnership and develop a clear programme of support through the established networks which is easily accessible to all schools.
  - Year 3 - Establish a self-sustaining model using the networks developed over the previous two years and extend the provision as required by the partnership members.

4.17 A series of actions to drive improvement were also developed by head teachers and these can be found in the education action plan in appendix 2.

4.18 In the secondary heads group, they set the principles of development of the action plan that it must include:

- What capacity we have in the Peterborough system (including at school level) and where we need to look externally to support.
- The sustainability of any activities and how the teaching schools may meet need moving forward beyond initial stage.
- The level of financial support is required to deliver effectively and options for where this might be sourced.
- For each area of activity in the plan, what other stakeholders do we need to engage to ensure success?
- For each of the activities, who is best to lead overall and the strands and what is a realistic timescale for achievement. What are the key milestones, dependencies and success measures?
- How the plan interacts with the work of the primary heads and how it could come together into a single plan for Peterborough
- Process of reporting back to key stakeholders including PPSS (Peterborough Partnership of Secondary Schools) and Children and Education Scrutiny Committee.

4.19 The actions they have agreed to consider are included in the education action plan in appendix 2.

4.20 The Peterborough CEO Forum (of which the local authority is a member) are meeting in September to look at how to move forward these proposals. Both primary and secondary have identified actions and these are outlined in appendix 2.

4.21 In conjunction with these developments, the local authority has also been working more closely during the spring and summer term to develop a new approach to supporting the schools which remain maintained under local authority control. The following principles were shared with heads in February 2019 -

- The council is fully committed to schools remaining maintained and we will do everything we can to support your improvement.
- The local authority is here to provide challenge and support and we want to help you deliver better outcomes.
- We want to build our own approach like a MAT where we work together to improve and can provide the services and support you need.
- We want to offer you an enhanced offer above to encourage you to remain part of an effective local authority family.
- We don't want any school to become isolated and this group can work together.
- We have small teams but we want you to help us shape the offer from September which is unique to maintained schools.

4.22 The group has met three times over this period and the outcomes form part of the action plan in appendix 2.

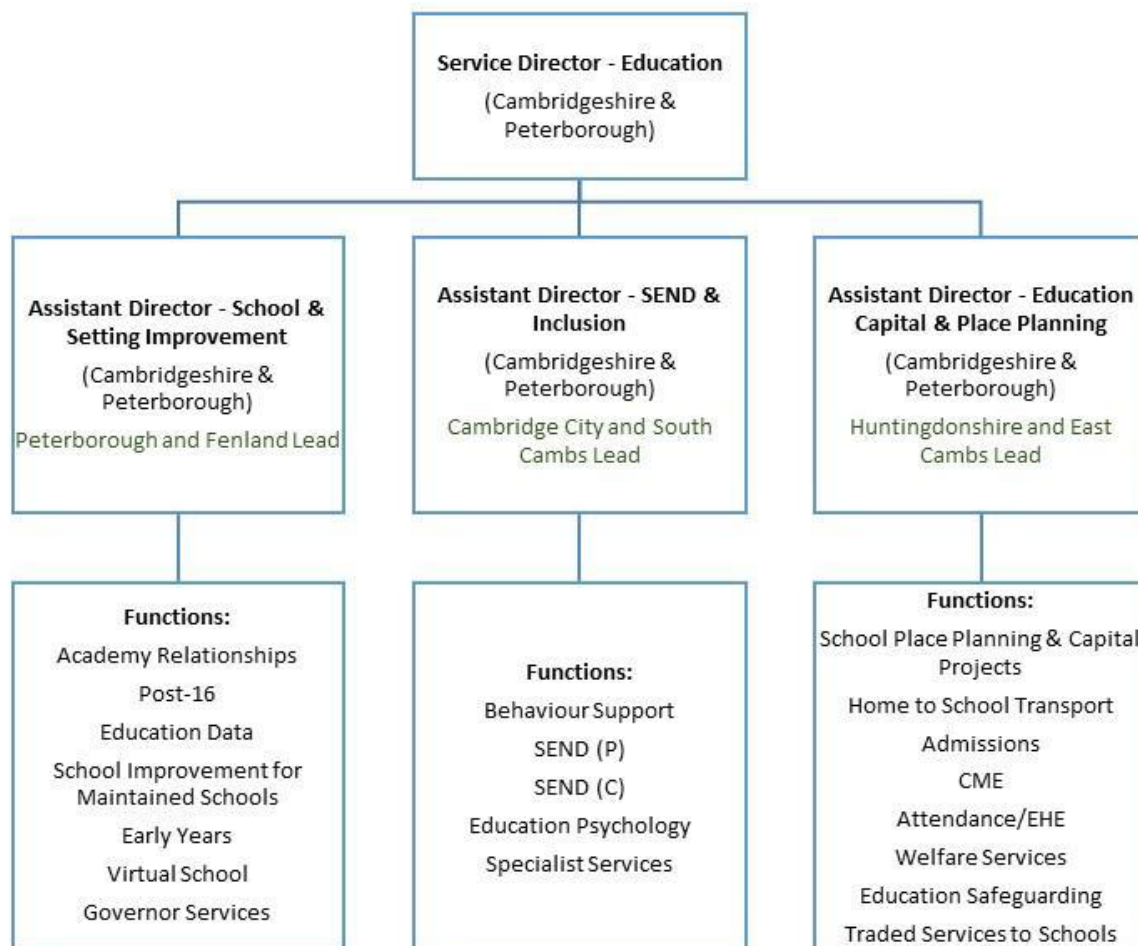
#### 4.23 **Ensuring a Fit for Purpose Local Authority**

4.24 A senior management review was undertaken in Autumn 2018 to ensure service leadership is fit for purpose for the challenges of both authorities and there is appropriate skills and capacity to deliver the very challenging agenda. The focus of the review was to -

- Develop a model of leadership within the local authority that can best support improving educational outcomes across Peterborough and Cambridgeshire.
- Establish a single strategic leadership structure that is fit for purpose to realise the potential benefits of joint delivery of education services across Peterborough and Cambridgeshire.
- Introduce an explicit place-based strategic focus, alongside the existing service delivery focus.
- Introduce a higher profile to the assistant director role in the local education system, to improve system leadership and the capacity of the senior management team as a whole.

- Facilitate innovation and providing a platform for further development of integrated services across the two local authorities, and breaking down silos in existing service delivery.
- Strengthen our capacity to enhance value for money across the directorate through better strategic resource planning and delivery of change.

4.25 The proposal focused on ensuring the effective leadership of school improvement across all schools, adding capacity to deliver further reforms in SEND and ensuring both local authorities work together to meet changes of school place planning which provides value for money and capacity. The new management structure can be found below –



4.26 Following an internal appointment process the following appointments have been made –

- Hazel Belchamber was appointed to the role of Assistant Director – Education Capital and Place Planning.
- Toni Bailey has been appointed to the role of Assistant Director – SEND & Inclusion with effect from 3 September 2019.
- Despite advertising the role three times, we have been unable to recruit to the roles of Assistant Director for Schools and Setting Improvement. Options for filling this role from January 2020 are currently being considered.

#### 4.27 **Provisional Results – 2019**

4.28 As previously requested by the scrutiny committee, an early view of the 2019 results are outlined below. All of the results are drawn from a local authority system called Nexus that looks at provisional data submitted by schools and from early assessment marking. Errors, remarks and removing pupils who do not count in the final results (principally new arrivals and some SEND pupils) are not yet reflected so the 2019 results are provisional and will change. In the past this has added up to 3% on the provisional figures but this varies from year to year. The figures for comparison are the final figures reported at this time last year. No formal national comparisons are available at this time.

	2019 Provisional	2018 Published	Change
<b>Early Years</b> - Good Level of Development (% pupils achieving)	67.0%	66.8%	+0.2%
<b>Phonics</b> (at the end of year 1) - % Pupils meeting expected check level	77.1%	76%	+1.1%
<b>Key Stage 1 – Reading</b> - % Pupils meeting expected standards	66.9%	67.8%	-0.9%
<b>Key Stage 1 – Writing</b> - % Pupils meeting expected standards	61.8%	62.1%	-0.3%
<b>Key Stage 1 – Maths</b> - % Pupils meeting expected standards	69.9%	71.7%	-1.8%
<b>Key Stage 2 – RWM Combined</b> - % Pupils meeting expected standards	54.5%	54%	+0.5%
<b>Key Stage 4 - English and Maths</b> (Basics Measure) Pupils Achieving a 4+	57.1%	57.1%	0
<b>Key Stage 4 - English and Maths</b> (Basics Measure) Pupils Achieving a 5+	32.9%	36.4%	-3.5%
<b>KS5 – A-level</b> - Overall Pass rate	98.5%	98.2%	+0.3%
<b>KS5 – A-Level</b> - % A* - B Grades	47.0%	44.7%	+2.3%

- 4.29 Within the GCSE results, all individual subject measures for English and maths increased apart from 5+ maths which saw a 3% reduction. The GCSE provisional data only includes secondary school data (and not those pupils in special school or alternative provision). The 2018 figure is the equivalent figure collected from schools on the day of GCSE results collection and not the final published figure (to allow comparison). The final results are subject to remarks and removing pupils new to the country.
- 4.30 Provisional results for rural schools will be presented in the upcoming data reporting over the autumn / spring once validated. There is no reliable progress data to date – this is calculated during the autumn by the DfE so we cannot report on this measure at this stage.
- 4.31 **Joint Local Area SEND Inspection in Peterborough**
- 4.32 Between the 10th and 14th June 2019, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Peterborough to judge the effectiveness of the area in implementing the disability and special educational needs reforms as set out in the Children and Families Act 2014. The inspection involved interviews with children and young, parents and carers and officers from Peterborough City Council and the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG).
- 4.33 Inspectors identified a host of strengths in the services provided and also a number of areas for improvement.
- 4.34 The strengths are included in the Ofsted report, such as:
- The co-production of plans and services is well established. Children, young people, parents, carers and professionals work well together to improve services.
  - Leaders use a variety of methods and opportunities to engage with families. Family Voice (the parent carer forum) and the Special Educational Needs and Disabilities Independent

Advice and Support Service (SENDIASS) are particularly active in challenging the work of local area leaders.

- Special educational needs coordinators, staff at the schools with specialist SEND hubs, and members of Family Voice are very active in providing a range of training for staff in schools. As a result, staff are becoming better informed and more confident to pick up early indications of SEND.
- The 'Big Youth Shout Out' programme successfully puts children and young people at the heart of developments.
- The new SEND strategy and provision for short breaks are good examples of meaningful and thorough co-production between professionals and parents and carers.
- Supported internships offer an increasing number of young people with SEND paid employment.
- Children and young people with complex health conditions get good support from the well-established children's community nursing service. This is supporting children and young people's attendance and participation at school.

4.35 Some of the areas for development identified by inspectors included:-

- Leaders have not implemented the 2014 reforms quickly enough. Since 2016, progress towards implementing the reforms has gained momentum, but there is still a lot to do to make sure that the reforms are implemented fully and effectively.
- The role of the designated clinical officer (DCO) is not developed well enough to support the health requirements of the 2014 SEND reforms. The time and resources available for the DCO to make sure that health professionals play an active and equal part in improving provision and outcomes are too limited.
- Despite services being available, many parents and carers are not clear about what support is available to them. Effective communication is a continual source of frustration for parents, carers and leaders.
- The quality and range of provision for 18- to 25-year-olds lag behind that for younger children and young people.
- It takes too long for EHCP plans to be updated following the annual reviews.
- There is a gap in joint commissioning in health and education services to meet the particular needs of young adults. In particular, the provision for 16- to 18-year-olds with the most complex health needs is not organised well enough.

4.36 Inspectors were encouraged that many of the areas they identified for improvement were already known to leaders and that steps are being taken to address these, although it is too early to see the impact.

4.37 These changes include:

- A new IT system which will make it easier for parents and professionals to coordinate the EHCP (Education Health and Care) plan process, leading to fewer delays.
- A refresh of the local offer website which provides details of all the services that children and young people with SEND can access.
- A new governance board which will provide accountability across all partners and ensure rapid progress continues.
- A new quality assurance role to monitor and evaluate the quality of SEND implementation.
- Appointment of an assistant director with responsibility for SEND implementation - this will be a joint role with Cambridgeshire County Council.

4.38 As a result of the inspection, the city council and CCG have been asked to write a written statement of action, to address the areas identified for improvement. The majority of authorities in the Eastern Region have been asked to do the same following their own inspections.

4.39 Whilst a challenging inspection, the inspectors' findings are fair and the council, CCG and our partners are focused on meeting the recommendations where our resources allow. As outlined in the later section in funding, making the changes that are needed within the funding that we have available is undoubtedly challenging. In the letter to the Secretary of State for Education,



we have identified that we don't receive the funding that we need from the government to provide SEND services and we are not alone in this as many other councils are painting a similar picture.

- 4.40 A full report on our written statement of action will be brought to the committee in November.
- 4.41 **Update on the Peterborough University**
- 4.42 The University of Peterborough is a key feature of the devolution deal agreed with central government and is critical for the growth of the local economy and in addressing skills shortages. There is a long-standing ambition between public sector partners, employers and the residents of Peterborough and surrounding areas to have a university in the city. It is envisaged that the university will offer technical qualifications to meet the needs of local businesses as well as collaborative delivery models working with industry shaping the degrees/high level apprenticeships on offer.
- 4.43 Peterborough is a cold spot for higher education and skills. Data/evidence from the Cambridgeshire and Peterborough Economic Review and the Hatch Regeneris' Skills Strategy Evidence Base Report underpins the commitments made in the Combined Authority's Skills Strategy - both confirm the need for a University of Peterborough and the intent of the Cambridgeshire and Peterborough Combined Authority (CPCA) to act as the prime investor to help bring it to fruition. As a devolution priority, the CPCA continues to seek to support the establishment of a new university in Peterborough with a course mix driven by local employer demand for skills in both public and private sectors, encouraging apprenticeships. The project is seeking to develop the UK-first university "hybrid" model that sees technical learning embedded within the curriculum. The aim is to offer a range of learning models which best meet the needs of employers and students, including higher level degree apprenticeship programmes, two-year degrees and work placements, including via local businesses supporting sandwich courses. This blended learning approach using a range of flexible teaching methods is seen as key to attracting students of all ages.
- 4.44 A report was previously brought to the Scrutiny Committee in March 2019 and since this time there has been much progress and changing focus. In order to ensure all the objectives for this new university are met, the CPCA undertook a three month period of "review and reflect" regarding progress so far, the changes that have occurred in the university marketplace, the challenges ahead and the best way forward to deliver the best possible result.
- 4.45 The review established that there is a robust plan in place for a University for Peterborough and recommended that Peterborough City Council and Cambridgeshire & Peterborough Combined Authority should consider which academic provider they are partnered with to deliver the university. The Combined Authority has issued a Prior Information Notice and Expression of Interest which will test the market for early interest. A detailed selection process for the new academic partner will take place over the autumn.
- 4.46 Further findings of the review included:
- The robust plan in place will deliver a Peterborough University on time on the Bishop's Road site on the Embankment. That means 2,000 students by 2022 in an iconic building.
  - The plan will allow the delivery of a curriculum that meets the needs of both students and employers, and with new and progressive delivery models, such as degree apprenticeships and two-year degree programmes.
  - The plan includes strategies to potentially raise the amount of revenue and capital funding currently available for the project (£13.83M from the Combined Authority) to as much as £20M.
- 4.47 To support the next stage of delivery, consultancy firm Mace have been selected to deliver on the Combined Authority's Action Plan. They bring a multi-disciplinary team with a wealth of experience in the delivery of university projects around the UK including most recently the successful delivery of the University of Northampton.
- 4.48 The next milestones in the project are -

Action	Timescale
Run a university delivery partner selection process to confirm the best choice of academic partner. Agree with the selected academic partner a UoP Delivery Plan to 2030.	June-Nov 2019
Site assessments and planning preparation and permissions.	June 2019-March 2020
Engage consultants to work alongside CPCA to co-develop and deliver an outline business case for approval at CPCA Board in October 2019. This will specify curriculum, delivery modes and buildings.	June-Dec 2019
Run procurement competition for design and build contractors. Agree prospectus for the university outlining how the proposed curriculum and delivery models influence the spatial planning for the site.	Jan-June 2020
Develop the outline business case into a full business case to enable approval to award contracts to develop and build the new university buildings.	Jan-June 2020
Construction, design and planning.	July-Dec 2020
Mobilisation and capital build.	Jan 2021– Summer 2022
Doors open for students.	September 2022

4.49 A further update will be brought early in the new year or as any further progress becomes clear.

#### 4.50 Peterborough Pupil Referral Service

4.51 The Peterborough Pupil Referral Service (PPRS) has seen a significant increase in the number of pupils accessing its provision over the last 5 years. Despite these pressures, comparing the provision against other authorities nationally, suggests that Peterborough has more alternative provision places per pupil than the majority of other local authorities. There has been dialogue between schools and the Local Authority for some time about longer term plans to reduce demand.

4.52 The PPRS has operated independently of the city council since November 2017, after it was agreed that an independent governing body could take over its management. In effect, the service was able to operate in the same way as a school, with a governing body. However, the service has been taken back into local authority control, after an Ofsted inspection found the overall effectiveness of the service to be inadequate.

4.53 Key issues identified in the report were –

- Over time, leadership capacity has become overstretched as the range of services provided has grown.
- The three centres operate as separate units. A lack of coherence across the provision results in inequalities in pupils' experiences.
- Middle leaders do not have access to all the information they need to help them make the improvements required.
- Governors have an overgenerous view of the quality of education that the service provides because some information given to them is inaccurate.
- The quality of teaching, learning and assessment, especially for the most able pupils and pupils with special educational needs and/or disabilities (SEND), is uneven across key stages, centres and subjects.
- Too many pupils stay on part-time programmes for too long and so they do not make the progress they should.
- The number of pupils placed on fixed-period exclusions is too high. Leaders are not precise enough in identifying improvement strategies to keep pupils in school.

- Arrangements for safeguarding the high proportion of pupils on part-time provision are inadequate.
- Attendance records are inaccurate. There is insufficient leadership oversight of the attendance information held by administrators.
- Leaders have not ensured that all staff are effective in using the agreed restraint procedures or the designated 'calm' rooms appropriately. This means that, potentially, vulnerable pupils are unsafe.

4.54 Strengths were identified in terms of breadth of study offer, relations between students and staff, progression of pupils when they left and support for the vulnerable non-excluded pupils groups the service supports.

4.55 Since the inspection, a Cabinet Member Decision Notice was issued in July to reverse the delegation of responsibility to the governing body and the governing body has been stood down.

4.56 A new management committee will be put in place in the autumn and immediate line management of the PPRS has reverted to the Service Director for Education. The service has focused on addressing the weaknesses outlined in the report and the local authority will be working with the Department for Education to support the school to join an academy trust within nine months (as required by legislation). The future of the additional services the PPRS provides for the local authority will be considered as part of the academisation process. Updates will be provided in future reports.

#### 4.57 **Schools Workforce**

4.58 One of the key areas of the new Ofsted Framework is the focus on the quality of education judgement. This is strongly influenced by the staff in schools, who contribute to what children learn on a daily basis. Our workforce is a key issue identified in our action plan and Peterborough has many challenges around attracting and retaining teachers. In 2015, Teach Peterborough was set up to support this challenge and this has been hugely successful in creating a national platform for attracting teachers from elsewhere in the country.

4.59 Each year in November, the Department for Education (DfE) undertakes a workforce census to capture the characteristics of staff in schools. The statistics include:

- Teachers' salaries
- Qualifications
- Sickness absence levels
- Number of teaching vacancies

4.60 We have developed a tool to allow schools to compare themselves against national norms for their workforce and other similar schools in Cambridgeshire and Peterborough. We hope that heads and their governance arrangements review these and ensure appropriate action (where necessary) is taken.

4.61 Appendix 3 gives an overview of this data (the tool is available to members on request) and the key findings are –

- There has been a 9% increase in our total school workforce since 2014, compared to a national increase of only 1%. This shows the rapid growth Peterborough has experienced compared to other parts of the country. However the most significant change is a near 5% increase in the number of full time equivalents in our schools in the space of one year from 2017 to 2018.
- The number of teachers has grown significantly with an increase of 107 since 2014 and a 10% increase since 2014. Nationally the number of teachers has declined by 0.5%.
- Our ratio of teaching assistants to teachers remains slightly above national with 0.7 TA to every teacher.
- The increase in our teacher cohort has seen our pupil teacher ratio fall below the national picture for the first time with now 17.5 children per teacher. This is hugely positive and shows the success we have had recruiting and training teachers but it still shows a huge gap on other comparable authorities. However, Newham, in a similar context, has 15.7

pupils per teacher.

- Peterborough has less teachers from minority ethnic groups than the national average which suggests further work is needed to encourage a representative workforce. This will be considered. The teaching assistant role however has a greater proportion and this may create an opportunity for those with degrees to train to become teachers.
- There remains a higher proportion of higher level teaching assistants than compared to national and this reflects in the relatively lower level of teachers with qualified teacher status.
- Pay for teachers remains below national and has fallen below the East of England level in 2018. This is a concern in a competitive market nationally and reflect the challenges of funding we are facing.
- Sickness rates remain higher than national, around 1.5 days more per FTE. This has been increasing over time and reducing the level of sickness must be a focus moving forward. The cost of supply cover are significant (£2.1m if every day sickness was covered) but there is also an impact on pupils in terms of continuity and understanding each pupils needs.

4.62 Although not reported at a school or local authority level, the DfE also produce vacancy data by subject for secondary schools at the national level. The key shortage areas are (shown in order of highest shortage) –

- Information technology
- Commercial / business studies
- Science – all areas
- Mathematics
- Design and technology
- English

These areas closely coincide with the subject shortage areas we face in Peterborough.

4.63 In Peterborough, our school centred initial teacher training offer, Teach East, has been working hard to address shortfalls in specialist teachers with significant success. Our teaching schools have also supported second subject teaching and developing teaching in these shortage areas. The challenge of retention in teaching remains a critical issue.

#### 4.64 **Schools Funding**

4.65 On the 22<sup>nd</sup> July, a letter was sent to the then Secretary of State for Education outlining the funding challenges in Peterborough. A copy of this letter can be found in appendix 4.

4.66 A response was received from the new Secretary of State for Education on the 15<sup>th</sup> August 2019. The letter recognised the budgeting challenges that schools are facing and the fact the new Prime Minister had committed to additional funds for schools. This would be part of the spending round due to be completed in September.

4.67 Information was also given on the challenges around SEND funding and the recent call for evidence. The Minister gave a commitment around a full consideration of levels of funding and how the system operates to make sure '*the funding system for children and young people with special educational needs and disabilities (SEND) is working effectively to get money to the right place at the right time*'.

4.68 Our request for a meeting with the Secretary of State was declined however. A meeting was held with Shailesh Vara MP on the 2<sup>nd</sup> August with the Cabinet Member for Education, the Committee Chair for Education in Cambridgeshire and the Leader of the Council. Mr Vara has written to Nick Gibb, Minister of State for School Standards, to request a meeting so the funding challenges of Peterborough can be shared.

## 5. **CONSULTATION**

5.1 Not applicable

## **6. ANTICIPATED OUTCOMES OR IMPACT**

- 6.1 That the Committee continues to support Officers and others to continue the work which has begun, noting that this is long term and will not necessarily have immediate impact upon outcomes.

## **7. REASON FOR THE RECOMMENDATION**

- 7.1 To raise awareness amongst Committee Members for the need for improvement and to ask for their support for future actions to be taken as appropriate.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

- 8.1 *None*

## **9. IMPLICATIONS**

### **Financial Implications**

- 9.1 Existing resources will be used for the actions outlined in the document. Any emerging cost from the SEND Written Statement of Action will require separate approval if this is the case.

### **Legal Implications**

- 9.2 None

### **Equalities Implications**

- 9.3 None

### **Rural Implications**

- 9.4 The challenges in rural schools are included as part of the overall consideration of the actions in the report. A report on rural schools outcomes will be shared in January.

## **10. BACKGROUND DOCUMENTS**

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

- 10.1 "Peterborough City Council Education Review" by Cllr Lynne Ayres, August 2017.

## **11. APPENDICES**

- 11.1 Appendix 1 – Education Action Plan Review  
Appendix 2 – Education Action Plan Academic Year 2019/20  
Appendix 3 – Peterborough School Workforce Census  
Appendix 4 – Letter to the Secretary of State for Education re. Peterborough School Funding

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Appendix 1 - Update on January 2018 Action Plan – September 2019

Outcome to be Achieved	Agreed Action	Action Delivered	Next Steps
<p>Create a Strategic Board for Education.</p> <ul style="list-style-type: none"> <li>• Greater understanding by officers, members and schools of issues, concerns, strengths</li> <li>• Service resilience improved and clear structures in place</li> <li>• Clarity of current quality of performance of Education Services</li> </ul>	<ul style="list-style-type: none"> <li>• Agree the role of function of a strategic board for education including the link to Cambridgeshire.</li> <li>• Focus areas to include succession planning and capacity building within Education Services to ensure sustainability and resilience of functions.</li> <li>• Produce and confirm structure for Education Services and share across the education system / network</li> </ul>	<ul style="list-style-type: none"> <li>• The School performance clinic has been re-established to allow senior political leaders to challenge officers on performance and their oversight of educational improvement.</li> <li>• New ‘Schools Causing Concern’ forum established where staff from across PCC work together to ensure a full understanding of schools and the need for intervention as well as identifying best practice.</li> <li>• The LA has provided funded to Primary and Secondary heads group to enable the development of partnerships which are included in the updated action plan.</li> <li>• CEO group is successfully evolving into this space.</li> <li>• Restructure of Education services is complete – shaped by feedback from school survey.</li> <li>• Shared services work has created additional capacity and sustainability by working in conjunctions with Cambridgeshire.</li> </ul>	<p>Focus on emerging models for school led improvement from Primary and Secondary Heads and working as part of CEO forum.</p>

Outcome to be Achieved	Agreed Action	Action Delivered	Next Steps
<p>Create strategy for education across the county to include vision and priorities</p> <ul style="list-style-type: none"> <li>Gaps to national average (attainment) close.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Board to set up a working group to prepare strategy.</li> <li>To include a range of representatives from across the education system (to include local authority, MATs, early years / primary / secondary school reps, young people.</li> <li>Create CEO Forum for MAT representation</li> <li>Focus on key areas of concern in the first instance including reviewing best practice elsewhere               <ul style="list-style-type: none"> <li>KS1 Phonics</li> <li>KS2 Reading and Maths</li> <li>Outcomes for disadvantaged/vulnerable learners</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The strategy was developed and consulted upon by the new Service Director for Education as he came into role (see main report).</li> <li>CEO Forum (which includes the LA in membership) operating effectively and beginning to provide leadership for Education in Peterborough.</li> <li>Significant work undertaken on Phonics working with Newham including a conference in spring 2019.</li> <li>Emerging strategy for Primary and Secondary that is schools led in development.</li> </ul>	<p>Vision set in February 2018 – to be redefined in Autumn 2019 in light of results and current challenges / emerging view from leaders groups.</p>
<p>Create communications strategy</p> <ul style="list-style-type: none"> <li>Run a high profile media campaign to raise public awareness of education successes and challenges</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Board to set up small working group to include communications staff from both authorities and termly reference group to prepare strategy.</li> <li>Strategy should include regular communication from the service director eg newsletter/blog</li> <li>Meet with communications staff to create a programme of key messages to be used across social media platforms, council website, schools network and a mechanism to monitor activity / impact</li> </ul>	<ul style="list-style-type: none"> <li>Regular media updates including Service Director column in Peterborough Telegraph and an increasing number of positive messages in local media.</li> <li>Weekly newsletter sent to schools and governors on key issues within Peterborough and horizon scanning information.</li> <li>Successful #pboroschools twitter campaign which highlighted excellent practice and success in our schools.</li> <li>Highlight in local, regional and national press of financial challenges in schools in Peterborough.</li> </ul>	<p>Complete – but needs to feature as part of day to day business</p>



Outcome to be Achieved	Agreed Action	Action Delivered	Next Steps
<p>Create robust and effective system to collect and analyse data that is easily accessible and interpreted across the education system</p> <ul style="list-style-type: none"> <li>Improved clarity of understanding of outcomes for vulnerable groups and general localities</li> </ul>	<p>Set up working group with performance / business intelligence staff from PCC and CCC together with data representatives from schools, health etc.</p> <p>Main objective is to produce a fully integrated and accessible data sharing portal, that would improve the process for educational leaders and impact the quality of education and services they provide</p>	<p>Working group met 2 times delivering -</p> <ul style="list-style-type: none"> <li>Schools on a page developed which will be available for schools in September 2019</li> <li>Use of Nexus – all primary schools have been given access to save time and allow wider analysis.</li> <li>Question Level Analysis – schools individual question performance analysed against national to focus on weaknesses in area of teaching.</li> </ul> <p>Further actions include -</p> <ul style="list-style-type: none"> <li>Early data sharing – LA maintained primary schools met in July to look at early actions needed</li> <li>Sharing data with Early Years settings to show the outcome of children after the first year in school. This has identified gaps in children learning which can refined and updated. It has focused on the importance on early phonics.</li> </ul>	<p>Complete – but needs to feature as part of day to day business. Next steps to develop context and look at data which impacts outcomes e.g. social care interventions, mobility, inclusion.</p>
<p>Ofsted –</p> <ul style="list-style-type: none"> <li>Develop joint training programme with Ofsted</li> <li>Continue schedule of regular meetings with Tim Bristow HMI</li> </ul>	<p>Meet with Tim Bristow HMI to produce training programme for 2018/19 (skilling up and self-evaluation of staff)</p> <p>Contact Tim to confirm dates and then create schedule for 2018/19 outlining key topics to be discussed</p>	<p>Two conferences were delivered successfully with positive feedback –</p> <ul style="list-style-type: none"> <li>Ensuring ‘Good schools’ achieving good outcomes</li> <li>New Ofsted framework</li> </ul>	<p>Complete – termly meetings now in place to ensure close working together.</p>
<p>Arrange a follow up ‘Big Conversation Conference’ in 2018/19</p>	<p>Start preparations for a conference in 2018/19 to include sourcing a venue, agreeing a date, identifying keynote speakers to include a school who has similar demographics / issues to Cambridgeshire and Peterborough.</p> <p>Conference content to include activity / action / impact since the previous conference.</p>	<p>Headteachers meetings are in place for primary, secondary and special and they have been fully engaged with the progress of the action plan. This has evolved into their leadership of the challenges in Peterborough.</p> <p>Two governor conferences have been held with strong attendance and high</p>	<p>Complete but consideration of a large school conference is needed moving forward.</p>

Outcome to be Achieved	Agreed Action	Action Delivered	Next Steps
		quality external speakers.	
Improve recruitment and retention of teachers across the county	Raised awareness of recruitment/retention issues; Increased involvement of Teaching Schools / Teach East Retention rates improve Recruitment improves	<ul style="list-style-type: none"> <li>• Teach Peterborough Website has been updated and Peterborough schools sign posted to new DfE job site.</li> <li>• Workforce tool developed to allow schools to compare their workforce census details.</li> <li>• Pupil:Teacher ratio have improved and overall teacher numbers have increased.</li> </ul>	Key action moving forward.
Emotional health and wellbeing of children and young people in and out of education <ul style="list-style-type: none"> <li>• Greater awareness of mental/emotional needs of young people and plans in place to address these needs</li> </ul>	Joint Strategic Needs Assessment (JSNA) to be commissioned	Delivered. Will be a key focus on vulnerable groups moving forward.	Complete
Develop further the school led system across the two authorities <ul style="list-style-type: none"> <li>• Remodel aspects of the PSISN/School to school support across cambs and p'boro</li> </ul>	Service Director to identify potential schools and meet with heads to discuss opportunities / packages available (consider bid writer / facilitator role) Teaching Schools / NLE / LLE / SLES including support from external areas. Clarity and resilience of the school-led system, leading to improved leadership and outcomes in schools.	<ul style="list-style-type: none"> <li>• Sub-Regional Improvement Boards removed so focus has been on developing the school led system in Peterborough.</li> <li>• Greater focus on Teaching Schools in Peterborough and the profile has been raised – being used to commission outcomes for the first time.</li> <li>• Peterborough Learning Partnership has been successfully closed to support a great emphasis on the role of the teaching schools in the system.</li> </ul>	As part of Strategic leadership work strand moving forward.

Outcome to be Achieved	Agreed Action	Action Delivered	Next Steps
		<ul style="list-style-type: none"> <li>• Heads groups / CEO forum owning their own development needs and plans – facilitated and supported by the Local Authority.</li> <li>• Emerging partnership arrangements which will encompass challenge and support.</li> <li>• LA maintained schools working together to improve including challenge and support groups.</li> </ul>	
<p>Examine pupil mobility in schools against the wider national and local context</p> <ul style="list-style-type: none"> <li>• Clear understanding of issues causing pupil mobility</li> <li>• Plans in place to begin to address and mitigate issues of pupil mobility</li> </ul>	<p>Co-ordinate a survey to gather the views of all school heads / leads            Conduct an analysis of available statistical and documentary information relating to the scale, pattern and dynamics of mobility in the school system            Identify best practice elsewhere and engage schools / MATs in addressing the concerns</p>	<ul style="list-style-type: none"> <li>• Key focus has been on working with authorities where mobility is higher. Schools have visited Newham and we are facilitating to visits to Kings Lynn where mobility is high.</li> <li>• Data workstream has begun to examine how mobility is impacting on outcomes.</li> </ul>	<p>To be considered under vulnerable pupil strand</p>
<p>Set up Vulnerable Children Board</p> <ul style="list-style-type: none"> <li>• Improved outcomes for vulnerable groups, including SEND</li> <li>• Closing of the gap to national average.</li> </ul>	<p>Monitor performance of SEN/CWD/LAC, children with emotional and behavioural problems; address challenges            Ensure appropriate actions to ensure children are school ready</p>	<p>Vulnerable children group established and met a number of times across the academic year.            New SEND group established to provide leadership of the SEND reforms which includes wider vulnerable groups.            Review of Social and Emotional Mental Health provision in Peterborough undertaken.</p>	<p>To be considered under vulnerable pupil strand</p>
<p>Monitor progress of the SEND action plan following inspection in March 2017 in Cambs and prospective inspection in Peterborough</p>	<p>Impact / outcomes of improvements made</p>	<p>Ofsted inspection has been undertaken and provides key focus area moving forward.</p>	<p>To be considered under vulnerable pupil strand</p>

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Appendix 2 – Education Action Plan Academic Year 2019/20

Intent	Implementation	Impact	Timescale	RAG / Progress
<b>Strategic Leadership of Education including Partnership Developments with Ofsted / Academy Trusts / DfE</b>				
Ensure an effective set of partner arrangements are in place and proposed action outlined in later section are delivered	Work via the CEO group and Heads Forum to ensure there is sufficient capacity and drive to put in place actions.	Focused support and capacity for all schools to improve.	Developed and delivered in 2019/20 academic year.	
Ensure there is a clear intervention into every school which is underperforming and appropriate action plans are put in place.	<ul style="list-style-type: none"> <li>Formal warning notices and letter of concerns issued to maintained schools.</li> <li>Meetings held with CEO of all academy trusts in Peterborough.</li> </ul>	Schools causing concern are highlighted and action is timely and has impact on 2020 outcomes.	<ul style="list-style-type: none"> <li>September 2019</li> <li>By end of Autumn 2019</li> </ul>	
Communication to the public on successes and progress with actions is clear	<ul style="list-style-type: none"> <li>Successes continue to be collected from schools.</li> <li>Scrutiny receives a clear overview of progress in improving education</li> </ul>	A clear, honest and balanced narrative around the progress is available and shared with the public in Peterborough	Delivered throughout the 2019/20 academic year.	
Improving outcomes in Phonics in Peterborough	<ul style="list-style-type: none"> <li>Developing a strategic board to develop and review impact;</li> <li>Training Phonics Champions based upon the Derby City model</li> <li>Setting up phonic network meetings for 3 groups (continuing support group and newly targeted schools; schools who had seen improvements this year and any schools; 90+ group);</li> <li>Governor training – ensuring leadership focus</li> <li>Developing links with English Hub;</li> <li>CPD deliver support by Newham.</li> <li>Working with Early Years colleagues and PVI sector for early implementation</li> </ul>	Phonics outcomes move in line with statistical neighbours	<ul style="list-style-type: none"> <li>November 19</li> <li>December 19</li> <li>October 19</li> <li>September 19</li> <li>Ongoing</li> <li>Autumn 19</li> <li>Spring 20</li> </ul>	

Intent	Implementation	Impact	Timescale	RAG / Progress
<b>Review structures and support arrangements for governance in Cambridgeshire and Peterborough to ensure effective challenge and support arrangements are in place to drive school improvement</b>				
Improving the level of challenge and support to governing bodies	<ul style="list-style-type: none"> <li>• Appointment of new strategic lead for governance for CCC and PCC.</li> <li>• Work with the governor leadership group to develop the role of Local Leader of governance and provide governance review capacity to ensure effective leadership in school governing bodies / Local governing bodies.</li> <li>• Work with National Leader Governance Advocate for NE London and East of England to develop the training offer available to schools in Peterborough and through teaching schools.</li> <li>• Rural Schools Governance Conference to highlight challenges and different ways of working</li> </ul>	Greater capacity to support the development of governance – a key strand of school improvement. It is hoped these changes will lead to improvement in outcomes of pupils.	<ul style="list-style-type: none"> <li>• September 2019</li> <li>• December 19</li>   <li>• September 19</li>   <li>• November 19</li> </ul>	
Develop marking campaign to encourage the recruitment and retention of school governors especially in skill shortage areas.	<ul style="list-style-type: none"> <li>• Update vacancies / skills gap analysis for all schools in Peterborough</li> <li>• Develop the use of Teach Peterborough as the portal for recruiting new governors / trustees.</li> <li>• Provide a local forum for the Young Governor Network and encourage sign up by all those under 40.</li> </ul>	Reduce governor vacancies by 50% from current level of vacancies and provide additional capacity for improvement. Succession planning in place for governing bodies.	<ul style="list-style-type: none"> <li>• November 19</li> <li>• October 19</li> <li>• October 19</li> </ul>	
<b>Create robust and effective system to collect and analyse data that is easily accessible and interpreted across the education system</b>				
Further improve the enhanced data offer open to schools which is timely and creates impact on children and young people.	<ul style="list-style-type: none"> <li>• Improve secondary data analysis including the joint procurement of a data tool for Key Stage 5</li> <li>• Develop further the context around schools to support the school on a page</li> </ul>	Timely interventions for schools based upon strong data analysis. Schools able to identify areas of best practice.	<ul style="list-style-type: none"> <li>• November 19</li> <li>• December 19</li> </ul>	

Intent	Implementation	Impact	Timescale	RAG / Progress
	including social care interventions, mobility, SEND and inclusion. <ul style="list-style-type: none"> <li>Analysis produce of school attainment on entry to primary education and benchmark with other schools.</li> </ul>		<ul style="list-style-type: none"> <li>January 2020</li> </ul>	
<b>Leadership of Education Services within the Local Authority</b>				
An improved local authority that meets the needs of schools and effectively discharges its statutory responsibilities.	<ul style="list-style-type: none"> <li>Complete recruitment to senior management structure – appointment of Assistant Director – Schools and Setting Improvement.</li> <li>Develop published protocol for LA role on intervention in academies and how to work with Regional School Commissioner.</li> <li>Produce a city wide education data overview to support the development of all schools strategies following the publishing of 2019 outcomes</li> <li>Role of elected members – put in place an effective process for elected members to engage with schools and support them to improve.</li> <li>Re-run school survey to understand challenges and areas for improvement / progress.</li> <li>Allocate a link officer Link role to schools – ensuring there is a senior officer in PCC linked to every school with a view to an annual visit and termly contact including contact with the Chair of governors / Local governing body.</li> </ul>	Greater support to schools. More challenge in place around education standards. Greater knowledge of schools and the challenges they are facing.	<ul style="list-style-type: none"> <li>January 2020</li> <li>December 19</li> <li>October 19</li> <li>November 19</li> <li>January 2020</li> <li>October 2019</li> </ul>	

Intent	Implementation	Impact	Timescale	RAG / Progress
New LA model for School Improvement ensuring every maintained primary schools is supported to improve.	<ul style="list-style-type: none"> <li>• Every maintained schools visited at least 3 times a year including a data visit in the autumn including specialist support when needed.</li> <li>• Bespoke package of support for targeted intervention school developed.</li> <li>• Increase capacity of team through using expertise externally including former HMI, Newham and high performing headteachers from Cambridgeshire.</li> <li>• Ongoing working between the LA and its maintained schools to share best practice and collaborate to improve.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in maintained schools and a better understand of the challenges we face.</li> <li>• Early intervention where schools are declining.</li> <li>• Additional support for those schools who need most support.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• September 2019</li> <li>• In place</li> <li>• Ongoing</li> </ul>	
<b>Improve recruitment and retention of teachers across the county</b>				
Develop of City Wide agreed strategy on recruitment and retention (supporting the secondary work strand)	Working group reformed to put together a strategy in conjunction with teaching schools that apply to schools across Peterborough.	More teachers / support staff recruited and reduced number of vacancies.	<ul style="list-style-type: none"> <li>• January 2020</li> </ul>	
Explore options around increasing the number of teachers in Peterborough (starting September 2021) in conjunction with teaching schools and Cambridgeshire.	Consider new approaches including – <ul style="list-style-type: none"> <li>• Return to teaching events</li> <li>• Teacher apprenticeships</li> <li>• Full review of term dates as a retention tool for staff.</li> </ul>		<ul style="list-style-type: none"> <li>• January 2020</li> </ul>	
<b>Support to improving the outcomes of vulnerable learners</b>				
Increasing the take up of Pupil Premium (next census count in January 2020)	<ul style="list-style-type: none"> <li>• Review current data comparing deprivation against free school meal take up.</li> <li>• Explore extending the support / portal offered by Cambridgeshire to schools to encourage parents to sign up.</li> </ul>	Greater recognition of deprivation in schools and nationally. Further funding to support improved outcomes.	<ul style="list-style-type: none"> <li>• October 2020</li> <li>• November 2019</li> <li>• November</li> </ul>	



Intent	Implementation	Impact	Timescale	RAG / Progress
	<ul style="list-style-type: none"> <li>Review data held by PCC and its partners to identify children who might be eligible for pupil premium but are not claiming.</li> </ul>		2019	
Update and refresh EAL strategy including data by key groups	<ul style="list-style-type: none"> <li>Refresh strategy from 2013 and develop action plan to continue to close gap with other authorities.</li> <li>Re-engage supplementary schools to support development of first language GCSEs and improved information sharing as part of the integrated communities programme.</li> </ul>		<ul style="list-style-type: none"> <li>February 2020</li> <li>December 19</li> </ul>	
Improving the support for challenging behaviour and SEMH in schools	<ul style="list-style-type: none"> <li>Address the findings from the review of Social Emotional and Mental Health provision in Peterborough.</li> <li>Steps behaviour programme - Planned for maintained schools for the 15<sup>th</sup> October – will be opened up to Academy Schools</li> <li>Support the transitioning of PPRS to Academy Status and residual services back into the Local Authority.</li> </ul>	Increase capacity in system to support schools in mainstream, an effective exclusion process and an improved Pupil Referral Unit.	<ul style="list-style-type: none"> <li>November 19</li> <li>October 19</li> <li>April 2020</li> </ul>	
Admissions and School Access (including ensuring pupils are not off-rolled)	<ul style="list-style-type: none"> <li>Implement revised Fair Access protocol (draft consulted upon in Summer 2019) - 'Challenging Behaviour' and 'Children who have difficulty securing a school place'.</li> <li>Formally commence the updated arrangements for the use of part time timetables</li> <li>Update guidance to parents on the challenges in moving schools in year</li> </ul>	Ensuring children access school promptly and have high attendance.	<ul style="list-style-type: none"> <li>November 19</li> <li>September 19</li> <li>October 19</li> </ul>	

Intent	Implementation	Impact	Timescale	RAG / Progress
Address the actions arising in the written statement of actions following the SEND Inspection	<ul style="list-style-type: none"> <li>Ensure action plan developed and delivered.</li> </ul>	Concerns expressed by Ofsted are addressed in a timely manner.	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	

## **Emerging Themes for Secondary Improvement**

The action plan for Secondary schools covers 4 key areas is outlined below. A full action plan is being considered in Peterborough Partnership of Secondary Schools (PPSS) and Peterborough CEO Forum in September.

### **Leadership**

1. Governance
  - a. Skills – capture the skills required for effective governance – audit, job description, desirable skills. Skills audit completed for each GB using National Governors Association template. Audits combined into single overview document.
  - b. Training - provide bespoke training for those in governance at each stage of the journey. Use audit to identify training needs and the LA will co-ordinate training based on identified need.
  - c. Pool - develop a pool of governors that could serve in any Peterborough school or fill gaps where there are critical challenges.
2. Retention of School Senior Leaders (with a key focus being the teaching school delivering for sustainability)
  - a. Headspace programme for secondary heads to support in the challenges of leadership
  - b. Buddy for new heads
  - c. Programme of development and support for those new to senior leadership.
  - d. Preparation for the next phase of development: leadership skills.
  - e. Preparation for senior leaders/heads for the new roles e.g. at MAT level.
3. Middle Leadership
  - a. New to Middle Leadership programme.
  - b. Programme for experienced middle leaders - Peterborough-wide projects.
  - c. Preparation for senior leadership – opportunity to work with other heads – secondment.

### **Vulnerable Pupils**

1. Safer Schools Officer Programme – consider options around how this programme could return to support some of the challenges schools are currently facing with behaviour / approaches outside of schools.
2. Impact of Austerity - schools to outline the impact of austerity on vulnerable children (in- school support, shrinking availability of external services) with a view to considering how best to work together to improve these challenges.
3. Impact and Development of Hubs on Vulnerable Pupils – how we may wish to consider other approaches to support our most vulnerable pupils including the use of hubs.
4. Bidding for funding for ‘Just About Managing ’ / Pupil Premium pupils – including collecting data on just about managing (both educationally and social economically and look at options around funding bids.

### **Recruitment and Retention**

1. Carrying out an audit across schools to including information such as reasons teachers are leaving the profession, Absence data

- related to stress, etc, The age/career profile, Any unfilled vacancies incl. long-term supply, The extra demand for future teachers
2. Retention of all staff - Create a city-wide charter that sets out parameters and expectations for key stakeholders, with the intent of reducing stress factors on school staff at all levels.
  3. Increasing number of trainees into the City – including further investment in Teach East to increase annual numbers to 70 and Teach East to develop its geographical sphere of influence beyond the boundaries of Peterborough via links with other LAs and higher education establishments.
  4. Retention of younger staff - A collective approach to workload reduction across Peterborough including sharing of successful strategies in Peterborough Schools, work/life balance approaches and key working housing.
  5. Recruiting greater number of staff of all experiences into the City - The consideration of the benefits of 'one-off' recruitment packages and the potential impact this might have on increasing recruitment.

#### Curriculum and Outcomes

1. Establish a city-wide MFL strategy to optimise E-Bacc outcomes through
  - a. Collating a menu of city support for community languages and identifying gaps in provision
  - b. Facilitating dialogue amongst city MFL leaders: establishing school-to-school support and a new Curriculum Leads meetings
  - c. Considering KS2 MFL co- ordination to optimise MFL transition into KS3 – including audit of current language provision in primary and identifying leaders in primary schools.
2. Data - Agree to continue or adapt current data collection. Agree data collections windows for 2019-20 Share and respond to summary data
3. Curriculum Development - To stage city-wide opportunities to support schools in reviewing their KS3 curriculum and the impact it is having on outcomes. The focus will be on leaders working together including teach meets, workshops, Triads, etc.
4. Careers - To establish innovative CEIAG practice across the city, to enrich the curriculum and raise student aspiration
5. Support for Improving Maths Outcomes – consideration of developing a sub hub of the Maths hub led by leading practioners in the city to share best practice and create more ambassadors for maths

### **Key Actions arising from review of outcomes with LA maintained Primary Schools (and Nursery)**

- Deliver targeted training session in the autumn term for EYFS practitioners on developing pupils' language skills
- "School readiness project" extended into two years before school in order to help to bring more children into this work at an earlier stage of their development.
- Further delivery of the LA "Leading Assessment and Moderation" CPD session to ensure expectations are known.
- Cluster LA maintained schools into smaller groups to carry out further cross-school moderation in the Spring-term around expectations at Key Stage 1.
- Year 6 workshop to be lead by St Johns Orton / Winyates and Paragon Teaching School on best practice. This will include further consideration of "Power to Perform" element of PiXL as this has had good impact looking at pupil as a whole and any barriers to success.
- Reading for Inference Training including visit to a Peterborough School where this has had significant impact.
- Working together to share experiences from the trail of the on-line times tables test including support from the Maths Hub.
- Increase offer from the PCC early years team to extend their offer into reception. The offer will include support for the practical element with high needs children without a plan and how to support in the interim.

### **Emerging themes in Primary Partnership Model**

As part of the primary development model, a survey of school development areas were undertaken and identified the following areas for the partnership to deliver-

#### Attainment

PP pupils, GDS/Higher standard, Higher standard in Maths, Combined attainment, reading for greater depth, attainment in reading/Maths/Writing, increasing the % achieving expected level in reading.

#### Curriculum

Develop read, write inc, develop the wider curriculum (ICTAC), develop Reading/Writing/Speaking/Listening/Performance & the Arts, Cohesive knowledge curriculum, Maths mastery, develop a broad knowledge based curriculum, develop a wider curriculum, Writing focus.

#### Teaching and Learning

Direct instruction and modelling, T&L in Maths & Science, use of IT to support T&L, teaching of reasoning and problem solving in maths, teaching of reading skills.

#### Assessment

Develop and refine procedures, Finalise the approach to assessment without levels, standardised tests and tracking systems

#### Leadership

Developing effective leadership for raising standards, develop leadership across the school

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### Appendix 3 – Peterborough Schools Workforce Census 2018 / 2017 / 2014 Comparison

	2018			2017			2014			Change since 2018		Change since 2014	
	Peterborough	East of England	National	Peterborough	East of England	National	Peterborough	East of England	National	Number	%	Number	%
Total School Workforce (Headcount)	6548	155289.4	1318708	6364	156757	1328986	6007	154943	1310589	184	2.9%	541	9%
Total School Workforce (Full-time Equivalent)	4720.1	106392	947274	4500.4	105798	946201	4318	105697.1	941849.1	220	4.9%	403	9%
Total Number of Classroom Teachers (Full-time Equivalent)	1806	42584	383366	1720	42562	383780	1700	43173	388654	85	5.0%	105	6%
Total Number of Teachers in the Leadership Group (FTE)	339	7611	70045	317	7502	69235	252	7190	66894	22	6.9%	87	35%
Total Number of Teachers (Full-time Equivalent)	2144	50195	453411	2037	50063	453015	1952	50363	455549	107	5.3%	192	10%
Total Number of Teaching Assistants (Full-time Equivalent)	1415	29971	263913	1356	29425	262056	1330	28256	254711	59	4.4%	85	6%
Total Number of Non Classroom-based School Support Staff (FTE)	702	16823	144799	657	16739	144689	637	17080	143352	45	6.9%	65	10%
Total Number of Auxiliary Staff (Full-time Equivalent)	459	9404	85151	451	9570	86441	399	9999	88237	8	1.8%	60	15%
Percentage of All Teaching Staff who Work Part-time (%)	24%	28%	24%	28%	31%	26%	22%	27%	23%	-4.3%	-15.4%	2%	7%
Ratio of Teaching Assistants to All Teachers	0.7	0.6	0.6	0.7	0.6	0.6	0.7	0.6	0.6	0		0	0%
Pupil: Teacher Ratio	17.6	18.2	18	18.1	18	17.9	17.7	17.2	17.1	-0.5		-0.1	0%
All Teachers who Are Male (%)	27%	26%	26%	27%	26%	26%	27%	26%	26%	0%	-0.4%	0%	-1%
All Teachers from Minority Ethnic Groups (ie Non-white British) (%)	12%	12%	14%	12%	12%	14%	11%	11%	13%	0%	-0.8%	1%	8%
Teachers Aged 50 or over (%)	17%	20%	18%	16%	20%	18%	16%	21%	19%	0%	3.1%	0%	2%
Teachers with Qualified Teacher Status (%)	93%	93%	95%	94%	94%	95%	91%	95%	95%	-1%	-1.2%	1%	1%
All Teaching Assistants who Are Male (%)	7%	7%	8%	8%	7%	8%	8%	7%	9%	-1%	-8.6%	-1%	-12%
All Teaching Assistants from Minority Ethnic Groups (%)	18%	10%	15%	19%	10%	15%	15%	8%	13%	0%	-2.1%	3%	23%
All Teaching Assistants that are HLTAs (%)	13%	7%	7%	11%	7%	7%	10%	8%	7%	1%	10.5%	2%	22%
Mean Gross Salary of All Teachers (£)	£38,459	£38,654	£39,504	£37,957	£37,918	£38,816	£36,332	£36,581	£37,397	£503	1.3%	£2,127	6%
Teachers with at Least One Period of Sickness Absence (%)	0.631	0.546	0.544	0.63	0.53	0.55	0.63	0.54	0.55	0.0	0.2%	0.0	0%
Total Number of Days Lost to Sickness Absence	10634	193595	1876903	11849	205830	2005371	9754	212067	2060176	-1215	-10.3%	880	9%
Average Number of Days Lost to Teacher Sickness Absence	5.6	3.7	4	5.4	3.6	4.1	4.87	3.81	4.32	0.2	3.7%	0.73	15%
Number of Full-Time Vacant Posts	2	140	987	3	119	944	4	89.00	1025	-1		-2	
Number of Full-Time Temporarily Filled Posts	17	332	2777	25	379	3046	13	302.00	3205	-8		4	

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Our ref: 19 07 16 SoS Funding VA

Appendix 4

Date: 22nd July 2019

Tel: 01733 452479

Email: [lynne.ayres@peterborough.gov.uk](mailto:lynne.ayres@peterborough.gov.uk)

The Rt Hon Damian Hinds MP  
Secretary of State for Education  
Department for Education  
20 Great Smith St  
Westminster  
London  
SW1P 3BT

Councillor John Holdich OBE  
Leaders Office  
Town Hall  
Bridge Street  
Peterborough  
PE1 1HG

Dear Mr Hinds,

I am writing to outline to you our very serious concerns around schools funding and the impact it is having in Peterborough.

I am conscious we will not be the first local authority in the country to raise this matter with you, as the financial pressures faced by schools nationally are well documented.

However, the challenges experienced by our schools in our city are unique, not least the number of children who speak English as an additional language and the high levels of movement of children between schools each year, which means that the impact of reduced funding is felt much greater.

In addition to these challenges, Peterborough has experienced significant growth in its pupils numbers. Since 2010, the number of pupils in city schools has increased by 26%, more than double the national average, and there are now more than 135 languages spoken.

We have been working hard with our schools and academy trusts to tackle the educational challenges that we face in order to improve standards, but this is becoming increasingly difficult in the context of reducing real terms schools funding.

Whilst I appreciate that the overall education budget has increased, the impact of inflation, pay awards and increasing demands on schools from austerity cuts in other services, including those provided by the local authority, equates to a real terms cut in funding of 10% since 2010.

Officers at the council recently wrote to every headteacher in the city to assess the level of impact that funding cuts have had on schools. The feedback was unanimous in its view that

the lack of funding places significant risk of impacting children's education and as a result their future prospects.

There were many examples of the financial pressures shared by schools including using apprentices to cover roles, reducing the number of teaching assistants, headteachers in large schools teaching classes when there are not enough teachers to cover, increased class sizes in some areas and reducing spending on learning equipment. Some schools are having to remove subjects from their curriculum, such as drama, and one school reported cutting weekly counselling/play therapy sessions offered by the YMCA to children in need of support.

Schools have also raised significant concerns about the requirement for them to fund the first £6,000 of a child's Education, Health and Care Plan, which means funding has to be cut from other areas including the budget for teaching staff. Headteachers have to deal with significant ethical challenges to decide how best to spend their funding. Peterborough has a higher than average rate of Education Health and Care Plans (against statistical neighbours) and I am proud to say that Peterborough is an inclusive city. However our support for the most vulnerable is under pressure in the current context.

We have worked hard as a local authority to keep pace with rising pupil numbers and this has taken significant investment through borrowing and effective strategic planning.

Peterborough has engaged effectively with the Free School programme and we will have four free schools open in September, 5% of our total schools. The Department recently announced Peterborough would be the only authority in the country to receive approval for the consideration of a new school under the new voluntary-aided schools capital scheme.

This has created some challenges locally and given the profile of this new approach and the decision making process I will have to undertake, I would welcome the chance to discuss this with you. I would also like to share with you the feedback we have received from schools of the impact the current level of funding is having on Peterborough pupils as I feel it is important you understand this context.

Yours sincerely,

Cllr Lynne Ayres  
Cabinet Member for Children's Services, Education, Skills and the University

<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 8
<b>11 SEPTEMBER 2019</b>	<b>PUBLIC REPORT</b>

Report of:	Director of Law and Governance	
Contact Officer(s):	Paulina Ford, Senior Democratic Services Officer	Tel. 01733 452508

**MONITORING SCRUTINY RECOMMENDATIONS**

R E C O M M E N D A T I O N S	
<b>FROM:</b> Director of Law and Governance	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>1. Considers the responses from Cabinet Members and Officers to recommendations made at previous meetings as attached in Appendix 1 to the report and provides feedback including whether further monitoring of each recommendation is required.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 The Children and Education Scrutiny Committee agreed at a meeting held on 3 July 2017 that a report be provided at each meeting to note the outcome of any recommendations made at the previous meeting held thereby providing an opportunity for the Committee to request further monitoring of the recommendation should this be required.

**2. PURPOSE AND REASON FOR REPORT**

2.1 The report enables the Children and Education Scrutiny Committee to monitor and track progress of recommendations made to the Executive or Officers at previous meetings.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference No. *Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3:*

*The Scrutiny Committees will:*

- (a) *Review and scrutinise the Executive, Committee and officer decisions and performance in connection with the discharge of any of the Council's functions;*
- (b) *Review and scrutinise the Council's performance in meeting the aims of its policies and performance targets and/or particular service areas;*
- (c) *Question Members of the Executive, Committees and senior officers about their decisions and performance of the Council, both generally and in relation to particular decisions or projects;*
- (d) *Make recommendations to the Executive and the Council as a result of the scrutiny process.*

### 3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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### 4. **BACKGROUND**

4.1 Appendix 1 of the report sets out the recommendations made to Cabinet Members or Officers at previous meetings of the Scrutiny Committee. It also contains summaries of any action taken by Cabinet Members or Officers in response to the recommendations.

4.2 The progress status for each recommendation is indicated and if the Scrutiny Committee confirms acceptance of the items marked as completed they will be removed from the list. In cases where action on the recommendation is outstanding or the Committee does not accept the matter has been adequately completed it will be kept on the list and reported back to the next meeting of the Committee. It will remain on the list until such time as the Committee accepts the recommendation as completed.

### 5. **ANTICIPATED OUTCOMES OR IMPACT**

5.1 Timelier monitoring of recommendations made will assist the Scrutiny Committee in assessing the impact and consequence of the recommendations.

### 6. **REASON FOR THE RECOMMENDATION**

6.1 To assist the Committee in assessing the impact and consequence of recommendations made at previous meetings.

### 7. **BACKGROUND DOCUMENTS**

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

7.1 Minutes of the Children and Education Scrutiny meeting held on 1 November 2018 and 3 January 2019.

### 8. **APPENDICES**

8.1 Appendix 1 – Recommendation Monitoring Report

## RECOMMENDATIONS MONITORING REPORT 2019 - 2020

## CHILDREN AND EDUCATION SCRUTINY COMMITTEE

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
1 November 2018	Cabinet Member for Education, Skills and University / Director of Education	Education Review Monitoring Report	<p><b>RECOMMENDATION</b></p> <p>The Children and Education Scrutiny Committee <b>RESOLVED</b> to recommend that the Director of Education provide the Committee with a report to their September 2019 meeting providing the unvalidated examination data for Key Stages 1, 2, 4 and 5 from all schools across the city.</p>	Report programmed in for 11 September 2019 meeting as part of the Service Director, Education report.	<b>Ongoing</b>
3 January 2019	Director of Law and Governance	Monitoring of Scrutiny Recommendations report	<p>The Children and Education Scrutiny Committee also agreed that:</p> <ol style="list-style-type: none"> <li>1. The report due at the September 2019 meeting in respect of the unvalidated examination data for Key Stages 1, 2, 4 and 5 from all schools across the City should also include rural schools.</li> </ol>	The Service Director, Education to note the additional request to the original recommendation made at the 1 November 2018 meeting of the Committee.	<b>Ongoing</b>

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<b>CHILDREN AND EDUCATION SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 9
<b>11 SEPTEMBER 2019</b>	<b>PUBLIC REPORT</b>

Report of:	Director of Law and Governance		
Cabinet Member(s) responsible:	Cabinet Member for Digital Services and Transformation		
Contact Officer(s):	Paulina Ford, Senior Democratic Services Officer	Tel. 01733 452508	

**FORWARD PLAN OF EXECUTIVE DECISIONS**

R E C O M M E N D A T I O N S	
<b>FROM:</b> Senior Democratic Services Officer	<b>Deadline date:</b> N/A
<p>It is recommended that the Children and Education Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>1. Considers the current Forward Plan of Executive Decisions and identifies any relevant items for inclusion within their work programme or request further information.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 The report is presented to the Committee in accordance with the Terms of Reference as set out in section 2.2 of the report.

**2. PURPOSE AND REASON FOR REPORT**

2.1 This is a regular report to the Children and Education Scrutiny Committee outlining the content of the Forward Plan of Executive Decisions.

2.2 This report is for the Children and Education Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3:

The Scrutiny Committees will:

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

ii) By scrutinising Key Decisions which the Executive is planning to take, as set out in the Forward Plan of Executive Decisions;

**3. TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	N/A
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**4. BACKGROUND AND KEY ISSUES**

4.1 The latest version of the Forward Plan of Executive Decisions is attached at Appendix 1. The

Forward Plan contains those Executive Decisions which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new key decisions to be taken after 30 September 2019.

4.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these executive decisions, or to request further information.

4.3 If the Committee wished to examine any of the executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.

4.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

## **5. CONSULTATION**

5.1 Details of any consultation on individual decisions are contained within the Forward Plan of Executive Decisions.

## **6. ANTICIPATED OUTCOMES OR IMPACT**

6.1 After consideration of the Forward Plan of Executive Decisions the Committee may request further information on any Executive Decision that falls within the remit of the Committee.

## **7. REASON FOR THE RECOMMENDATION**

7.1 The report presented allows the Committee to fulfil the requirement to scrutinise Key Decisions which the Executive is planning to take, as set out in the Forward Plan of Executive Decisions in accordance with their terms of reference as set out in Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

8.1 N/A

## **9. IMPLICATIONS**

### **Financial Implications**

9.1 N/A

### **Legal Implications**

9.2 N/A

## **10. BACKGROUND DOCUMENTS**

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

10.1 None

## **11. APPENDICES**

11.1 Appendix 1 – Forward Plan of Executive Decisions



# **PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS**

PUBLISHED: 30 AUGUST 2019

# FORWARD PLAN

## **PART 1 – KEY DECISIONS**

In the period commencing 28 clear days after the date of publication of this Plan, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below in **Part 1**. 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.

If the decision is to be taken by an individual Cabinet Member, the name of the Cabinet Member is shown against the decision, in addition to details of the Councillor's portfolio. If the decision is to be taken by the Cabinet, this too is shown against the decision and its members are as listed below:  
Cllr Holdich (Leader); Cllr Fitzgerald (Deputy Leader); Cllr Ayres; Cllr Cereste; Cllr Hiller; Cllr Seaton; Cllr Walsh; Cllr Allen and Cllr Farooq.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis to reflect new key-decisions. Each new Plan supersedes the previous Plan and items may be carried over into forthcoming Plans. 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 philippa.turvey@peterborough.gov.uk, Democratic and Constitutional Services Manager, Legal and Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039). Alternatively, you can submit your views via e-mail to or by telephone on 01733 452460. For each decision a public report will be available from the Democratic Services Team one week before the decision is taken.

## **PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE**

Whilst the majority of the Executive's business at the Cabinet meetings listed in this Plan will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies, notice will be given within **Part 2** of this document, 'notice of intention to hold meeting in private'. A further formal notice of the intention to hold the meeting, or part of it, in private, will also be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) Meetings and Access to Information) (England) Regulations 2012.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed (unless a notice of intention to hold the meeting in private has been given).

## **PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

For complete transparency relating to the work of the Executive, this Plan also includes an overview of non-key decisions to be taken by the Cabinet or individual Cabinet Members, these decisions are listed at **Part 3** and will be updated on a weekly basis.

You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Philippa Turvey, Democratic and Constitutional Services Manager, Legal and Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388038), e-mail to [philippa.turvey@peterborough.gov.uk](mailto:philippa.turvey@peterborough.gov.uk) or by telephone on 01733 452460.

All decisions will be posted on the Council's website: [www.peterborough.gov.uk/executivedeisions](http://www.peterborough.gov.uk/executivedeisions). If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Democratic and Constitutional Services Manager using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this Plan.

**PART 1 – FORWARD PLAN OF KEY DECISIONS**

**KEY DECISIONS FROM 30 SEPTEMBER 2019**

<b><i>KEY DECISION REQUIRED</i></b>	<b><i>DECISION MAKER</i></b>	<b><i>DATE DECISION EXPECTED</i></b>	<b><i>RELEVANT SCRUTINY COMMITTEE</i></b>	<b><i>WARD</i></b>	<b><i>CONSULTATION</i></b>	<b><i>CONTACT DETAILS / REPORT AUTHORS</i></b>	<b><i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i></b>
<b>Purchase of Social Housing Development – KEY/30SEP19/01</b> Potential purchase of social housing development to acquire freehold social housing.	<b>Councillor Peter Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b>	<b>October 2019</b>	Growth, Environment and Resources Scrutiny Committee	East	Relevant Internal and External Stakeholders	Anthony Smith, Strategic Asset Management Surveyor, anthony.smith@nps.go.uk	Valuation Report, exempt under paragraph 3 of schedule 12A

**PREVIOUSLY ADVERTISED KEY DECISIONS**

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p>1. <b>Affordable Warmth Strategy 2019 – 2021 - KEY/17APR17/03</b>                      Recommendation to approve the Affordable Warmth Strategy 2019 – 2021</p>	<p><b>Councillor Walsh, Cabinet Member for Communities</b></p>	<p><b>September 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p> <p>The draft strategy will be placed on PCC Consultation pages for 3 week consultation period</p>	<p>Sharon Malia, Housing Programmes Manager,                      Tel: 01733 863764                      Email: sharon.malia@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>BRE Integrated Dwelling Level Housing Stock Modelling Report July 2016 Housing Renewals Policy 2017 – 2019</p>

<b>KEY DECISION REQUIRED</b>	<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p>109</p> <p><b>2. Approval of contract for the delivery of Lot 1 - General Information, Advice and Guidance Services and Lot 2 - Specialist Information, Advice and Guidance Services – KEY/16OCT17/04</b>            Following competitive procurement of these services, to approve the contract to deliver Lot 1 Generalist Information, Advice and Guidance Services - Homelessness Prevention; and Lot 2 Specialist Information, Advice and Guidance Services - supporting protected characteristic groups.</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Voluntary sector advice agencies consulted in service design. Market testing of providers has also taken place.</p>	<p>Ian Phillips, Senior Policy Manager            Tel: 01733 863849            Email: ian.phillips@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>

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3.	<b>ICT Infrastructure works for Fletton Quays – KEY/13NOV17/02</b> To agree to the procurement of ICT infrastructure works for Fletton Quays	<b>Councillor Seaton, Cabinet Member for Finance</b>	<b>September 2019</b>	Growth, Environment & Resources Scrutiny Committee	N/A	Relevant internal and external stakeholders	Peter Carpenter, Acting Corporate Director, Resources Tel: 07920160122 Email: Peter.carpenter@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published. The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).
4.	<b>Expansion and Remodelling of Marshfields School – KEY/11DEC17/03</b> To approve the proposed expansion and remodelling of Marshfields school	<b>Cabinet Member for Children’s Services and Education, Skills and University</b>	<b>September 2019</b>	Children and Education Scrutiny Committee	Dogsthorpe Ward	Relevant internal and external stakeholders.  Public Consultation Meeting	Sharon Bishop, Capital Projects & Assets Officer Tel: 01733 863997 Email: Sharon.bishop@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  School Organisational Plan

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5.	<p><b>A605 Whittlesey Access Phase 2 - Stanground Access - KEY/25DEC17/03</b> To approve the design and construction of the A605 Stanground East Junction Improvements for the financial year of 2017/18 - 2018-19 and authorise the associated package of work to be issued to Skanska Construction UK Limited under the Council's existing agreement with SKANSKA dated 18th September 2013 (the Highways Services Agreement).</p>	<p><b>Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Stanground South</p>	<p>Relevant internal and external stakeholders.</p> <p>The scheme is included in the fourth Local Transport Plan. Further consultation will be undertaken during the design process, including ward Councillors.</p>	<p>Lewis Banks, Principal Sustainable Transport Planning Officer.</p> <p>Tel: 01733 317465, Email: lewis.banks@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Fourth Local Transport Plan: www.peterborough.gov.uk/ltp National Productivity Investment Fund for the Local Road Network Application Form: <a href="https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/residents/transport-and-streets/A605Application.pdf?inline=true">https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/residents/transport-and-streets/A605Application.pdf?inline=true</a></p>

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6.	<p><b>Approval of funding allocation for the improvement to open spaces in the CAN Do area of the city as part of the capital regeneration programme for the area - KEY/25DEC17/04</b></p> <p>Improvement to open spaces in the CAN Do area of the city as part of the capital regeneration programme for the area</p>	<p><b>Councillor Cereste, Cabinet Member for Waste, Street Scene and Environment</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central, North &amp; Park wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Community engagement with local residents, businesses &amp; partner organisations</p>	<p>Charlotte Palmer, Group Manager – Transport and Environment, charlotte.palmer@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Budget allocation in MTFP 2017/18</p>
7.	<p><b>Approval of funding allocation for community facility improvements in the CAN Do area of the city as part of the capital Regeneration Programme for the area - KEY/25DEC17/05</b></p> <p>Community facility improvements in the CAN Do area of the city as part of the capital Regeneration Programme for the area</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central, North &amp; Park wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Community engagement with residents, groups, businesses and partner organisations</p>	<p>Cate Harding, Community Capacity Manager. Tel: 01733 317497. Email: cate.harding@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Budget allocation of £4m in MTFP 2017/8</p>



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<p><b>8. Approval of funding allocation for the public realm improvements within the CAN Do area of the city as part of the capital regeneration programme for the area - KEY/25DEC17/06</b> public realm improvements within the CAN Do area</p>	<p><b>Councillor Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central, North &amp; Park wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Community engagement with local residents, groups, businesses and partner agencies</p>	<p>Charlotte Palmer, Group Manager – Transport and Environment, charlotte.palmer@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Budget allocation £3m in MTFP 2017/18</p>
<p><b>9. Extension to the Section 75 Agreement for Learning Disabilities Services - KEY/30APR18/01</b> Extension of the existing staff and commissioned arrangements for a period of 12 months</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Adult Social Care, Health &amp; Public Health</b></p>	<p><b>September 2019</b></p>	<p>Health Scrutiny Committee</p>	<p>All wards</p>	<p>Consultation with key stakeholders to agree this interim approach</p>	<p>Cris Green Tel: 01733 207164 Email: cris.green@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>10. <b>Approval for contract to be awarded to Skanska to deliver widening of the A605 Oundle Road between Alwalton and Lynch Wood Business Park - KEY/11JUN18/03</b> Approval for contract to be awarded to Skanska to deliver widening of the A605 Oundle Road between Alwalton and Lynch Wood Business Park. The council has received funding (£720k) from the Cambridgeshire and Peterborough Combined Authority to deliver the scheme. In addition the council has also allocated internal funding (£773k) towards the scheme.</p>	<p><b>Councillor Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Orton Waterville</p>	<p>Relevant internal and external stakeholders</p> <p>Consultation will take place once the scheme design is completed. This is expected to be later this summer.</p>	<p>Lewis Banks, Principal Sustainable Transport Planning Officer.</p> <p>Tel: 01733 317465, Email: lewis.banks@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Cambridgeshire and Peterborough Combined Authority meeting notes confirming grant funding allocation. Also CMDN for award of contract to Skanska for provision of Professional Services under Peterborough Highway Services partnership.</p>

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115	<p><b>11. Disposal of freehold in Centre of the City - KEY/12JUN18/01</b> To delegate authority to the Corporate Director of Growth and Regeneration to sell the property</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central</p>	<p>Relevant internal and external stakeholders</p>	<p>Peter Carpenter, Acting Corporate Director, Resources Tel: 07920160122 Email: Peter.carpenter@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</b></p>

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<p>12. <b>To approve the awarding of contracts to external providers following a competitive tender exercise led by Cambridgeshire County Council. - KEY/25JUNE18/02</b>            Cambridgeshire County has recently conducted a tendering exercise to establish a Dynamic Purchasing System for the provision Supported Living Services for Adults with a Learning Disability (Reference number: DN311905). Peterborough City Council is the named authority under this arrangement and would want to commission care and support packages (call-off).</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Adult Social Care, Health &amp; Public Health</b></p>	<p><b>September 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders</p> <p>Relevant consultations has been carried out with the service users, family carers, Health colleagues and care and support providers across Cambridgeshire and Peterborough.</p>	<p>Mubarak Darbar, Head of Integrated Commissioning, Tel: 07718654207, Email: mubarak.darbar@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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117	<b>13. University Delivery Vehicle – KEY/3SEP18/02</b> Approval and setting up of an appropriate delivery vehicle with University project partners to move council assets to enable the delivery of the university.	<b>Councillor Lynne Ayres, Cabinet Member for Children’s Services and Education, Skills and the University</b>	<b>September 2019</b>	Growth, Environment and Resources Scrutiny Committee	Central	Relevant internal and external stakeholders	Peter Carpenter, Acting Corporate Director, Resources Tel: 0792016012 Email: Peter.carpenter@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  <b>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</b>

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<p>14. <b>Adoption of the “Dynamic Purchasing System” (DPS) procedure for Public Health contracts with Primary Care providers – KEY/10DEC18/01</b>            To seek the approval to adopt the “Dynamic Purchasing System” (DPS) procedure for contracts with Primary Care providers for the duration of up to five years. The proposals have been approved by the Cambridgeshire and Peterborough Joint Commissioning Board.</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Adult Social Care, Health &amp; Public Health</b></p>	<p><b>September 2019</b></p>	<p>Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Claire-Adele Mead            Commissioning Team Manager- Primary care and Lifestyles            Claire-Adele.Mead@cambridgeshire.gov.uk            07884 250909</p> <p>Val Thomas,            Consultant in Public Health            Val.Thomas@cambridgeshire.gov.uk            01223 703264/            07884 183374</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>15. <b>Authority to spot-purchase externally commissioned placement services for looked after children until the mobilization of the new Dynamic Purchasing System – KEY/24DEC18/06</b>            Authority to spot-purchase externally commissioned placement services for looked after children, pending the launch of the Dynamic Purchasing System [DPS] for external placements in April 2019.</p>	<p><b>Councillor Ayres, Cabinet Member for Children’s Services and Education, Skills and the University</b></p>	<p><b>September 2019</b></p>	<p>Children and Education Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Helene Carr, Head of Children’s Social Care Commissioning - Peterborough &amp; Cambridgeshire, 07904 909039, helene.carr@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>

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<p>16. <b>Approval of funding for the provision of accommodation to reduce homelessness - KEY/07JAN19/02</b>            Following Cabinet Decision JAN18/CAB/18 this is a new project to increase the supply of housing and address the demand for accommodation resulting from the increase in homelessness</p> <p>120</p>	<p><b>Cabinet</b></p>	<p><b>23 September 2019</b></p>	<p>Growth, Environment And Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>The issues associated with homelessness in Peterborough have been subject to significant discussion in various forums, including the Council's Adults and Communities Scrutiny, Cabinet and Full Council</p>	<p>Adrian Chapman, Service Director for Communities and Safety            Tel 01733 863887            Email: <a href="mailto:adrian.chapman@peterborough.gov.uk">adrian.chapman@peterborough.gov.uk</a></p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</b></p>



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<p><b>17. Clinical Waste Collections - KEY/18FEB19/01</b> Decision required to approve the new collection method for domestic sharps disposal.</p>	<p><b>Councillor Cereste, Cabinet Member for Waste, Street Scene and Environment</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Amy Nebel, Senior Waste and Recycling Officer amy.nebel@peterborough.gov.uk 01733 864727</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p><b>18. Recommissioning of the Unpaid Carers Contract – KEY/01APR19/01</b> The procurement of the unpaid carers service in collaboration with Cambridgeshire County Council and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) for the unpaid carers service across Cambridgeshire and Peterborough.</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Adult Social Care, Health &amp; Public Health</b></p>	<p><b>November 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Lee McManus, Commissioner, Cambridgeshire County Council &amp; Peterborough City Council. Tel: 07785 721092. Email: lee.mcmanus@cambridgeshire.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>The decision will include an exempt annexe. By virtue of paragraph 1, Information relating to any individual</p>

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19.	<p><b>Vehicle removal for Parking contravention – KEY/15APR19/02</b> To ask the Cabinet Member to approve the policy to implement a scheme to remove vehicles of persistent offenders in breach of parking restrictions in the City and to appoint the Local Authority Trading Company to act as the authorised agent of the policy.</p>	<b>Councillor Walsh, Cabinet Member for Communities</b>	<b>September 2019</b>	Growth, Environment and Resources Scrutiny Committee	All Wards	<p>Details of any consultation to be decided.</p> <p>Relevant internal and external stakeholders.</p>	Adam Payton, PES Senior Officer, Parking Lead, 01733 452314 adam.payton@peterborough.gov.uk	Prevention and Enforcement Service Vehicle Removal For Parking Contraventions Policy and Guidance
20.	<p><b>Award of contract for the refurbishment of the Town Hall North - KEY/29APR19/04</b> - Award of construction design and build contract with regard to the refurbishment of the Peterborough Town Hall North</p>	<b>Councillor Seaton, Cabinet Member for Finance</b>	<b>September 2019</b>	Growth, Environment and Resources Scrutiny Committee	N/A	Relevant internal and external stakeholders.	Stuart Macdonald. Head of Property. Email: stuart.macdonald@peterborough.gov.uk Tel: 07715802489.	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<p>21. <b>Approval for contract to be awarded to Skanska to deliver design of Eastern Industries Access Phase 1 scheme - KEY/10JUN19/01</b>            Approval for contract to be awarded to Skanska to deliver design of Eastern Industries Access Phase 1 scheme. The council has received funding (£550k) from the Cambridgeshire and Peterborough Combined Authority to deliver the scheme.</p>	<p><b>Councillor Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>East Ward</p>	<p>Relevant internal and external stakeholders.</p> <p>Consultation will take place with residents and key stakeholders at the relevant stage of the scheme.</p>	<p>Lewis Banks, Principal Sustainable Transport Planning Officer, 01733 317465, lewis.banks@peterborough.gov.uk</p>	<p>Cambridgeshire and Peterborough Combined Authority meeting notes confirming grant funding allocation. Also CMDN for award of contract to Skanska for provision of Professional Services under Peterborough Highway Services partnership.</p>

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<p>22. <b>Approval for contract to be awarded to Skanska to deliver design of A1260 Nene Parkway Junction 15 Improvement scheme – KEY/10JUN19/02</b>            Approval for contract to be awarded to Skanska to deliver design of A1260 Nene Parkway Junction 15 Improvement scheme. The council has received funding (£500k) from the Cambridgeshire and Peterborough Combined Authority to deliver the scheme.</p>	<p><b>Councillor Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>West Ward</p>	<p>Relevant internal and external stakeholders</p> <p>Consultation will take place with residents and key stakeholders at the relevant stage of the scheme.</p>	<p>Lewis Banks, Principal Sustainable Transport Planning Officer, 01733 317465, lewis.banks@peterborough.gov.uk</p>	<p>Cambridgeshire and Peterborough Combined Authority meeting notes confirming grant funding allocation. Also CMDN for award of contract to Skanska for provision of Professional Services under Peterborough Highway Services partnership.</p>

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<p>23. <b>Disposal of Freehold Large Leisure Facility – KEY/24JUN19/01</b> – Delegate the Authority to the Corporate Director of Growth and Regeneration to sell the property.</p> <p>125</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>Fletton and Stanground</p>	<p>Relevant internal and external stakeholders.</p>	<p>Peter Carpenter, Acting Corporate Director, Resources Tel: 07920160122 Email: Peter.carpenter@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published. The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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<b>24.</b> <b>Clare Lodge refurbishment (Phase 7) - KEY/24JUN19/02</b> Refurbishment of 16 bedrooms, 4 lounges and gymnasium  126	<b>Councillor Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and the University</b>	<b>September 2019</b>	Children and Education Scrutiny Committee	Glington & Castor	Relevant internal and external stakeholders.  Grant submitted to and approved by Department for Education	Steve McFaden, Business Manager Clare Lodge, steve.mcfaden@peterborough.gov.uk Tel no:01733 253246 Direct no. 01733 254009	It is not anticipated that there will be any documents other than the report and relevant appendices to be published. The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).

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<p><b>25.    Recommissioning of Integrated Contraception and Sexual Health Services - KEY/24JUN19/03</b>  Seeks approval to undertake a competitive procurement process to re commission sexual health services as one contract across Peterborough City Council and Cambridgeshire County Council.</p> <p style="text-align: right;">127</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Adult Social Care, Health &amp; Public Health</b></p>	<p><b>September 2019</b></p>	<p>Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>The procurement process will involve consultation current service users, partner organisations and other stakeholders and a general public online request.</p>	<p>Val Thomas, Consultant in Public Health  Email: Val.Thomas@cambridgeshire.gov.uk  Tel: 01223 703264/07884 183374</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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26.	<p><b>Recommissioning Integrated Lifestyle Services - KEY/24JUN19/04</b></p> <p>To undertake competitive procurement for the recommission of Integrated lifestyles services</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Adult Social Care, Health &amp; Public Health</b></p>	<p><b>September 2019</b></p>	<p>Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>The procurement process will involve consultation current service users, partner organisations and other stakeholders and a general public online request</p>	<p>Val Thomas, Consultant in Public Health Email: Val.Thomas@cambridgeshire.gov.uk Tel: 01223 703264/07884 183374</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>



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27.	<p><b>Sign-off on Pseudo Framework - KEY/22JUL19/02</b> - It is required for the Cabinet member to sign off tender documents prior to Invitation To Tender being published (ITT). The ITT is for Better Care Fund and Hancock-funded services for better integration of health and social care, winter pressures and Prevention services.</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health and Public Health</b></p>	<p><b>November 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Equality Impact Assessment</p>	<p>Graeme Hodgson, Commissioner. Tel. 07448 379944 Email: graeme.hodgson@cambridgeshire.gov.uk"</p>	<p>Service Specifications, Terms and Conditions of Pseudo Framework ITT.</p>
28.	<p><b>Approval of invest to save expenditure - KEY/22JUL19/03</b> - The decision required will enable the Council to purchase suitable homes within the local housing market for use as temporary accommodation for households at risk of homelessness. This proposal is predicated on an invest to save proposition based upon an attached business case.</p>	<p><b>Councillor Steve Allen, Cabinet Member for Housing, Culture and Recreation</b></p>	<p><b>September 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders and Ministry of Housing Communities and Local Government</p>	<p>David Anderson Interim Development Director Tel: 01733 452468 Email: Dave.Anderson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p><b>29. To approve the Sexual and Reproductive Health Prevention retender – KEY/5AUG19/02 –</b> Approval is sought for the recommission of the prevention of sexual ill health services as one contract across Peterborough and Cambridgeshire County Council which will include universal and targeted interventions for high need groups</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Public Health</b></p>	<p><b>September 2019</b></p>	<p>Health Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Consultation will be made with current service users, high need groups and partner agencies</p>	<p>Charlene Elliott, Sexual Health Commissioner, 01733863603, charlene.elliott@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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30.	<p><b>Proceed with the purchase of a commercial property investment and associated professional costs - KEY/19AUG19/01</b> - Purchase of a commercial property investment</p>	<p><b>Councillor Peter Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b></p>	<p><b>September 19</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>N/A</p>	<p>Relevant internal and external stakeholders.</p> <p>The investment is to be made with reference to Peterborough City Council's Investment Strategy and Asset Management Plan which were approved by Cabinet earlier in the year.</p>	<p>Tristram Hill, Strategic Asset Manager; Tel:07849 079787 Email: tristram.hill@peterborough.gov.uk</p>	<p>Investment acquisition business case. Investment strategy.</p> <p>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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132	<p><b>31. Award of 9 Large Tail lift school transport routes to Aragon Direct Services - KEY/19AUG19/02 -</b> Replacement routes due to current operator terminating contract to transport pupils with complex needs to Phoenix, Heltwate and Marshfields School</p>	Councillor Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and University	September 2019	Children and Education Scrutiny Committee	All Wards	<p>Relevant internal and external stakeholders.</p> <p>Parents of those currently receiving transport advised there will be a change of operator due to current operator terminating routes.</p>	<p>Bryony Wolstenholme - Team Manager, Passenger Transport Operations, Tel: 01733 317453, Email: bryony.wolstenholme@peterborough.gov.uk</p>	<p>Other documentation to follow once final costs confirmed and decision made on external testing of market</p>

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<p><b>32. Consultancy support to ensure delivery of the 2020/21 Medium Term Financial Strategy - KEY/19AUG19/03 -</b>            In order to deliver the 2020/21 budget within the required timescales specialist expertise is required to supplement work being undertaken by Council officers and add expertise in following areas: 1) Detailed data and benchmarking information to check that all services being provided are value for money, 2) complex contractual negotiations, 3) technical accountancy and commercial skills, 4) business case development</p>	<p>Councillor David Seaton, Cabinet Member for Finance</p>	<p>September 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.             Consultation will form part of the 2020/21 Medium Term Financial Plan process</p>	<p>Pete Carpenter, Acting Corporate Director Resources,            Email: peter.carpenter@peterborough.gov.uk            Tel: 01733 452520</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>33. <b>Decision to delegate responsibility of the commissioning of the National Child Measurement Programme (NCMP) from Peterborough City Council to Cambridgeshire County Council - KEY/2SEP19/01</b> Approval is being sought to a) award the contract for the delivery of the National Child Measurement Programme (NCMP) to the Integrated Lifestyle Service provider Everyone Health, the Public Health arm of Sports and Leisure Ltd.</p> <p>A decision is also being sought to delegate responsibility of the commissioning of this function from Peterborough City Council (PCC) to Cambridgeshire County Council (CCC), from September 1st 2019 until May 31st 2020.</p>	<p><b>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health and Public Health</b></p>	<p><b>September 2019</b></p>	<p>Health Scrutiny Committee</p>	<p>All wards.</p>	<p>Relevant internal and external stakeholders.</p> <p>Consultation has taken place with staff affected by TUPE. The PCC commissioned NCMP will then form part of the current re-commissioning of lifestyle services across Peterborough and Cambridgeshire as one service, which will commence in June 2020. The NCMP will be included in the wider consultation for this reprourement.</p>	<p>Amy Hall, Childrens Public Health Commissioning Manager, amy.hall@peterborough.gov.uk, 01733 863687</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p><b>34.</b> <b>Contract for remedial works by PCC to the Stanground Bypass – KEY/2SEP19/02</b>            To approve works to the Stanground bypass and authorise the associated package of work to be issued to Skanska Construction UK Limited under the Council's existing agreement with SKANSKA dated 18th September 2013 (the Highways Services Agreement).</p>	<p>Councillor Peter Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</p>	<p>September 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Stanground South and Hargate and Hempsted</p>	<p>Relevant internal and external stakeholders</p> <p>Standard consultation for highway schemes.</p>	<p>Charlotte Palmer, Group Manager – Transport and Environment, charlotte.palmer@peterborough.gov.uk</p>	<p>To be determined.</p>
<p><b>35.</b> <b>Uncollectable Debts in Excess of £10,000 – KEY/16SEPT19/01</b>            To authorise the write-off of uncollectable debts shown as outstanding in respect of non-domestic rates, council tax, housing benefit overpayments and accounts receivable (sundry debt) accounts. All cases requested for write-off follow a lengthy process to recover the outstanding money, sometimes dating back many years. Only once all avenues have been exhausted will the council consider writing off debt.</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>November 2019</b></p>	<p>Growth, Environment, &amp; Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Peter Carpenter, Acting Corporate Director Of Resources, Tel: 01733 452520, Email: peter.carpenter@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

**PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE**

**KEY DECISIONS TO BE TAKEN IN PRIVATE**

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
<p><b>Amendments to arrangements with Empower - KEY/29APR19/02</b> - A loan facility previously approved by Cabinet requires approval of an amendment to that arrangement.</p> <p>136</p>	<b>Cabinet</b>	<b>23 September 2019</b>	Growth, Environment and Resources Scrutiny Committee	All Wards	<p>Relevant internal and external stakeholders.</p> <p>Detailed consultation was undertaken in the original decision to offer the loan facility.</p>	<p>Peter Carpenter, Acting Corporate Director, Resources Tel: 07920160122 Email: Peter.carpenter@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</b></p>



**PART 3 – NOTIFICATION OF NON-KEY DECISIONS**

**NON-KEY DECISIONS**

<i><b>DECISION REQUIRED</b></i>	<i><b>DECISION MAKER</b></i>	<i><b>DATE DECISION EXPECTED</b></i>	<i><b>RELEVANT SCRUTINY COMMITTEE</b></i>	<i><b>WARD</b></i>	<i><b>CONSULTATION</b></i>	<i><b>CONTACT DETAILS / REPORT AUTHORS</b></i>	<i><b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b></i>
No new items.							

**PREVIOUSLY ADVERTISED DECISIONS**

<b>DECISION REQUIRED</b>		<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
138	<p><b>1. A Lengthmans to be deployed on Lincoln Road Millfield -</b> There will be a daily presence along Lincoln Road, the operative will litter pick, empty bins as well as report fly-tips and other environmental issues.</p>	<p><b>Councillor Cereste, Cabinet Member for Waste, Street Scene and Environment</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>Central Ward</p>	<p>Relevant internal and external stakeholders.</p> <p>Cross party task and finish group report which went to the Growth, Environment and Resources Scrutiny Committee and it was also approved at Full Council as part of the 2017-18 Budget.</p>	<p>James Collingridge, Head of Environmental Partnerships, Tel: 01733 864736 Email: james.collingridge@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
	<p><b>2. 2017/18 VCS grant funding -</b> Award of grant to VCS organisations to provide Information, Advice and Guidance services</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Ian Phillips, Senior Policy Manager Tel: 863849 Email: ian.phillips@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p><b>3. Inclusion of Investment Acquisition Strategy in the Council's Medium Term Financial Strategy (MTFS) -</b> To recommend to Council that the Investment Acquisition Strategy be included in the Medium Term Financial Strategy to enable the Council to acquire investment properties</p>	<b>Cabinet</b>	<b>23 September 2019</b>	Growth, Environment and Resources	N/A	Relevant internal and external stakeholders	Peter Carpenter, Acting Corporate Director, Resources Tel: 07920160122 Email: Peter.carpenter@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p><b>4. Grant funding for voluntary organisations –</b> To provide funding for voluntary organisations in Peterborough to carry out essential support for vulnerable people, particularly in relation to welfare benefits assistance and other crisis support.</p>	<b>Councillor Seaton, Cabinet Member for Finance</b>	<b>September 2019</b>	Adults and Communities Scrutiny Committee	N/A	Relevant internal and external stakeholders.	Ian Phillips Senior Policy Manager Tel: 01733 863849 Email: Ian.Phillips@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<i><b>DECISION REQUIRED</b></i>	<i><b>DECISION MAKER</b></i>	<i><b>DATE DECISION EXPECTED</b></i>	<i><b>RELEVANT SCRUTINY COMMITTEE</b></i>	<i><b>WARD</b></i>	<i><b>CONSULTATION</b></i>	<i><b>CONTACT DETAILS / REPORT AUTHORS</b></i>	<i><b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b></i>
5. <b>Approval of Additional Powers to the Combined Authority (Transfer of Powers)</b> - Approve additional powers for the Combined Authority via a Statutory Instrument for Adult Skills Commissioning.	<b>Councillor Holdich, Leader of the Council and Deputy Mayor of the Cambridgeshire and Peterborough Combined Authority</b>	<b>September 2019</b>	Growth, Environment and Resources Scrutiny Committee	All	All Councils in Peterborough and Cambridgeshire have to agree to the transfer	Peter Carpenter, Acting Corporate Director, Resources Tel: 07920160122 Email: Peter.carpenter@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.  Combined Authority Statutory Instrument Request

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6.  141	<p><b>To agree the process of awarding community grants through the Integrated Communities Programme –</b></p> <p>Following the successful bid to Government, funding has been awarded to the council via the Integrated Communities Strategy. One of the funded projects will see a communities grant programme launched that will provide opportunities for communities to apply for up to £20k to deliver projects in their neighbourhood. The Cabinet Member is requested to approve the process in which the grants programme will be run.</p>	<b>Councillor Seaton, Cabinet Member for Finance</b>	<b>September 2019</b>	Adults and Communities Scrutiny Committee	N/A	Relevant internal and external stakeholders.	<p>Ian Phillips Senior Policy Manager – Tel: 01733 863849 Email: ian.phillips@pet erborough.gov.u k</p>	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<p>7. <b>Disposal of former Barnack Primary School caretaker house -</b> Delegate authority to the Corporate Director of Growth and Regeneration to dispose of the property.</p> <p>142</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment &amp; Resources Scrutiny Committee</p>	<p>NVA</p>	<p>Relevant internal and external stakeholders.</p>	<p>Stuart Macdonald, Property Manager.  Tel: 07715 802 489. Email: stuart.macdonald@peterborough.gov.uk  Bill Tilah (Bill.Tilah@nps.co.uk)</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p><b>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</b></p>

<b>DECISION REQUIRED</b>		<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
143	<p><b>8. Approval to dispose of a property on Cromwell Road at a minimum of £375,000 and a maximum of £475,000</b> - This property was most recently used by Youth Services but has now become surplus to requirements. It has been marked for disposal by the council in order to generate a capital receipt.</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central Ward</p>	<p>Relevant internal and external stakeholders.</p> <p>Authority has been provided by the acting head of resources to dispose of this property. A Cabinet Member Decision Notice will need to be produced once heads of terms have been agreed with a purchaser.</p>	<p>Tristram Hill, Strategic Asset Manager, Tel: 07849 079787 Email: <a href="mailto:tristram.hill@nps.co.uk">tristram.hill@nps.co.uk</a></p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
	<p><b>9. Funding for voluntary sector 2019/20</b> - To provide funding to a number of voluntary sector organisations to provide essential support to vulnerable clients</p>	<p><b>Councillor Seaton, Cabinet Member for Finance</b></p>	<p><b>September 2019</b></p>	<p>Adults and Communities Scrutiny Committee</p>	<p>N/A</p>	<p>Relevant internal and external stakeholders.</p>	<p>Ian Phillips Senior Policy Manager Tel: 01733 863849 Email: <a href="mailto:ian.phillips@peterborough.gov.uk">ian.phillips@peterborough.gov.uk</a></p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>DECISION REQUIRED</b>		<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<b>10.</b>	<b>Asset Transfer of Gladstone Park Community Centre</b> - The proposed long term lease of Gladstone Park Community Centre to The Thomas Deacon Academy Trust	<b>Councillor Seaton, Cabinet Member for Finance</b>	<b>September 2019</b>	Growth, Environment and Resources Scrutiny Committee	North	Relevant internal and external stakeholders.  Ward Councillors for Central, Park and North have been advised of the decision to transfer of the Community Centre	Caroline Rowan, Urban Regeneration Project Manager, Tel: 01733 864095 Email:caroline.rowan@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<b>11.</b>	<b>To purchase the offices at 16-20 Lincoln Road, Peterborough PE1 2RL at a cost set out in the annex –</b> The above property is being purchased for its strategic position in the city centre (which is important for future redevelopment) and will in the short term provide rental income to PCC.	<b>Cabinet Seaton, Cabinet Member for Finance</b>	<b>September 2019</b>	<b>Growth, Environment and Resources Scrutiny Committee</b>	Central	Relevant internal and external stakeholders.  NPS are acting for PCC in the acquisition of this commercial property. All the relevant internal stakeholders for example in democratic services, legal, finance and property will be consulted in this process.	Tristram Hill, Strategic Asset Manager, NPS, Email: tristram.hill@peterborough.gov.uk Tel: 07849 079787	Heads of terms for the purchase of 16-20 Lincoln Road, Peterborough. Details of the purchase, the price and associated costs should not be made public whilst commercial negotiations and associated legal work are progressing.



<b>DECISION REQUIRED</b>		<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
12.	<b>Food and Feed Service Plan 2019/20</b> - Decision required to approve Food and Feed Service Plan 2019/20 in line with Government guidance	<b>Councillor Walsh, Cabinet Member for Communities</b>	<b>September 2019</b>	<b>Growth, Environment and Resources Scrutiny Committee</b>	N/A	Relevant internal and external stakeholders.	Stuart Brough, Business Compliance Manager, Tel: 07989 432151 Email: stuart.brough@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
13.	<b>Approval of the Corporate Energy Strategy –</b> The Corporate Energy Strategy has been jointly drafted with Cambridgeshire County Council and approved at Joint SMT.	<b>Councillor Cereste, Cabinet Member for Waste, Street Scene and Environment</b>	<b>September 2019</b>	<b>Growth, Environment and Resources Scrutiny Committee</b>	N/A	Relevant internal and external stakeholders  Predominantly internal consultation. As a Strategy, it is intended to show a direction and not specific projects at this stage, which would impact and require wider consultation.	Elliot Smith, Commercial Manager; Smart 7Energy, Infrastructure and Regeneration, elliot.smith@peterborough.gov.uk	The Corporate Energy Strategy.

<b>DECISION REQUIRED</b>		<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
14.	<p><b>Approval of the Proposed Submission version of the Cambridgeshire and Peterborough Minerals and Waste Local Plan for public consultation and subsequent submission to the Secretary of State for independent examination</b> - For Cabinet to recommend to Full Council for approval of the Proposed Submission version of the Cambridgeshire and Peterborough Minerals and Waste Local Plan for public consultation and subsequent submission to the Secretary of State for the purposes of independent examination</p>	Cabinet	<b>Cabinet on 23rd September and then Full Council on 16th October</b>	Growth, Environment and Resources Scrutiny Committee	All	<p>Relevant internal and external stakeholders</p> <p>Planning Committee on 3rd September; Scrutiny briefing note to be submitted to the committee on 4th September.</p>	<p>Richard Kay, Head of Sustainable Growth Strategy, Tel: 863795 Email: richard.kay@peterborough.gov.uk</p> <p>and Chris Stanek, Senior Strategic Planning Officer, Tel 863883 Email: chris.stanek@peterborough.gov.uk</p>	<p>Cambridgeshire and Peterborough Minerals and Waste Local Plan</p> <p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<b>DECISION REQUIRED</b>		<b>DECISION MAKER</b>	<b>DATE DECISION EXPECTED</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
147	<p><b>15. To seek approval to implement a refreshed Prevent Strategy, bringing together the PCC and CCC processes</b> - To provide cabinet with an explanation of the proposed shared Prevent Strategy, and seek approval to implement</p>	<b>Cabinet</b>	<b>Sept 2019</b>	Adults and Communities Scrutiny Committee	All Wards	Relevant internal and external stakeholders	Rob Hill – Assistant Director Public Protection Tel: 01733 864715 Email: rob.hill@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
	<p><b>16. Amendment to Environmental Enforcement Contract -</b> Amendment is required to the current environmental enforcement contract</p>	<b>Councillor Irene Walsh, Cabinet Member for Communities</b>	<b>September 2019</b>	Adults and Communities Scrutiny Committee	N/A	Relevant internal and external stakeholders	Clair George Acting Head of Service - Prevention and Enforcement Service Tel: 01733 453576 Email: clair.georgepes@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

**PART 4 – NOTIFICATION OF KEY DECISIONS TAKEN UNDER URGENCY PROCEDURES**

<b>DECISION TAKEN:</b>	<b>DECISION MAKER</b>	<b>DATE DECISION TAKEN</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>The Future of the Northminster (Market) Multi-Storey Car Park (MSCP) - AUG19/CMDN/29</b></p> <p>The Cabinet Member, in consultation with the Leader of this Council:</p> <ol style="list-style-type: none"> <li>1. Authorised the council to demolish the Northminster multi-storey car park at the earliest opportunity.</li> <li>2. Authorised the council to make the budget available to cover the anticipated costs of demolition and the costs associated with making safe and vacating of between £1m and £2.75m (capital and revenue).</li> <li>3. Authorised the Director for Legal and Governance, or delegated officers, to enter into any other legal documentation on behalf of the council in relation to this matter.</li> </ol>	<p><b>Councillor Peter Hiller, Cabinet Member for Strategic Planning and Commercial Strategy and Investments</b></p>	<p><b>21 August 2019</b></p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central</p>	<p>Relevant internal and external stakeholders.</p> <p>The Council has engaged shop tenants, market traders and internal stakeholders over the options open to the Council.</p>	<p>Stuart Macdonald. Head of Property. Tel: 07715 802 489. Email: stuart.macdonald@peterborough.gov.uk</p>	<p>Rolton Engineer Group Report. SKANSKA Engineer Report</p> <p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<b>DECISION TAKEN:</b>	<b>DECISION MAKER</b>	<b>DATE DECISION TAKEN</b>	<b>RELEVANT SCRUTINY COMMITTEE</b>	<b>WARD</b>	<b>CONSULTATION</b>	<b>CONTACT DETAILS / REPORT AUTHORS</b>	<b>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</b>
<p><b>Award the new contract for Multi Functional Devices as well as Print equipment across variety of Council's sites – AUG19/CMDN/31</b></p> <p>With the approval of the Chairman of Growth, Environment, and Resources Committee, the special urgency procedure has been invoked to suspend the requirement to publish the decision for five days. This procedure has been invoked to ensure that the project can be implemented within very challenging timescales. The new contract commencement is 1st of November which leaves only 2 months (September and October) to finalize the size of the fleet, arrange relevant IT resources and infrastructure, implement, manage change across the organisation and assure smooth exit/entry of the contract with the incumbent supplier. The decision to progress with this project was delayed due to the detailed negotiations with the supplier on: contract (lease and usage) charge, contract term, contract flexibility, other value added services provided to the Council free of charge. Furthermore the incumbent supplier (Konica Minolta East Solutions Ltd) provided the quote for the available 1 year extension which had to be explored and considered. This option was discarded due to the fact that reduced quarterly charge was offered based on 60% fleet reduction rather than lease charge reduction.</p> <p>The Cabinet Member awarded a contract to Specialist Computer Centre Ltd for the Managed Print Services Provision (Multi - Functional Devices (MFD's) for a period of up to five years for a sum of £86,912 per annum for machines lease and approx £72,000 per annum for usage (based on the 2018/2019 volumes and click charge of: £0.0022 mono and £0.022 colour).</p>	<p><b>Councillor Mohammed Farooq, Cabinet Member for Digital Services and Transformation</b></p>	<p><b>28 August 2019</b></p>	<p><b>Growth, Environment and Resources Scrutiny Committee</b></p>	<p>N/A</p>	<p>Consultation was undertaken with Director of Resources, Director of Customer and Digital, Heads of Service and other members of staff. The communication was issued on Insite as well as Change Champion Network was used to approach various service areas..</p>	<p>Ewa Klimek Senior Category Manager, ewa.klimek@peterborough.gov.uk</p> <p>Report completed on behalf of Colin Arnold- ICT Manager.</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

## **DIRECTORATE RESPONSIBILITIES**

### **RESOURCES DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY**

City Services and Communications (Markets and Street Trading, City Centre Management including Events, Regulatory Services, Parking Services, Vivacity Contract, CCTV and Out of Hours Calls, Marketing and Communications, Tourism and Bus Station, Resilience)

Strategic Finance

Internal Audit

Schools Infrastructure (Assets and School Place Planning)

Waste and Energy

Strategic Client Services (Enterprise Peterborough / Vivacity / SERCO including Customer Services, ICT and Business Support)

Corporate Property

### **PEOPLE AND COMMUNITIES DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY**

Adult Services and Communities (Adult Social Care Operations, Adult Social Care and Quality Assurance, Adult Social Care Commissioning, Early Help – Adults, Children and Families, Housing and Health Improvement, Community and Safety Services, Offender Services)

Children's Services and Safeguarding (Children's Social Care Operations, Children's Social Care Quality Assurance, Safeguarding Boards – Adults and Children's, Child Health, Clare Lodge (Operations), Access to Resources)

Education, People Resources and Corporate Property (Special Educational Needs and Inclusion, School Improvement, City College Peterborough, Pupil Referral Units, Schools Infrastructure)

Business Management and Commercial Operations (Commissioning, Recruitment and Retention, Clare Lodge (Commercial), Early Years and Quality Improvement)

Performance and Information (Performance Management, Systems Support Team)

### **LAW AND GOVERNANCE DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY**

Democratic Services (Town Hall, Bridge Street, Peterborough, PE1 1HG)

Electoral Services (Town Hall, Bridge Street, Peterborough, PE1 1HG)

Human Resources (Business Relations, HR Policy and Rewards, Training and Development, Occupational Health and Workforce Development)

Information Governance, (Coroner's Office, Freedom of Information and Data Protection)

### **PLACE AND ECONOMY DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY**

Development and Construction (Development Management, Planning Compliance, Building Control)

Sustainable Growth Strategy (Strategic Planning, Housing Strategy and Affordable Housing, Climate Change and Environment Capital, Natural and Built Environment) Opportunity Peterborough

Peterborough Highway Services (Network Management, Highways Maintenance, Street Naming and Numbering, Street Lighting, Design and Adoption of Roads,

Drainage and Flood Risk Management, Transport Policy and Sustainable Transport, Public Transport)

### **PUBLIC HEALTH DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY**

Health Protection, Health Improvements, Healthcare Public Health.

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## Children and Education Scrutiny Committee Work Programme 2019/2020

Updated: 3 SEPTEMBER 2019

Meeting Date	Item	Indicative Timings	Comments
<b>18 JULY 2019</b> <i>Draft Report 25 June</i> <i>Final Report 8 July</i>	<b>Co-opted Member Report</b> To agree to the appointment of co-opted members to the committee for the municipal year 2019/2020  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>	5	
	<b>Attendance of Sue Baldwin, Regional Schools Commissioner</b>  <b>Contact Officer: Jonathan Lewis</b>	25	Sue Baldwin unable to attend therefore Committee agreed to defer the report.
	<b>Report on Heads of Schools Survey regarding funding cuts and impact on schools</b>  <b>Contact Officer: Jonathan Lewis</b>	25	
	<b>Outcome Of Ofsted Inspection Of Peterborough Children's Services, Service Director Report And Portfolio Holder Report</b> <b>Contact Officer: Lou Williams</b>	25	
	<b>Annual Children's Social Care Statutory Complaints Report 2018/19</b>  <b>Contact Officer - Belinda Evans</b>	25	

	<p><b>Review Of 2018/2019 And Work Programme For 2019/2020</b></p> <p>To review the work undertaken during 2018/19 and to consider the work programme of the Committee for 2019/2020</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>	5	
	<p><b>Forward Plan of Executive Decisions</b></p> <p>That the Committee identifies any relevant items for inclusion within their work programme which are relevant to the remit of this Committee.</p> <p><b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b></p>	5	
<p><b>11 SEPTEMBER 2019</b>  <i>Draft Report 16 August</i>  <i>Final Report 30 August</i></p>	<p><b>Best Start in Life Strategy</b></p> <p><b>Contact Officers: Helen Gregg</b></p>	20	
	<p><b>Annual Corporate Parenting Committee report</b></p> <p><b>Contact Officer: Nicola Curley</b></p>	20	
	<p><b>Report of the Service Director for Education incorporating Portfolio Progress Report for the Cabinet Member for Children's Services, Education, Skills and the University.</b></p> <p><b>Contact Officer: Jonathan Lewis</b></p>	50	
	<p><b>Monitoring Scrutiny Recommendations</b></p> <p>To monitor progress made on recommendations made at the previous meeting.</p>	5	

	<b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
	<b>Forward Plan of Executive Decisions</b> That the Committee identifies any relevant items for inclusion within their work programme which are relevant to the remit of this Committee.  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>	10	
	<b>Work Programme 2019/2020</b> To consider the Work Programme for 2019/2020  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>	5	
<b>14 NOVEMBER 2019</b> <i>Draft Report 22 October</i> <i>Final Report 4 November</i>	<b>Children and Education Scrutiny Committee Meeting</b> <b>Start Time 2020-2021</b>  <b>Contact Officer: Paulina Ford</b>		
	<b>Service Director Report: Children's Services and Safeguarding</b>  <b>Contact Officer: Lou Williams</b>		
	<b>Targeted Youth Support Services - 12 month review</b>  <b>Contact Officer: Sarah Ferguson</b>		
	<b>Opening A New Maintained School Strategy</b>		

	<b>Contact Officer: Jonathan Lewis / Claire Buckingham</b>		
	<b>SEND inspection report and strategy</b> <b>Contact Officer: Jonathan Lewis</b>		
	<b>Monitoring Scrutiny Recommendations</b> To monitor progress made on recommendations made at the previous meeting. <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
	<b>Forward Plan of Executive Decisions</b> That the Committee identifies any relevant items for inclusion within their work programme which are relevant to the remit of this Committee. <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
	<b>Work Programme 2019/2020</b> To consider the Work Programme for 2019/2020 <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
<b>27 NOVEMBER 2019</b> Joint Scrutiny of the Budget Meeting	<b>Medium Term Financial Strategy 2020/21 to 2022/23 -</b> <b>Contact Officer: Peter Carpenter</b>		

<b>13 JANUARY 2020</b>  <i>Draft Report 10 December</i> <i>Final Report 23 December</i>	<b>Service Director's Report – Jonathan Lewis</b> <b>Educational Review Monitoring report and university update</b>  <b>Contact Officer – Jonathan Lewis</b>		
	<b>Education Organisation Plan inc. Post 16 Overview / Future provision planning</b>  <b>Contact Officer: Jonathan Lewis</b>		
	<b>Annual Safeguarding Board Report</b>  <b>Contact Officer: Russell Wate / Jo Procter</b>		
	<b>Impact of Poor Nutrition on Education Outcomes</b>  <b>Contact Officer: TBC</b>		
	<b>Monitoring Scrutiny Recommendations</b> To monitor progress made on recommendations made at the previous meeting.  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
	<b>Forward Plan of Executive Decisions</b> That the Committee identifies any relevant items for inclusion within their work programme which are relevant to the remit of this Committee.  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
	<b>Work Programme 2019/2020</b> To consider the Work Programme for 2019/2020		

	<b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
<b>12 FEBRUARY 2020</b> Joint Scrutiny of the Budget Meeting	<b>Medium Term Financial Strategy 2020/21 to 2022/23 -</b>  <b>Contact Officer: Peter Carpenter</b>		
<b>5 MARCH 2020</b> <i>Draft Report 15 February</i> <i>Final Report 24 February</i>	<b>Service Director Report: Children's Services and Safeguarding</b>  <b>Contact Officer: Lou Williams</b>		
	<b>Peterborough Virtual School:</b>  <b>Contact Officer: Dee Glover</b>		
	<b>Peterborough Year of Reading</b>  <b>Contact Officer: TBC</b>		
	<b>Monitoring Scrutiny Recommendations</b> To monitor progress made on recommendations made at the previous meeting.  <b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
	<b>Forward Plan of Executive Decisions</b> That the Committee identifies any relevant items for inclusion within their work programme which are relevant to the remit of this Committee.		

	<b>Contact Officer: Paulina Ford, Senior Democratic Services Officer</b>		
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