

One Children's Service
Helping Children to be their Best

Our Vision for Children

Helping Children to be their Best

- Providing children and families with early support
- Helping families with problems and keeping children safe
- Giving the best opportunities to children and young people in care
- Working with schools and others to make sure that children succeed
- Supporting our staff to be outstanding

Our practice standards

1. The families best interest shall be of primary consideration in all areas affecting them
2. Work is carried out in partnership with the child
3. Work is carried out in partnership with parents and carers to enable them to meet their responsibilities and achieve optimum outcomes for children
4. Work with families is carried out within community networks and between agencies to achieve optimum outcomes
5. Work with children is undertaken with the legislative framework and makes best use of best practice guidance
6. Work with children, young people, parents and carers, consistently promotes social inclusion
7. Records and reports are accurate, complete, accessible and up to date and demonstrate the decision making process
8. Work with families is managed and supervised to achieve the best possible outcomes

Our Principles

- **Access:** Children, young people and families should be able to access a range of appropriate services at the time they need them and in places that make sense to them
- **Early intervention:** Effective early assessment and intervention will reduce the need for more costly and possibly less successful provision later
- **Reducing dependency:** Working with families at all levels of need to reduce dependency and promote self-reliance
- **Shared responsibility and response:** Getting the best for a family is everyone's business and services need to develop shared responsibility and response to children, young people and their families
- **Equality of Opportunity:** Services should continue to work together to remove the cultural, geographical and economic barriers to opportunity which some families face
- **Workforce Development:** All staff will have access to learning and development experiences related to early intervention and prevention

		<ul style="list-style-type: none"> • Reduce the number of children in out of city care and school placements. (target to be determined) 		March 2013	<p>all local parent carer forums, feedback used to update criteria</p> <ul style="list-style-type: none"> • The joint Agency Panel continues to identify bespoke packages to support children to remain in City schools. 3 young people are being brought back from independent school for their post 16 education – they will have this at City College. The new SEN strategy will detail changes to the school landscape to reduce the number of children needing to access out of city placements 	
1.2	Implement the emotional health and well being work programme.	Increase the services available to children and young people with emotional / mental health difficulties	Wendi Ogle - Welbourn	September 2013	<ul style="list-style-type: none"> • Talking therapies (3T's) service currently commissioned. Waiting list growing – 42. School nursing specification has being reviewed to reflect the support school nurse should be providing around emotional and mental health issues to ensure they are identified and addressed early, this should delay referrals needed to 3 T's • There is a gap in adequate services for tier 2. Cambridge and Peterborough Foundation Trust (CPFT) the provider of Child and Adolescent Mental Health (CAMH) services 	R

					state they do not have the capacity to deliver a comprehensive CAMHs service, only Tier 3, negotiations on going with health commissioners	
1.3	Implement the vulnerable young people and NEET work programme	<ul style="list-style-type: none"> • Reduce the number of young people abusing alcohol and substances. Including the identification of. (target to be determined) • Reduce STI's (ttbd) • Reduce TP rates (ttbd) • Reduce levels of persistent absence (ttbd) • Reduction in Anti-social behaviour (ttbd) • Reduce number of 16 – 19 year olds who are NEET (ttbd) • Reduce number of 16 – 19 year old LAC who are NEET (ttbd) • Increase level of participation in learning or work with training to meet the 	Wendi Ogle - Welbourn	March 2013	<ul style="list-style-type: none"> • Steering group for RPA/Vulnerable Young People has been established and has met for the first time. Delivery plan agreed • The Schools' Health Related Behaviour Surveys will be completed by 20th May. The information from year 6, year 8 and year 10 pupils will inform the strategies in relation to ASB, Teenage Pregnancy and substance abuse work plans being developed • Peterborough has been successful in securing £3m from the TSB (Technology Strategy Board) for the Future Cities Generator Project. A proportion of this funding will be there to support skill development and NEET reduction in the city. Children's Services will be represented on the programme board and will be influential in the decision making process around the spending of this 	G
				2014		

		100% target			money	
1.4	Implement the early years and high need families work programme	<ul style="list-style-type: none"> • Deliver the Connecting Families Programme • Increase the number of child care places and take up. (ttbd) 	Wendi Ogle – Welbourn	March 2013	<ul style="list-style-type: none"> • Connecting Families programme on target to work with the required 450 families over the life of the project. 150 families currently being worked with. Positive outcomes running at approximately 60% - 70%. Strong multi agency board drives programme. Agreement to fund DV interventions from programme budget • Nine month – 5 pathway being developed by multi-agency group, this will inform future commissioning and delivery. By July 2013 • The draft Early Years Market Position Statement has been produced and this will inform dialogue with Opportunity Peterborough in relation to business engagement with the childcare sector 	G
1.5	Implement the integrated process work programme (CAF/TAC/MASG)	<ul style="list-style-type: none"> • Have a range of family support services to prevent referral and re-referral to CSC. 10 % 	Wendi Ogle – Welbourn	March 2013 September 2013	<ul style="list-style-type: none"> • Re-referral rates remain high although there are some signs of reduction over most recent months • Commissioning intentions developed to ensure range of services are in place to 	G

		<ul style="list-style-type: none"> • Increase the number of de-escalations via the MASGs from CSC. 10% <ul style="list-style-type: none"> • Implement the outcome star model for working with families. (6 monthly report to CFJCB) 			<p>support families and prevent referral to CSC where this is not necessary</p> <ul style="list-style-type: none"> • De-escalations from Referral and Assessment to MASG are through the Head of Commissioning, Specialist Services. This is for two reasons – the first is to reduce any potential delay and the second is to add a further layer of QA to ensure that cases being de-escalated are at the appropriate 2/3 threshold • Of the 152 cases that have been presented to MASG since they were implemented in September 2012, 93 have been de-escalations from CSC • Outcomes Star development is on-going; two practitioners will be trained as train the trainers in June 2013 and they will be able to train 100 practitioners each. PCC is purchasing licenses to enable data in-put of outcomes into the database operated by the model, allowing reports to be run on the impact of various services for children and their families 	
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1.6	Implement the LSCB working guidance around parents with mental health difficulties	Joint planning and working with parents who have mental health difficulties (LSCB MA audit)	Wendi Ogle Welbourn	January 2014	Adult services leading a group to develop joint protocol that ensures adult and children services work more effectively together where parents of children have mental health difficulties. July 2013	A
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What difference has this made:

1.0 – Increase in Direct Payments, Reduction in case loads of CIDs

2.0 – Senior officers in CPFT and PCT negotiating changes to improve Tier 2 services

3.0 - 16-18 NEET:

April figures as below:-

- 16-18 NEET: 7.5% = 504 young people (was 8.5% = 579 in April 12)
- 16-18 in learning: 81.0% (this time last year: 81.2%)
- 16-18 not known: 2.4% = 166 young people (was 1.9% = 135 in April 12): the numbers of young people where we do not know NEET status has declined steadily over recent months although remains slightly higher than 12 months ago

Comparative data for March '13 (latest data available):

	England average	Stat neighbour average	Peterborough
NEET	6.1%	7.5%	7.5%
Not Known	9.4%	10.5%	2.9%
In Learning	79.7%	73%	81.3%

Reduction in call for service in high risk ASB areas

4.0 - Connected families on target to reach 150 families by end of May. Evidence of real changes to families lifestyles following interventions, particularly around school attendance. This target is the same as for April and reflects a slow down in referral rate. A new Communications Strategy is being developed to ensure full awareness of the programme among partners

5.0 – The data for the financial year 2012/13 for CAFs shows sustained improvement compared with the previous financial year. In 2012/13 501 CAFs were registered, compared with 349 in 2011/12 – that is an increase of over 42% year on year. *All partners signed up to Outcome Star – early signs of usage good – families report the tool is useful and they like seeing how far they have changed during interventions*

6.0 – *Adult services agreed to lead on group to improve joint working with families where mental health is a feature*

2. Helping families with problems and keeping children safe

Accountable Lead: Assistant Director of Safeguarding Families and Communities

Priorities:

1. Implement the Ofsted Action Plan
2. Ensure timely and effective response according to need
3. Every child in need, including those in need of protection, will have a clear plan of action and support designed to address need and reduce risk within timescales appropriate to children's ages and individual circumstances
4. Ensure that children are protected and safe from harm

Number	Action	Performance Measure	By whom	By when	Progress	RAG
2.1.1	Implement the Ofsted Action Plan Please see separate action plan		Jean Imray	Ongoing	Action plan completed and approved by senior managers	A
2.2.1	Develop Multi Agency Referral Unit Hub in Peterborough	<ul style="list-style-type: none"> • Reduction in numbers of referrals 10% • Reduction in repeat referrals 15% 	Jean Imray	May/June 13	Meeting with Health in June. Revised guidance for conduct of strategy discussions being developed. RAG rating being developed to align with MARU	A
2.2.2	Formalise the consultation service in Referral and Assessment for professionals /MARU Hub	<ul style="list-style-type: none"> • Increase in use of MASG/ Tier2 interventions. 10% • Reduction in 	Darryl Freeman	July 2013	Proposal for re-shaping the screening and referral response to be circulated for consultation in June. Re-referral rate has reduced during March and April	A

		repeat referrals. 15%			and is a focus of ongoing activity	
2.2.3	Enhance the work undertaken at referral stage in order to reduce numbers of unnecessary IAs	Reduction in numbers of IA ending in NFA. 10%	Jean Imray	Ongoing	Proposal for re-informing the screening process currently being developed	A
2.2.4	Ensure S47s are only undertaken when the child is suffering significant harm Review the application of thresholds for S47 investigations	<ul style="list-style-type: none"> • Re- audit the application of thresholds for S47. • Reduction in numbers of S47 enquiries and consequent core assessments undertaken. 10% • Decrease in percentage of CA ending in NFA. 10% 	Jean Imray Darryl Freeman	May 13 February 2014	Work to align with the MARU is ongoing. There was a reduction in the number of s47 enquiries in April	A
2.2.5	Maintain performance around timeliness of assessments with a renewed focus on improving quality	<ul style="list-style-type: none"> • Timeliness PI's Outcomes from audit shows improved quality 	Jean Imray Darryl Freeman	Ongoing	Timeliness with respect to IAs slipped in April and is being addressed. Improved performance seen with regard to Core Assessment completion within timescale rates	A
What difference has this made:						
Despite impact of CSE investigation the conversion of contact to referral and referral to IA is starting to show reduction bringing us closer to stat neighbour outturns and hence to our indicative target number. Re referral rates starting to reduce on a monthly basis to target level although demand from managers for improved quality has had a temporary impact on completion timescales and this is being addressed. the focus on thresholds for S47 has started to see a reduction in the monthly numbers						
2.3.1	Re-organise workloads in Family Support teams to ensure that focus is maintained on CIN and CP	<ul style="list-style-type: none"> • All CIN open cases have plans. 80% • Throughput of CIN increases ie step 	Jean Imray	January 2013	<ul style="list-style-type: none"> • Re-referral rate appears to be reducing • Work currently in 	G

	cases	up, step down, closure. 10% <ul style="list-style-type: none"> • Decrease in numbers of children with CP plans. 15% • Reduction in re referral rates. 15% 			progress re Care Plans and case transfer/closure <ul style="list-style-type: none"> • Re-referral audit complete 	
2.3.2	Implement revised CIN procedures and practice guidance ensuring multi agency sign up	<ul style="list-style-type: none"> • CIN open cases have plans. 80% • Decrease in numbers of children with CP plans. 15% • Reduction in re referral rates. 15% 	Jean Imray	January 2013	CIN procedures revised and disseminated including to other agencies via PSCB	G
2.3.3	Implement revised CIN plan template and monitor for compliance	As above plus positive feedback from service users and professionals in term of clarity of plans.	Jean Imray Darryl Freeman Glen Denham	January 2013	New CIN template not yet available within Liquidlogic	A
2.3.4	Ensure compliance with the supervision policy and improve the quality of the supervision delivered	All staff are supervised at least monthly evidenced on LL and personal file, evidence of reflective practice	Jean Imray HoS	September 2013	<ul style="list-style-type: none"> • Supervision learning set with team managers completed in March 2013 • Workforce training plan includes enhanced focus on reflective supervision • Supervision audit completed • Social Work Reform Board – Standards for employers of Social Workers in 	A

					England, practice guidance for supervision and Supervision Framework has been circulated to Managers	
					<ul style="list-style-type: none"> Re audit of supervision planned for later in year to check on impact of actions taken 	
2.3.5	Agree and implement 'Family Outcomes Star' methodology for measuring outcomes for work with Children in Need and Child Protection	<ul style="list-style-type: none"> Evidence use of Outcome Star. Training for all CSC staff. New cases in R and A from June 2012 to start using Outcomes Star for all new Cores-as a pilot 	Jean Imray Darryl Freeman	April 2013 June 2013 June 2013	Pilot ongoing in Family Support 3	A
What difference has this made:						
Staff generally reporting positive benefits to themselves and children and families of reorganisation of workloads between LAC and FST						
Ofsted did not find any cases without a plan in the 100 cases they reviewed. Ofsted felt that new CIN template was easier to access, lent itself to smarter completion and was more family friendly						
Managers report learning set was helpful in supporting their understanding of reflective aspect of supervision						
2.4.1	Review the operation of the PSCB Business Unit to achieve maximum effectiveness	<ul style="list-style-type: none"> Feedback from Board in terms of effectiveness of unit Scrutiny function of Board enhanced 	Jean Imray Glen Denham	March 2013	<ul style="list-style-type: none"> The new business manager is in post and will be supporting the board until 31st March 2013 A scoping is under way and the review will be completed by the end of May 	A
2.4.2	Develop role of 'Principal	<ul style="list-style-type: none"> Demonstrable 	Jean Imray	April 2013	Glen Denham will act as the	A

	Social Worker' /Social Work Champion to lead on quality of practice issues	improvements in practice <ul style="list-style-type: none"> Reduction in complaints relating to poor practice 	Glen Denham	onwards	PSW within Peterborough. The core purpose has been agreed by DMT and an implementation plan has been agreed in principle. Launch/ implement June- Sep 2013 Review within 6 months	
2.4.3	Review functioning of current Safeguarding and QA Service to enhance focus on improving quality of practice.	Increased practice alerts by CP coordinators	Jean Imray	April 2013 onwards	Permanent Head of Service for Safeguarding and QA in post and has started to scope – currently in progress	A
2.4.4	Develop 'local' CIN/CP performance scorecard to manage performance in areas most in need of improvement	Scorecard in place	Jean Imray	February 2013	In progress	A
What difference has this made:						
Permanent HoS started 09.04.13 has started to scope review of service but too soon to evidence any impact						
3. Giving the best opportunities to children and young people in care						
Accountable Lead: Assistant Director of Safeguarding Families and Communities						
Priorities:						
<ol style="list-style-type: none"> To ensure that children remain in care for the least time necessary and that permanent alternatives are secured on their behalf as quickly as possible. To ensure that all children and young people in care have up to date care plans that are robust and personalised To improve placement choice and ensure that placements are matched to the long term changing needs of children and young people 						
Number	Action	Performance Measure	By whom	By when	Progress	RAG
3.1.1	Reorganise workloads in Children in Care team to	<ul style="list-style-type: none"> Reduction in length of proceedings to 	Jean Imray Jenny Goodes	January 2013	<ul style="list-style-type: none"> Reorganisation of workload complete 	A

	ensure dedicated focus is on the needs of Children in Care and Court Proceedings	<p>average 26 weeks</p> <ul style="list-style-type: none"> • Increase in direct work with Children in Care • Improvement in placement stability indicators 			<ul style="list-style-type: none"> • LAC performance group established • Work has taken place on clearing up data errors to ensure that there is effective tracking in place • A legal spreadsheet has been put in place to ensure that court deadlines are adhered to prevent delay • Stability Core groups to be embedded to support placements by ends of May 13 	
3.1.2	Implement the Adoption Action plan	<ul style="list-style-type: none"> • National and local adoption performance targets are met 	Jean Imray Ann Garrett	June 2013	Action plan reengineered and signed off by DMT	A
3.1.3	Develop local Adoption and Fostering performance score cards and manage performance accordingly	As above	Jean Imray Ann Garrett	February 2013	LAC scorecard under development that includes all high level	A
3.1.4	Implement Fostering Action Plan	<ul style="list-style-type: none"> • National and local fostering performance targets are met 	Jean Imray Ann Garrett	June 2013	Action plan reengineered and signed off by DMT	A
What difference has this made:						
Feedback from court is that a general improvement in quality of recent statements and care plans has been noted. There is still work to do to improve quality of chronologies being put before the court						

3.2.1	Commission training to support excellent care planning	Training in place	Jean Imray Jenny Goodes Jo Cottell	April 2013	Training included in 13/14 training programme	G
3.2.2	Revise current care and pathway plans template in consultation with children, young people and carers to make it more user friendly	Revised plans in place	Jean Imray Glen Denham Jenny Goodes	March 2013	Templates redesigned awaiting Form Designer to ensure Liquidlogic compliance. No deadline as such but will be regularly reviewed	A
3.2.3	Review IHA and RHA process for quality as well as timeliness	Annual Report to HWB/ CPP on health needs of LAC and how we are meeting them	Jean Imray Jenny Goodes	May 2013	<ul style="list-style-type: none"> • LAC Scorecard includes IHA/RHA for timeliness • Proposal put to CPP about monitoring performance more effectively. • Meeting set up with Carol Richardson on 29.04.13 to provide information for audit of how we are meeting health needs of LAC children • IHA is now being captured on the scorecard for RA/FCC/CWD as a way of addressing this area. 	A
3.2.4	Undertake deep dive audit to review quality of care and pathway plans	Audits of quality of care plans show increase in judgment of good	Jean Imray Glen Denham	May 2013	On track	A
3.2.5	Promote educational attainment of children and young people in care by driving up the focus on	Quality Audit of PEPs and implementation of findings	Jean Imray Jenny Goodes Jon Lewis	Ongoing	Consideration to be given to implementing the CLA education tracker for LAC. Contact to be made with Essex to consider	A

	quality of E PEPs				how to progress this matter	
What difference has this made:						
Looked after children data errors have been addressed. Appropriate tracking is in place to ensure more effective care planning and timescales being met. Peterborough reported as one of the highest performing Authorities in respect of meeting new court timescales for proceedings (within 26 weeks). Positive feedback from independent consultant in respect of quality of health assessments undertaken in respect of looked after children. Currently we are in the process of organizing a LAC away day which will focus on ensuring looked after children and young people are actively consulted and involved in planning and decision making						
3.3.1	Work with commissioning to develop a marketing and recruitment strategy for fostering and adoption (including supported lodgings)	Increase in net gain of in-house carers by 25 households	Jean Imray	April 2013	<ul style="list-style-type: none"> • New website build commissioned • New creatives/branding agreed • Meetings held with PCC Marketing to progress 	A
3.3.2	Ensure Placement Orders rescinded and proceedings issued where appropriate	Proceedings issued on relevant cases	Jean Imray Jenny Goodes Ann Garrett	June 2013	<ul style="list-style-type: none"> • Tracker in place and being used in Performance Meetings • Spreadsheet in place to be monitored as part of LAC performance meeting • There are 24 placement orders to be revoked. Initial discussions have taken place with Legal and meeting to be arranged with CAFCASS and court to progress this matter. 	R
3.3.3	Implement Leaving Care policy in conjunction with Commissioning colleagues	NEET reduced	Jean Imray Iain Easton	2013	<ul style="list-style-type: none"> • Work with 0 – 19 service to ensure accuracy of 	A

					<p>information published is ongoing. Additional support has been established within the team to tackle the issue and is showing some positive early results</p> <ul style="list-style-type: none"> The latest nationally published figures for NEET care leavers show a fall in NEET cases from 52% in December 2012 to 39% in March 2013 against a national average of 42% NEET care leavers. 	
3.3.4	Review of current accommodation provided to care leavers to ensure that it is fit for purpose	Audit of accommodation	Jean Imray Iain Easton	March 2013	Robust definition of what constitutes 'suitable' accommodation agreed. Review of cases against definition to be completed by 31 st May 2013 and data tracked thereafter	A
What difference has this made:						
<p>Although the number of NEET care leavers remains too high the positive improvement shown in the three months to the end of March indicates that the focused approach which has been adopted is beginning to work and has increased the life opportunities for a significant number of young people.</p> <p>The development of a clearer process around 'staying put' has increased the numbers of young people remaining within their foster care placements, significantly improving their chances of making a successful transition into adulthood.</p>						
4. Working with Schools and others to make sure that children succeed						
Accountable Lead: Assistant Director of Education and Resources						
Priorities:						
1. Implement proposals following the review of Education Services to ensure fit for purpose local authority and improved outcomes for children						

and young people. 2. Deliver an SEN strategy and develop a new support offer to vulnerable groups 3. Ensure access to high quality schools which deliver the best possible outcomes for children and young people						
Number	Action	Performance Measure	By whom	By when	Progress	RAG
4.1.1	Strengthening of school to school partnerships as a basis for providing services in the future.	All schools agreeing to form part of CiC / trust arrangements.	Jonathan Lewis	August 2013	Discussion has commenced with partnership over commissioning opportunities including sport, and schools are being consulted and responding	G
4.1.2	Restructure internal services in line with new vision for Education Service.	Completion of consultation on restructure	Jonathan Lewis	August 2013	Phase 1 complete and proceeding to Stage 3. Proposals for stage 2 being developed	G
4.1.3	Establish a proposal for meeting the challenge of EAL / Minority Ethnic New Arrivals for the city	Outline documentation produced including proposed delivery model and oversight of offer	Jonathan Lewis	June 2013	Early draft being reviewed by AD – likely to be ready for consultation in June	G
4.1.4	Development of proposal for data intelligence function	Proposal to DMT around the shape of this function and how it will operate / sit within hierarchy.	Jonathan Lewis	June 2013	Best practice examples being gathered and reviewed. Awaiting capita one implementation	A
What difference has this made:						
Increased awareness in schools of the need to support school to schools partnerships.						
Delivery of required budget savings						
4.2.1	Full consultation on SEN strategy and refinement of action plan	Feedback on proposed strategy and final document agreed through scrutiny committee	Jonathan Lewis	June 2013	Working groups established to take forward workstreams. Strategy document being finalised. Banding and admissions workstreams are progressing well	G
4.2.2	Development of needs	Formal model to predict	Jonathan Lewis	July 2013	Some progress and further data	A

	analysis model for predicting future SEN demands	requirements for next 5 years.			has been obtained from health on emerging needs. No further information gained due to staff absence	
4.2.3	Develop proposals around revised provision map of specialist SEN support	Consultation paper on needs and demands around altering special schools and ERP provision.	Jonathan Lewis	July 2013	Discussions ongoing with schools around area special schools and ERP SLA's being developed and discussed. Making good progress.	G
4.2.4	Outline Behaviour Strategy and action plan for delivery by September	DMT agreed proposal for consultation with schools	Jonathan Lewis	June 2013	Outline proposal drafted and Strategy being written	G
What difference has this made:						
Developing new ideas to support the delivery of SEN in the city						
4.3.1	Consult on the School Organisation Plan to ensure sufficiency of places in Peterborough Schools	Agreed school organisation plan through political process	Jonathan Lewis	April 2013	Panel published for consultation	G
4.3.2	Brokering additional funding / free schools to city	Case made to central government around Peterborough situation alongside development of marketing package for free school providers	Jonathan Lewis	March 2013	Proposal being developed around extending Fulbridge to 4 FE using targeted basic needs capital funding. Due to be submitted for May deadline	G
4.3.3	Delivery of phase 2 of ICMS – Capita One for Education and Resources	Successful roll out of all modules and switch off of legacy E&R systems	Jonathan Lewis	September 2013	<ul style="list-style-type: none"> • The following modules have now been signed off as complete: ~ Bases ~ Exclusions (PRU) ~ Child Support Services (PRU) ~ Pulse (Attainment data) 	G

					<ul style="list-style-type: none"> The following modules are scheduled to be signed off in May: <ul style="list-style-type: none"> ~ PRIME (Reporting) ~ SSRS (Reporting) The main area of focus is now Child Support Services (Attendance), which includes Children Missing from Education and Elective Home Education 	
4.3.4	Implementation of Intervention Strategy for schools below national minimum floor standards	Soft / structural solutions for those schools falling below floor standards	Jonathan Lewis	April 2013	Four schools have agreed sponsored academy status. Currently discussing final sponsors.	G
What difference has this made:						
Increased public awareness of pressure on school places						
Engagement of high quality sponsors to drive improved outcomes						
5. Supporting our staff to be outstanding						
Accountable Lead: Head of Projects and Change Management						
Priorities:						
1. Ensure that the qualifications, training and progression routes to improve the competence of all Children's Services staff are of a high quality and linked to the service aims						
2. Ensure that the workforce are safe to work with children and young people and understand their responsibilities for safeguarding						
3. Ensure that the workforce are confident, respected and valued as professionals						
Number	Action	Performance Measure	By whom	By when	Progress	RAG
5.1.1	Training and Development	All Children's Services	Extended	June 2013	A new section has been	G

	Programme for CS staff	staff will have a training plan	Departmental Management Team (EDMT)		introduced to the 2013 PDR form that records individual training and development requirements for each member of staff. The Corporate Training and Development Team and the Children's Services Workforce Development Team will monitor these plans and report regularly to DMT on what training and development was planned, what took place, the quality of the training provider and the impact upon performance/skills	
5.1.2	Develop a training programme for aspirant leaders and managers	A course will be developed in partnership with the corporate training and development team. Delegates will be identified and invited	Elaine Alexander Colin Wilson	September 2013	The course "Steps to becoming an effective manager" is already available. Delegates will be identified through their PDR	G
5.1.3	Ensure that information regarding training opportunities is easily accessible by all members of the workforce	All staff will know what training is available to them and how to access it ~ Communication campaign ~ Survey	Elaine Alexander	September 2013		NOT DUE
What difference has this made:						
The difference will be judged when the PDR's are complete, the training and development requirements are collected and the respective courses are in place for staff to access						
5.2.1	Ensure that Disclosure and Barring Service (DBS)	Managers will be aware of the rules regarding	EDMT	February 2013	Heads of Service are advised of the requirement for re-checks in	G

	checks are in place for all staff who should have them and are tracked to make sure that they are rechecked in accordance with council policy	DBS and ensure that rechecks are undertaken in a timely manner			a timely manner and should act upon the notification appropriately	
5.2.4	Recruit a diverse workforce to reflect the diversity in the community	Measure ethnicity of current workforce. Targeted recruitment 20%	Elaine Alexander	Starts in January 2013	In progress and statistics are available to support the diversity of the workforce	G
What difference has this made:						
A safe and diverse workforce will complement the community we serve. Staff will feel confident and empowered						
5.3.1	Ensure that all staff have a current PDR and that it is reviewed regularly. Team Meetings and one-to-ones are scheduled for every member of staff	<ul style="list-style-type: none"> All staff have regular supportive supervision which reflects and recognises good practice and identifies development requirements 100% All supervision is minuted and recorded 	EDMT	September 2013	In progress	G
5.3.2	Develop a reflective practice methodology of supervision	Methodology implemented and monitored for compliance	Jean Imray	July 2013	The Workforce Development Learning and Development Plan includes enhanced focus on reflective supervision	G
5.3.3	Ensure that every leaver has an exit interview and leaving trends are identified and reports are presented regularly to DMT	Timely exit interviews that give us an opportunity to turn-around unwanted resignations/Learning	EDMT	From April 2013	Review the way a resignation is accepted	G

		from leavers					
What difference has this made: Staff will feel valued and issues will be captured and addressed early							