

EASTERN REGION ADCS CHILDREN'S SERVICES SELF-ASSESSMENT 2016/17

Local Authority:	Peterborough
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INTRODUCTION

This self-assessment is subject to peer review by the Eastern Region which is expected to be completed in August and will receive formal sign off at this time, subject to the outcome of this review and evaluation.

OfSTED inspected arrangements for children in need of help and protection, children looked after and care leavers in Peterborough in April 2015. The outcome of this inspection was that with the exception of adoption, all areas 'require improvement if they are to be good'. A detailed action plan in response to the issues identified by the inspection was put in place following the inspection. The last update against this plan was completed in March 2017, and the remaining actions have now been subsumed into the 2017/18 service plan.

Since the inspection, staff turnover and vacancy rates have reduced and caseloads for social workers have also reduced. The Council has agreed to implement a revised recruitment and retention package for qualified social workers, and the work of qualified social workers is supported by an increased number of alternatively qualified workers who undertake direct work with children in need as appropriate and contribute to direct work with families where children are subject to child protection plans.

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Much activity has taken place to improve compliance, with timeliness of visits, assessments, initial health assessments and similar activities being consistently improved since the last OfSTED inspection. A number of challenges remain, however; quality of practice remains inconsistent and there is a continuing need to ensure that management oversight is sufficiently robust across the service if we are to deliver consistently good outcome for children and young people. We continue to invest in staff development in order to build the skills of practitioners and first line managers in order to improve the consistency of service delivery.

This drive to improve outcomes for children and young people will be greatly assisted by our successful bid for Innovation Funding to implement the Family Safeguarding approach in Peterborough, as developed by Hertfordshire County Council. This successful bid is the final jigsaw in our longer term plan to significantly improve outcomes for children and young people with complex needs. Over the course of 2017/18 we will implement a change programme that has multi-disciplinary working at its core, supported by further extensive training and support including the embedding of motivational interviewing and strengthening families.

Building closer links with Cambridgeshire County Council is enabling us to share best practice and, where appropriate, share some service areas in order to help build resilience and so ensure that our response to needs is consistent, timely and child-focused. This approach will support both councils to deliver better services, to the benefit of children, young people and families accessing early help and prevention services, as well as those in need of more specialist assessment and support.

We also remain committed to doing everything we can to support and protect frontline services while managing reductions in budgets. An example of such innovation is the unique new Permanency Service we have developed in partnership with the leading charity, The Adolescent and Children's Trust [TACT]. This arrangement has resulted in the transfer of adoption and fostering functions to TACT as of the 1st April 2017 and is designed to improve outcomes for children in care and on the edge of care.

This self-assessment provides an up to date evaluation of the needs of children and families within Peterborough, the effectiveness of current service provision and performance in improving outcomes for children and young people. As part of the Eastern Region annual programme of sector-led improvement, it also provides an opportunity to receive peer challenge within the region; share good practice; and identify regional priorities and programme of support for the coming year.

Key:

Joint Strategic Needs Assessment = reference to supporting documentation, with hyperlink where appropriate to provide access to full document.

(M) = Item within Ofsted Annex M for SIF inspection

PART A: CONTEXTUAL INFORMATION

1. Key Personnel

Job Title	Name	Start date in current role
Director of Children's Services	Wendi Ogle-Welbourn	March 2015
Lead Member	Cllr Samantha Smith	May 2016
LSCB Chair	Russell Wate	April 2013
Chief Executive	Gillian Beasley	September 2002

2. Key Documents

Key documents should be publically available, and links to these or to other documents relating to specific services are provided below or within the body of the self-assessment. The self-assessment is intended to be a stand-alone document and therefore other embedded documents will not be scrutinised as part of regional peer challenge.

Publication of key over-arching documents		
Document	Date	Link to website or document where appropriate
Peterborough City Council Strategic Objectives		https://www.peterborough.gov.uk/council/strategies-polices-and-plans/strategic-priorities/
Joint Strategic Needs Assessment	June 2015	 1.9.2 ChildrenAndYoungPeople JSNA-June2015.pdf
Health and Well-being strategy	February 2016	 Health & Wellbeing Strategy Feb 2016.pdf

LSCB Annual Report and Business Plan	2014 - 2015	 1.11.1 Annual Report 2014-15 Final.pdf
LSCB Business Plan	2013 - 2016	 1.12 PSCB business plan 2013-2016 v1.11 update.pdf
Peterborough Youth Justice Plan	2015 - 2016	 Peterborough Youth Justice Plan 2015-2016
Child Health Profile	2016	 ChildHealthProfile2016-Peterborough.pdf

3. About The Local Area and Services for Children

Demographic and Service Information: About the local area, demographic information, deprivation, diversity within communities and understanding well individual needs of children and young people (e.g. disability, ethnicity, faith, gender, language, race and sexual orientation) are identified, and key local issues. This is about telling your local story, similar to the initial section in Ofsted reports and evidences how well the LA understands its local community and specific areas/groups of children (M)

Peterborough is the second fastest growing City in the UK, with the population growing by 25,000 between 2004 and 2013 according to Centre for Cities. Latest population estimates [2015] are that Peterborough's total population is 190,461, of which 46,607 are children and young people aged under 18 – or 24% of the total.

Diversity

The population of children and young people is increasing rapidly and is becoming more diverse; over 46% of school pupils are from black or minority backgrounds. The largest minority ethnic population is Asian Pakistani, however more recent patterns of migration from Central and Eastern Europe means that a growing proportion of children and young people are from these backgrounds.

As of October 2016, 40% of primary school pupils and 30% of secondary school pupils had English as an additional language. The England averages for English as an Additional Language were 20% and 14% respectively for primary and secondary schools, while the average for our statistical neighbours was 18% and 14% respectively. In a number of our schools, over 40 languages are spoken, and across all schools 144 languages are spoken in total.

Deprivation

Peterborough remains a local authority with relatively high levels of deprivation as measured by Income Deprivation Affecting Children Index (IDACI) and the overall Index of Multiple Deprivation (IMD) of which IDACI is a component.

33 Lower Super Output Areas (LSOAs) in Peterborough, or 29.5% of the total are in the most deprived 20% of all LSOAs in the country as measured by IDACI. 76 of Peterborough's 112 are in the most deprived 50% of all LSOAs in the country as measured by IDACI. Only 10 LSOAs (8.9%) are in the least deprived 20% nationally. These levels of deprivation have an impact on higher proportions of children and young people in Peterborough than is the case nationally; around 24% of children and young people in Peterborough are living in poverty, while the level of family homelessness in the City is also significantly higher than is the case nationally.

A significant proportion of the population in Peterborough is highly mobile, with families moving into and out of the City from both the surrounding areas as well as from overseas [and from Eastern Europe in particular].

Child Protection

Numbers of children subject to child protection plans as of the end of March 2017 were 236, equivalent to a rate of 50 per 10,000, slightly below the statistical neighbour average for 2015/16, which was 57 per 10,000. Numbers have declined from 250 in April 2016, which is the result of a high level of management oversight in relation to the progression of plans for this group of children.

Looked After Children

There were 363 children and young people looked after as of the end of March 2017 – a rate of 76 per 10,000, slightly below the 2015/16 statistical neighbour rate of 79.5 per 10,000. Among the population of children in care in Peterborough are around 30 unaccompanied asylum seeking children and young people. Overall numbers of children and young people in the care system have remained between around 350 and 370 over the last 12 months.

The table below shows the breakdown by placement of our looked after population as at the end of March 2017:

Foster carers - In House	48%
Foster carers - Agency	27%
Foster carers - Unknown	0%
Fostering by relatives or friends	5%
With parents	1%
Independent living	6%
Residential care homes	11%
Other residential schools	1%
Placed for adoption	1%
Secure unit	0%
Other	0%

Since April 2016, there has been a significant tightening of the market in respect of available foster placements. This has led to an increase in the use of residential placements from around 7% to 11% of the overall looked after population. While 11% is in line with national averages, it is higher for Peterborough than has been the case over recent years and with typical weekly costs of around £3,500 per week and more, has placed pressures on the budget position this financial year. This tightening of the fostering market is likely to be the result of increased numbers of children in care nationally and among some of our neighbouring authorities.

A key aim of the new Permanency Service delivered by TACT from April 2017 is that we increase the supply of locally available fostering households, resulting in a reduction in the use of high cost placements. Our view is that children and young people almost always do better in the longer term where they remain in family placements, and so this approach will also result in better outcomes.

PART B: SUMMARY

1. Review of the last year (April 2016 to March 2017)

1.1 Progress on LA Areas for Improvement from Last Self-Assessment

What improvements have been made in your key areas for improvement last year? Please reference relevant section in the self-assessment document. You may wish to add a short summary paragraph here of inspection/evaluation/improvement planning or intervention as appropriate.

Area for Improvement	Outcome	Reference to further information
Strengthening of Corporate Parenting arrangements through the formation of a formal Committee and provision of coaching through the LGA	Corporate Parenting Committee is better able to hold officers to account in improving outcomes for children in care and care leavers. Informal committee meetings have improved participation by young people as meetings are more accessible	
Improvement of information available for care leavers	Young people leaving care have better knowledge of key issues affecting them including their health histories.	
Improving the timeliness of performance reporting within children's social care	The Council has invested significantly in software and IT infrastructure to deliver timely reporting data. Reports are now being built and, once final issues are resolved around accessibility, near live performance reports will become available for managers by summer 2017.	

1.2 Regional Areas for Improvement Last Year

What improvement has been made in your LA against regional priorities?

Area for Improvement	Outcome	Reference to further information
Supporting LSCBs on their journey towards 'outstanding'	The OfSTED inspection in April 2015 confirmed that the LSCB is 'Good'	
Narrowing the gap and vulnerable learners (inc looked after children and care leavers)	Capacity within the virtual school has been increased in order to support the learning needs of children and young people in areas where gaps are widest. The Council has worked extensively with schools to support the learning needs of vulnerable learners and we expect to see evidence of impact of this partnership approach in outcomes in the 2017/18 financial year.	
Vulnerable adolescents	Consultation on the development of a bespoke service to support vulnerable adolescents has taken place during 2016/17; final decisions as to how the service would operate were dependent on the outcome of the bid for funding to support Family Safeguarding, the announcement of which came later in the year than expected. Now this is known, we expect to establish this new service in summer 2017.	
Voice of the Child in Child Protection	The quality assurance service engages with children, young people and their families who have been involved in the child protection system, and has developed a user group to gather views and support practitioner learning.	
Cultural difference and understanding in social work practice	Focus of practice workshops and a continuing priority as we develop the Family Safeguarding approach in Peterborough	Positive QA report from March 2017 identifying practice

		strengths in this area available on request.
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1.3 Top Three Outcomes We Are Proud Of Achieving This Year

Please include ways that you think your success can benefit others in the region and learning shared, including innovation.

Strength or Outcome	Reference to further information
1. Maintaining a stable management team and reducing staff turn over	
2. Successful bid to develop f Family Safeguarding in Peterborough, which will improve outcomes for the most vulnerable children and young people in Peterborough	
3. Successful implementation of the Permanency Service in partnership with TACT, from 1 st April 2017, which will ensure that more children and young people in care and on the edge of care benefit from local, permanent and loving family homes.	

4. Summary of Reviews, Evaluations and Inspections

a) Ofsted Social Care, School Improvement Inspections, CQC inspections of health services, peer reviews, etc.

Title	Date	Outcome Reference to further information
Cherry Lodge children's home	August 2016	Good overall
The Manor children's home	November 2016	Good overall
Ofsted full inspection: Clare Lodge secure children's home	January 2017	Good overall – interim inspection
CQC review of health services for children looked after and child protection	April 2016	Narrative judgement that identified many areas of strength and made a number of useful recommendations
Ofsted Single Framework Inspection	April 2015	Requires improvement. Action plan
Ofsted Review of the Effectiveness of Education and Training Provision for 16-19 Year Olds	May 2014	Strengths and areas for improvement/consideration identified
Eastern Region Peer Looked After Children Health Check	March 2014	Strengths and areas for improvement/consideration identified
LGA led Health & Wellbeing Peer Review	March 2014	Positive feedback with key recommendations identified
Ofsted School Improvement Inspection	February 2014	Services are effective

b) School Inspections

Source: <http://www.Ofsted.gov.uk/resources/latest-monthly-management-information-outcomes-of-school-inspections>

Number of Schools	Number of Schools with an Inspection Outcome	Number judged Outstanding	Number judged Good	Number judged to Require Improvement	Number judged Inadequate	% Good or Outstanding (of those inspected)	% judged Good or Outstanding (of total)
Primary - 57	52	5	41	5	1	88.5	80.7
Secondary - 12	11	3	7	1	0	90.9	83.3
Special - 6	6	1	5	0	0	100	100
Total - 75	69	9	53	6	0	89.9	82.7

Please note, however that any school which has converted to academy status is deemed to be a new school and does not have a previous inspection outcome until it is first inspected as an academy. There are 6 schools in this position, 5 primary and 1 secondary.

The one school currently judged inadequate is due to convert on 1st February and so will lose its inadequate judgement at that point and be removed from the outcomes data.

Data for Early Years settings is highlighted below, the data is taken from the latest Ofsted Statistical Profile data as at their most recent inspection 31/08/2016.

Early Years Settings Graded good or above:
All provision: 93%: (National 91%) (this places us 4/11 of our statistical neighbours)
Childcare on non-domestic: 93% (National 94%). This places us 7/11 of our statistical neighbours.
Childminders: 92% (National 89%). This places us 3/11 of our statistical neighbours.

The data states for Childcare on non-domestic we have 5 'Requires Improvement' and 2 'Inadequate'. Of these:

- One has not been operating since March 2015. This provision is still open on the OfSTED database but we understand that OfSTED has issued notice due to non-payment of fees;
- One had been re-inspected but had no children on role. This provision has now been taken over by a school and the inadequate grading has been closed.

2. Looking Forward To 2017/18

2.1 Top Three Outcomes We Need To Improve

Please provide reference to the chapter/page in the self-assessment which provides further information about current performance, reasons and what you will do to improve.

Area for Improvement	Reference to further information
1. Continuing to improve the consistency of practice within our children's social care services	Implementation of a bespoke programme to support the continuing development of first line managers and advanced practitioners
2. Delivering our model of multi-disciplinary working for families with complex needs and to improve outcomes for vulnerable adolescents through establishing the Family Safeguarding and integrated targeted youth support services	
3. Developing shared commissioned and delivered services and management across Peterborough and Cambridgeshire, enabling increased resilience, increasing learning and development opportunities and protecting front line services through efficiencies.	

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2.2 Top Three Risks For The Future

Risk	Reference to further information
1. A continued shortage of suitable foster carers leads to increased use of residential placements at much higher cost and with associated likely poorer outcomes.	
2. Continuing pressure on numbers of children and young people being referred to children's social care leading to increased caseloads.	
3. Initiatives to share some service delivery and commissioning with other local authorities locally [and particularly with Cambridgeshire] are not sufficiently successful in reducing costs, making protection of early help and front line services more difficult.	

3. INNOVATION, PILOTS AND GOOD PRACTICE

This is optional additional information to capture what is being done well, involvement in regional pilots, good and innovative practice. The region may wish to collate some of these so that it can be shared with others

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Title and Description	Start & completion date
<p>Joint Innovation Bid with Hertfordshire CC: Family Safeguarding Teams</p> <p>Hertfordshire CC developed family safeguarding teams to include adult mental health, substance misuse and domestic violence workers in co-located multi-disciplinary teams with children’s social workers and family support workers with the support of funding from the last round of innovation projects. This approach was supported by implementing a model of practice based on strengthening families and motivational interviewing. The approach has led to better outcomes for children on child protection and child in need plans, fewer repeat referrals around domestic abuse and reducing use of applications in care proceedings.</p> <p>Hertfordshire will be working with Peterborough and three other local authorities to share their learning, enabling us to develop a similar approach in Peterborough, supported through innovation funding initially, and hopefully bringing similar benefits to children, young people and their families.</p> <p>This approach will be supported financially through the successful bid for innovation funding that will see in excess of £2M for Peterborough to pump prime the new approach, fund the necessary training and build the ICT systems to enable a single work book approach to be developed to record the impact of interventions with families.</p> <p>We are very excited about this development. It has been shown in Hertfordshire to dramatically improve outcomes and the attractiveness of the approach has meant that social workers have wanted to work for the authority, reducing reliance on agency workers and further improving workforce stability.</p>	<p>Summer 2017 is go live</p>
<p>Developing an integrated multi-disciplinary response to improve outcomes for vulnerable young people with complex needs</p> <p>The Family Safeguarding approach is designed for use where families have younger children and is less suited to meeting the needs of vulnerable young people with complex needs. This group, at risk for a number of reasons including extreme risk taking behaviour, substance misuse, poor or inappropriate peer relationships and associated risks including self-harm, involvement in offending behaviour, frequent missing episodes and vulnerability to exploitation, are most likely to benefit from support from a range of practitioners and not necessarily only from qualified social workers.</p>	<p>Summer 2017</p>

<p>Key is the building of positive relationships, and practitioners working with this group need to be tenacious and, critically, often available to work outside usual hours. Often, youth workers may have more success in engaging with this group than social workers, while the needs of the young people concerned will often indicate some oversight or direct involvement from practitioners with mental health expertise.</p> <p>A relatively significant number of young people come into the care system in adolescence and Peterborough is no exception to this. While for some young people, coming into care at this point is the right thing for them in terms of improving long term outcomes and protecting them from harm, for a number of others it is better that they and their families are supported to remain together through a combination of working with the young person to address the issue they may be experiencing, while helping parents with parenting and other approaches that will help to prevent relationships from becoming under stress.</p>	
<p>Permanency Service</p> <p>Peterborough City Council staff, foster and adoptive carers are working together to implement a new delivery model that is focused on securing permanency for children and young people in care or who are on the edge of care. This new service is called the Permanency Service and will be delivered on behalf of the Council by the leading charity, The Adolescent and Children’s Trust, or TACT.</p> <p>TACT was awarded a 10 year contract following an exhaustive tender and evaluation process that included staff, foster cares and young people in care. The TACT bid was the most persuasive in terms of capacity to deliver the required outcomes. The bid also came across as the most child centred overall, which was important to us all. The new service commences on 1st April 2017.</p> <p>We are very excited by this development. TACT has already been working to bring additional charitable investment to the City, helping to improve the range of family support services, benefiting children and young people and bringing added value to City as a whole. Innovative approaches including TACT’s parallel parenting programme, will help improve the preparation and support to families, children and young people where children and young people return home after a period in care.</p> <p>This new approach will support delivery of improved outcomes while protecting prevention and early help services by helping to deliver savings on the overall cost of placements for children and young people in care.</p>	April 2017
<p>Developing joint commissioning and service delivery approaches with Cambridgeshire</p> <p>Peterborough, as a small authority, is vulnerable to pressures on key services because of their relative size. Our front door for early help and children’s social care, for example, works well most of the time but they are small and can be affected by usual events such as leave, sickness, vacancies and so on. When such usual events also coincide with peaks in demand, there is a risk that service delivery suffers. Many of our partner agencies including key partners such as the police and health, are faced with additional burdens arising from two access points with slightly differing approaches.</p> <p>For reasons such as these, it makes sense to explore whether developing some shared areas of service makes sense from a consistency and reliability of practice perspective, as well as from a financial one. We are therefore exploring whether we can join up our respective front doors and develop a single</p>	May 2017 onwards

<p>access point for early help and children’s social care services with Cambridgeshire. Not only should this be a more cost effective approach to ourselves and partners, but it will ensure increased resilience and enable more effective multi-agency working, particularly within a joined up MASH.</p> <p>This is likely to be the beginning of an increasing focus on joining commissioning and service delivery across the two authorities to improve consistency and practice, while reducing costs and so helping to protect frontline services in both Councils.</p>	
<p>Connecting Families</p> <p>Phase 2 of the national Troubled Families agenda, known locally in Peterborough as Connecting Families, is being driven through Early Help. All families for whom an Early Help Assessment is opened are screened for eligibility. By using the Early Help Assessment as the route into the programme, Peterborough is confident that each family has a named Lead Professional, one holistic family assessment and one family action plan. The Outcome Plan for the city produced jointly with partners clearly identifies success criteria and uses a variety of tools and processes to measure impact</p>	<p>2015 - 2020</p>

PART C: CURRENT SELF-ASSESSMENT

Description of service provision, evidence of current performance and actions to improve are provided under a set of headings and statements to support self-analysis. This includes 'softer intelligence' and assessment of risk factors as well as covering elements required in Ofsted SIF Annex M and other criteria. There should be sufficient evidence for the reader to be able to draw conclusions without reading any other document, although links are provided where appropriate.

1. LEADERSHIP AND GOVERNANCE

1.1) There is a strong political focus on children's services.

There is a long history of support for the work of Children's Services across all political parties in Peterborough.

This is evidenced by continued support for Children's Services in terms of provision of funding to meet increasing demands on the service, including, for example, the agreement by Cabinet in February 2016 to fund an enhanced recruitment and retention incentive scheme for qualified social workers in Children's Social Care and the identification of in excess of £1M over the financial years 2016/17 and 17/18 to support the increased cost of placements for children and young people in care.

The Children and Education Scrutiny Committee has maintained a strong cross party focus on performance within children's services across early help, children's social care and education. This focus is characterised by appropriate challenge of officers around performance, combined with a genuine will to support services to achieve improved outcomes for children and young people.

The Leader of the Council, Cabinet Member for Children's Services and Chief Executive meet with senior officers from Children's Services including the Director for Children's Services on a regular basis. These meetings scrutinise performance information, and again offer challenge to officers alongside commitment to support solutions to issues where these require a whole Council approach.

1.2) Strategies and priorities are clear, and are driving the required improvement.

The work of the Directorate is overseen by a single Executive Director who leads an extended Department Management Team (EDMT) to look at issues which may affect children and families from a range of service areas. This allows EDMT to draw upon evidence and intelligence from diverse services and understand a holistic picture of children and families in Peterborough.

The work of the People and Communities Directorate is underpinned by a number of strategies. These include, for example:

- People and Communities strategy
- Child Poverty strategy
- Looked After Children strategy
- Health and Wellbeing strategy
- Community Safety Plan
- Adult and Children Safeguarding strategy
- Early Help and Prevention strategy
- Youth Justice Strategy
- Prevent Action Plan
- Neglect strategy
- SEN Strategy
- Closing the Gap strategy
- School Improvement Strategy

There is a focus on ensuring that ‘golden threads’ link strategic themes at all levels, ensuring strong governance and accountability.

There is strong governance and accountability both at Board level (for example the Health and Wellbeing Board and the Safer Peterborough Partnership), at service level (for example the Child Sexual Exploitation Strategic Group) and at Cabinet level.

Whilst Peterborough has a dedicated Cabinet Member for Children Services, given the broad scope of the Directorate issues affecting children and families are considered across a range of Cabinet portfolios.

The change programme that follows the successful bid for innovation funding to develop family Safeguarding in Peterborough provides us with the opportunity to develop a revitalised single vision based on multi-disciplinary working and improved levels of participation at all levels of service delivery from early help to edge of care and in care services.

1.3) Senior Leaders, including the DCS, discharge their statutory responsibilities. They understand its effectiveness, identify and deal with areas for developments; deficiencies; new demands; strengths and weaknesses of front line practice and the impact on children and their families. Shortfalls are identified and addressed. (M)

The structure within Children’s Services is designed to ensure that there is sufficient resilience at a senior leadership level to ensure effective oversight and enable capacity for strategic planning.

Reporting to the DCS is the Service Director for Children and Safeguarding, who has overall responsibility for the strategic leadership of children's services. Reporting directly to the Service Director is the Head of Safeguarding and Quality Assurance for People and Communities and the Assistant Director for Children's Social Care. The Assistant Director is responsible for the day to day operational management of services to children in need of help and protection, as well as for those who are looked after or who are care leavers. The Head of Safeguarding and Quality Assurance is accountable for the quality assurance and safeguarding service across adult and children's services, including Independent Reviewing Officers, chairs of child protection conferences and quality assurance functions. This reporting arrangement allows for effective challenge and support from quality assurance functions to operational services.

The DCS and Service Director receive a weekly performance report from the Assistant Director that covers key performance information, including caseloads for social workers, details of any children and young people who have been missing from care or while subject to a child protection plan, performance relating to timelines of visits to children and young people and details of vacancies and arrangements for cover. This report is also shared with the Chief Executive, the Leader, and Cabinet Member for Children's Services.

This transparent approach to leadership ensures that shortfalls or developing issues in relation to key performance indicators are identified early, enabling action to be taken swiftly.

1.4) There is stability within the management structure. There is/has been low or no turnover and change in senior leadership and interim managers.

In the period immediately leading up to the OfSTED inspection in April 2015, this was an area of considerable concern. At this time, there was an interim Assistant Director and Head of Service for both First Response and Family Support. The Service Director and Assistant Director have been in post since March 2015, which was also when permanent appointments were made to the two heads of service roles above. These roles have remained filled since this time. A decision was taken in July 2016 that the span of responsibility for the Head of Service covering Fostering and Adoption and Children in Care was too broad. Attempts to recruit the resulting additional role of Head of Service for Children in Care and Care Leavers have so far been unsuccessful, and this role is currently covered by a very experienced locum manager. This is the only senior management role covered by a locum.

The position at team manager level is also much more positive now than was the case in the lead up to the inspection in April 2015. Immediately prior to this inspection, there were only two permanent team managers in Family Support and First Response, with the remaining five roles covered by locums. We currently have one locum team manager in Family Support. We are confident that we will recruit a permanent manager to this new role in due course. There are no other locum team managers elsewhere in the service.

We are developing closer links with Cambridgeshire County Council, in order to increase resilience, protect front line services while reducing overall costs and support effective working with our partners, many of whom operate across both local authorities. We are in the process of reviewing management arrangements across both local authorities, seeking to join service delivery and commissioning where this makes sense in terms of supporting better outcomes for children and young people.

1.5) There are limited service reorganisations but where they do occur they are purposeful and effective.

The development of Family Safeguarding and the move towards developing a shared front door with Cambridgeshire County Council will result in some structural changes over the 2017/18 financial year. These are necessary as there will be a significant expansion in capacity within the family support service, including as a result of developing multi-agency teams, and in order to establish the Targeted Youth Support Service.

Similarly, there will be inevitable changes that follow from the development of a single front door and MASH in partnership with Cambridgeshire County Council.

We will also take this opportunity to further increasing the resilience of the overall management structure, while ensuring that the changes that will follow from establishing the Family Safeguarding and Targeted Youth Support services will be supported.

While we acknowledge that structural changes can be unsettling for members of staff, these initiatives are all focused on improving outcomes, increasing capacity and improving resilience. Staff will be fully involved in the modelling of the service, as will users of services where possible and appropriate.

Experience in Hertfordshire has been that these developments have made the service a much more attractive place to work, as practitioners can see the impact on outcomes for users of services.

1.6) Service/team meetings and development days occur regularly and staff are informed about priorities, performance and are supported to keep up to date. Feedback from frontline staff is listened to, and acted upon.

There are a range of opportunities for staff and managers to meet, discuss priorities and performance and reflect on practice and outcomes for children, young people and their families. These include:

- Regular practice workshops, supporting the development of the workforce in specific areas that have been identified as areas where improvement is needed through themed and management audits;
- The Social Care Forum [formerly the social work forum], which is chaired by the Principal Social Worker, provides an opportunity for the dissemination of best practice into social work teams across adults and children's services by forum members as well as providing a mechanism for social workers to discuss any issues that are of concern to them which are in turn fed back to the Service Director for Children and Safeguarding;
- Regular performance improvement meetings chaired by the Head of Service for Quality Assurance and Safeguarding and attended by all team managers. This meeting addresses a wide range of practice development issues arising from feedback from legal proceedings, complaints and from case alerts raised by the independent chairs for child protection and children looked after;
- Quarterly briefings for all children's service staff by the Service Director for Children and Safeguarding, which outline any key future developments that are to take place, discuss performance issues and allow all staff to ask questions and make their views known;
- The Children's Service Management Team is chaired by the Assistant Director and includes all heads of service. There is a strong focus on performance and on achieving the targets with service delivery plans and the local authority plan for achieving the outcomes for the service development plan. The Service Director for Children and Safeguarding attends these meetings regularly in order to assure progress against service and performance targets;
- Regular service and team meetings also take place across the service;

- There is a bi-monthly e-magazine [‘Connected’] for all staff in the People and Communities Directorate, and there are regular staff briefing sessions held by the DCS and other senior leaders to ensure that all staff remain in touch with developing strategic priorities for the Council as a whole.

1.7) The vision, strategies, policies and procedures are up to date. Priorities and plan(s) for improvement are realistic, measurable, accessible, understood by all staff and can be seen from strategic level to individual appraisals.

Following the OfSTED inspection, a detailed action plan was developed to help to support the service to address the issues identified and improve the quality of services. This plan has now been absorbed into a new service development plan that has captured any remaining issues, while preparing the service for the changes that will flow from the development of the Family Safeguarding approach in particular.

Progress against the service development plan will continue to be reported to the Leader, Cabinet Member and Chief Executive, and is monitored more regularly at appropriate leadership, management and team meetings.

Practice priorities within Children’s Social Care is a fixed agenda item within the Social Care Forum and representatives on this group take practice issues and innovations back to their team for on-ward discussion, learning and peer support.

There is a Performance Development and Review process embedded across the Council; all employees contribute to corporate and service priorities identified within their Performance plans as appropriate to their role and level of accountability. The process also enables practitioners to identify some personal priorities and associated development or training needs required in order to achieve these. These performance plans are reviewed at least twice a year and are refreshed against corporate and service priorities annually.

Social Workers have access to on-line procedures that are regularly updated and policies and procedures are kept up to date by a dedicated resource within the Safeguarding and Quality Assurance Service which is also linked to the performance and systems service area, so that any system changes that may be needed within, for example, Liquid Logic/ICS, as a result of policy changes, can be put in place efficiently.

2. COMMISSIONING AND QUALITY

2.1) Commissioning across all services is evidence based to meet the needs of children and families (including vulnerable groups) through up to date needs assessments; sufficiency audits and research; what children and young people and families tell us their needs are; and understanding of current markets. This includes placements for looked after children and services for children and their families.

Summary and evidence:

The People and Communities Directorate has a dedicated integrated commissioning and quality improvement function that aligns Public Health, Education, Housing, Community Safety, Childrens Social Care, Child Health and Wellbeing and Adult Social Care commissioning in one unit under the leadership of an Assistant Director for Commissioning and Commercial Operations.

The People and Communities Directorate has a commissioning and project board that meets fortnightly. This board comprises of officers from the directorate, HR, Finance, Legal and Procurement. The board agrees business cases, specifications, tenders and awards of contracts. The board is chaired by the Corporate Director of People and Communities.

There is an increasing focus on developing joint commissioning arrangements across Cambridgeshire and Peterborough Councils, as well as with our key strategic partners including the Clinical Commissioning Group and proposals to develop a joint senior leadership post across both local authorities are currently the subject of consultation. This approach is part of our overall strategy to deliver effective and efficient services for vulnerable children, young people and their families, identifying opportunities for joint commissioning approaches across both Council areas wherever this is of benefit.

Commissioning for Children in Care

Peterborough has a Placement and Sufficiency Strategy and a recently updated Position Statement detailing the progress being made in achieving the commissioning intentions detailed in the strategy. TACT is now responsible for placements for children and young people in care and will be targeting recruitment of carers able to meet the needs of a larger proportion of our children in care locally than has been historically the case.

As with many authorities the key drivers are to ensure sufficiency of a range of quality placement options able to meet the diverse range of needs within our children in care population. In particular, focusing the recruitment of foster carers able to manage challenging behaviours and offer placements for large sibling groups (whose first language may not be English), which are the areas that TACT will focus on in the initial stages of the contract.

All commissioned service provision is based on sound needs analysis and developed commissioning strategies that are formulated on evidence based practice. All commissioning activity is scrutinised by the Commissioning and Project Board to ensure objectives and outcomes are clearly defined, within budget, evidence based and

ensure that the authority is delivering the right service, at the right time, to the right children, in the right place, at the right cost and for the right length of time in order to achieve maximum impact and value.

Placements

We are committed to ensuring that children and young people in care are placed within, or close to the city whenever possible. The nature of Peterborough as a relatively small City surrounded by neighbouring local authorities, means that a number of our own foster carers live outside of the City boundaries. Of our population of children in care as of December 2016, 62% live within 20 miles of their home address, and a further 12% live between 20 and 50 miles from their home address.

Most of the children and young people placed further than 50 miles from their home address are placed in highly specialist provision, or are placed far from the City for child-centred reasons, with relatives or close to extended family, for example. That said, pressures in the fostering market have resulted in foster placements being more difficult to identify during the financial year 2016/17. One of the aims of the development of the new Permanency Service is that we recruit more carers locally.

The proportion of children and young people placed in residential provision is around 11% of the overall population of children and young people looked after, which while in line with national averages, is relatively high for Peterborough. The aforementioned difficulties in identifying suitable placements within the agency fostering market has contributed to this changing pattern and again is one of the key targets for the new partnership with TACT to address. Nevertheless, the majority of these placements are needed because of the complex needs of the children and young people, and most are jointly funded with education or health colleagues or both.

As of the end of March, there were 363 children and young people looked after. Our placement stability rates continue to be consistently high with 6.3% of children looked after experiencing three or more placement moves within a 12 month period, which is between 2-3 percentage points better than our statistical neighbours and the England national average.

Peterborough is a member of the London Care Placements (LCP) Consortium and all Independent Fostering Agency placement contracts are via this consortium. All providers are robustly audited and the reports scrutinised by the Consortium Steering Group. Our Access to Resources Team [ART] broker all external agency placements, and placements are only sourced from providers rated as Good or Outstanding by OfSTED except where there are very specific child-centred reasons for considering a provider that has a less positive rating.

The majority of residential placements are jointly funded and resources agreed through the Joint Agency Support Panel [panel made up of CCG/SEND/CSC and commissioners]. Placements are sourced through the Children's Cross Regional Arrangements Group [CCRAG] dataset/London Care Placements Database. Where we are spot purchasing outside of these monitored/approved provider arrangements, providers are asked to submit qualitative information and data about their services, outcomes achieved, Statement of Purpose and Function, Local Area Assessment, copy of insurance certificates, details of other placing authorities [for reference purposes] and any monitoring reports completed by the authority. The ART Officer will also contact the host authority to determine the appropriateness of the placement given the child/young person's needs. In all cases the child's social worker and other professionals will visit the placement prior to agreeing the placement.

16+ Accommodation and Support Services are provided through a commissioning framework of tendered service provision. The majority of providers are local and have built up extensive networks to enable access to a range of accommodation, education, training and support options tailored to the needs of 16+ care leavers. This

provision is very flexible, and offers a range of support from very high level, where we are facilitating the stepping down from residential care towards independence through a bespoke support package that is adjusted as the skills of the young person develop, to lower levels of support for young people who have already acquired some independent living skills. This approach ensures that young people are equipped to sustainably manage their own tenancy arrangements. There are currently 20 young people in and around Peterborough in this type of accommodation and support service.

Staying Put Arrangements – The local authority has consistently promoted the option of staying put arrangements for care leavers. As of March 2017, 12 young people were remaining with their former foster carers in these type of arrangements.

Contracts – All commissioned service provision is formalised by contracts. As stated above, in terms of fostering this is via the LCP contract, residential services provision is via the National Children’s Homes Contract/NASS Contract. All other service contracts are bespoke to the service commissioned. The ART is responsible for issuing contracts all of which specify the outcomes to be achieved, the responsible professional/setting and the anticipated timeframe for achievement. Contracts are logged on the child/family’s case file as well as the contract audit dataset managed by the ART and directorates contract register.

Interventions that have significant resource implications, such as a child becoming looked after, or high cost support packages, have to be agreed by the Assistant Director for Childrens Social Care. The Head of Service for Children in Care and Care Leavers chairs a care planning panel that is in place to help to ensure that children’s placements and associated care plans are meeting needs and delivering the impact required.

The contract with TACT to operate the Permanency Service means that the ART will transfer to TACT from April, however the local authority retains decision making in respect of children and care planning.

Commissioned Prevention Services – Edge of Care

High Level Family Support - Preventing children and young people from entering the care system where possible is a priority for all local authorities. The local authority has commissioned a specialist high level family support service to support families at times of crisis and prevent family breakdown. The service is tailored to the individual family’s needs and supports families to manage situations differently, develop strategies to enable behaviours/attitudes/actions to be proactively and positively addressed. In effect the service acts as a change agent, empowering families to take stock and to use different methods to sustainably manage family dynamics.

Crash Pad – This is a service commissioned with a local registered social landlord that offers an accommodation base within the Foyer federation. The Crash Pad is offered to young people [aged 16+ on the edge of care] who need ‘time-out’ away from their current circumstances. Support is offered in order to help families and the young person reconcile their differences or to identify other accommodation possibilities that prevent a young person from coming into the care system, such as family arrangements with relatives. Where there are no such options, the young person may become looked after where this is appropriate.

Other Commissioned Services

A range of services are commissioned to support children in care which include:

- Advocacy Services – these services are commissioned across Cambridgeshire and Peterborough through joint commissioning arrangements, and extend to include a visiting advocacy service to our children’s homes and return interviews for children missing from care, wherever placed.
- Psychology Services for children and young people in care, commissioned from the providers of CAMH services, ensuring that the specialist dedicated resource remains in place while enabling links to mainstream CAMH services;
- Birth Counselling Services [parents/family members who have had a birth child adopted]: This contract will transfer to TACT as part of the Permanency Service.

Peterborough has a strong Independent Visitor service. Children who have been identified in need of this service are referred swiftly to the Independent Visitor coordinator. Currently there are 16 children and young people matched to an Independent Visitor and no waiting list. Young people’s feedback is sought and an annual report is compiled to ensure that the effectiveness of the service is evaluated to ensure service improvement is continually made.

Child Health and Wellbeing

There has been considerable focus in Peterborough and Cambridgeshire on developing a joint commissioning unit to improve child health and wellbeing outcomes across both Council areas and the Clinical Commissioning Group. A memorandum of understanding has been developed that clarifies the working arrangements between these commissioning partners, and services to meet children’s health needs are now commissioned through the Joint Commissioning Unit. This development will deliver system wide, integrated commissioning arrangements, informed by better resourced and more comprehensive needs assessments, reducing duplication and improving outcomes while securing value for money.

The Joint Commissioning Unit has established a strategic group that has oversight of the emotional health and well-being of services for children and young people across both local authority areas. This group includes all key stakeholders including the two local authorities, health providers, health watch, parent representative groups, police, voluntary sector and the CCG and is overseeing plans for use of child and adolescent mental health transformation money. The emphasis for investment is on early intervention and to increase capacity within tier 2 services, with services for emotional health and wellbeing for children being redesigned around the IThrive model. Current areas for investment include evidence-based parenting programmes to help to support parents where neuro-developmental disorders are suspected but have not yet been diagnosed. Such approaches benefit the family and child regardless of the presence of any neurodevelopmental disorder.

Peterborough Children’s Social Care and the Cambridge and Peterborough Foundation Trust have worked together to dramatically improve performance in relation to the proportion of medicals taking place within 20 working days of a child first becoming looked after. Performance for 2014-15 was that fewer than 20% of such medicals took place on time; performance as of the end of the 2016/17 financial year is typically over 80% of such medicals taking place within 20 days; where issues remain they are usually connected to circumstances where children are placed at some distance from the City, meaning that we are reliant on other areas to undertake the medical assessments.

During 2015/16 we re-commissioned our substance misuse services, and now have one provider responsible for adult and children treatment and recovery services for alcohol and drugs. This approach has increased the visibility of children living in families where adults are misusing substances.

The development of the Family Safeguarding Model will strengthen the service to families affected by parental mental ill-health, substance abuse and/or domestic abuse. We will be asking providers of current services to increase capacity via secondment arrangements, using the additional funding to pump-prime the services. In the longer term, it will be clearer to what extent the expansion of the services represents a real increase in work – many of those accessing substance misuse services through Family Safeguarding should be accessing existing substance misuse services, for example. Evidence from Hertfordshire is that this approach has also reduced numbers of children in care, care proceedings and numbers and duration on child protection plans, enabling the service to become self-financing once established.

We have commissioned our parent representative group, Family Voice, to deliver the expert parent programme to families who have children with disabilities, this has been immensely successful and feedback from families is very positive.

2.2) Commissioned services are robustly monitored and commissioning is effective in achieving desired outcomes at the right price.

All commissioned services are subject to regular contract reviews where quarterly contract management and performance information is discussed/challenged and scrutinised. Learning from these reviews informs the development of improved service delivery models, and supports changes in practice to improve child/young person experiences and outcomes. One of the critical elements of these reviews is to ensure the voice of the child/young person is heard and changes based on such feedback is embedded in service delivery. All services are required to seek the views of all those experiencing the service [for example: advocacy, family group conferences, birth relative counselling and so on]. This review process includes scrutiny of service budgets, and the expectation is that savings are identified where possible for investment elsewhere or commissioners work with commissioned service providers to deliver on budget.

Each provider of a commissioned service, and those that are in-house services but which are treated as commissioned service provisions [such as the Supervised Contact, and short break services for children with disabilities] are responsible for producing annual reports that detail activity over the preceding year and the impact each service has had in ensuring key performance indicators and defined outcomes have been achieved. Commissioners are responsible for presenting these reports and their overview of the effectiveness of service provision to the Commissioning and Project Board chaired by the Corporate Director for People and Communities.

Those services that are commissioned via framework agreements/consortia arrangements are managed via the Access to Resources Team [ART]. Each ART Officer has a portfolio of providers with whom they hold regular business meetings, the purpose of which is to discuss current referral trends, the ability of the provider to meet the needs of the children referred and the actions the provider is taking to ensure their business will be capable of meeting the range and variety of need identified. These meetings offer an opportunity for the officers to develop provider relationships in a way that is transparent and open, fee levels are often negotiated especially where change in need requires a different level of resource. The positive relationships that have built up as a result of these frequent meetings, and has paid dividends when the team have experienced significant difficulty in identifying provision in emergency situations, these meetings are viewed as adding real extra value in the way in which we work with providers, both local and national.

Sub-regional and regional arrangements are in place with London Care Placements and Childrens Cross Regional Arrangements for Children and Young People CCAG. Peterborough is allocated through these arrangement, local providers for whom we are responsible for monitoring on an annual basis. All reports are shared with providers

and uploaded onto the relevant consortium database which the ART Officers have access to. This database enables the officers to access information on a range of providers monitored through the consortia arrangements [fostering/residential/special schools/family assessment/16+ accommodation and support services].

2.3) Practice is informed by feedback, research and intelligence about the quality of services. There is rigorous management oversight and quality assurance frameworks (including audit) are in place to inform service improvement, learning and development. (M)

Summary and evidence:

The QA framework is underpinned by a cycle of improvement which directly impacts on outcomes for children and young people. There is a clear feedback loop and actions translated into changes in practice as all audit findings are incorporated into the service action plan and owned by the relevant Head of Service, and tracked quarterly at Children's Social Care Management Team. Repeat audits have been undertaken within some service areas to monitor improvements and to assess embedded learning. The most recent being the quality of single assessments and chronologies being used to inform assessment and planning.

Practice workshops are delivered following audits on specific themes throughout the year. This work is beginning to have an impact on the quality of practice as evidenced by recent audits undertaken. The Quality Assurance Team has forged closer links with the Training and Workforce Development team, this has ensured that learning from audits is used to target training needs.

Key messages from quality assurance activity is fed back to Senior Management and teams across the service. 6 monthly supervision audits identify whether issues from case file audits have been discussed in supervision to ensure that audit feeds back directly into practice. Audits such as these, along with other quality assurance mechanisms, are indicating that while there is a general improvement in the quality and consistency of practice, this is still not where we would want it to be. Practice remains inconsistent particularly in some areas of the service. However, the strength of this approach is that we are able to identify where we are delivering a generally good, child and family centred approach that is leading to improved outcomes, and where more attention needs to be focused on securing improved consistency of practice.

We undertook a significant review of quality of practice and effectiveness of management oversight in January 2017. This identified a number of areas where the need for continued support was indicated. As a result, we have increased the frequency of regular meetings held with senior managers, heads of service and team managers to address specific performance and quality issues. We have also implemented a bespoke programme to support team managers and advanced in order to further build the key skills of these essential workers and managers.

Lessons learned from Serious Case Reviews and IMRs are effectively disseminated across all appropriate agencies in partnership with the PSCB. This has increased awareness amongst staff of the key messages found thereby improving practice including the importance of using chronologies to assess historical information within assessments. We have revised risk assessment tools in order to support better and more consistent practice as a result.

Peterborough is committed to hearing the Voice of the Children and Young People we provide a service to. We are equally committed to using this to inform assessment, planning and service development. We know this is an area where we need to improve consistency of practice and we have undertaken a number of initiatives and service developments to support improvements in this area, including:

- We have purchased and are rolling out the use of the award winning application, MOMO (Mind Of My Own). This app helps young people to express their views more clearly, get more involved in meetings and make better decisions with their social care team. MOMO has been adopted by 28 other local authorities. These authorities are using the app to make it easier for young people to communicate with their Social Worker and make more frequent and coherent contributions to their reviews, conferences and other meetings;
- We have increased capacity within the participation service to include a post that is specifically focused on securing and building the participation of children and young people in care;
- The Quality Assurance service has developed a participation strategy to improve participation and gain feedback from those families that have been part of our child protection processes; the first of these events was held in February 2017;
- The Council's Complaints' Service monitors all complaints made and publishes summary reports which are circulated to managers within Children's Social Care and themes are discussed at the Quarterly Performance Meeting chaired by the Assistant Director. Learning from complaints is also captured by the Quality Assurance Team and a quarterly fact sheet is produced highlighting themes and action taken as a result of the complaint to prevent similar circumstances occurring again. An audit is undertaken six monthly to ensure that learning opportunities are fully embedded.

To support staff in applying evidenced based practice, we fund material and courses provided by the College of Social Work. While we have subscribed to Research in Practice for a number of years, we have recently taken the decision to also subscribe to Community Care Inform, following feedback from our staff that this provided them with a much more user friendly means of accessing research information.

3. NATIONAL AND LOCAL PRIORITIES AND PARTNERSHIPS

3.1) There are effective strategic partnerships across the local area, and shared understanding across key strategic groups (e.g. HWBB, LSCB, Children's Trust Board, LSAB).

3.2) Local authority children's services engage sufficiently with other agencies and services such as Police, Schools, Housing, Adults Services, CAFCASS and Family Courts, to develop a joint understanding of current service provision and outcomes, and agree strategies to improve performance where appropriate.

Summary and evidence:

We recognise that we cannot deliver an effective service to children and families in isolation, what is required are responsive and effective internal and external partnership relationships that are focussed on delivery of outcomes. Our partnerships are constantly evolving and responding to changes in national policy and legislation driven by significant public service reform.

Peterborough benefits from being a unitary authority with a streamlined number of Boards which enables a clear and accountable governance process to help ensure we maintain a consistent focus on achieving our vision. The major multi-agency and strategic boards are described in section C, sub-section 1 of this document, the two main strategic boards which oversee the work of all other boards are the Health and Wellbeing Board and the Community Safety Partnership.

Children's Services are well represented on a wide range of Boards including the community safety partnership, the Clinical Commissioning Group, the Health and Wellbeing Board, both Safeguarding Boards and the Skills Partnership Board.

Local Authority Children's Services have also worked on establishing a more 'outward-facing' culture to develop better informal links and understanding between social care services and key partners including a range of health services, schools and early years' settings. Practitioner events are held regularly, enabling a broad mix of practitioners and first line managers to develop a broader understanding of one another's roles and build relationships. Indications are that these are positive; they are well attended and evaluation has demonstrated that they are successful in helping to foster an atmosphere of partnership working.

3.3) New national legislation, plans and areas of focus such as Educational Curriculum changes, Child Sexual Exploitation, Radicalisation, Female Genital Mutilation and Child Poverty are responded to in a timely manner to ensure compliance and good practice.

Summary and evidence:

We ensure that matters of new legislation and national policy are acted upon immediately and implemented effectively. We have invested in the creation of a Policy Team, with a Policy Manager dedicated to Children's Social Care. The team is responsible for supporting and monitoring the implementation of policies, informed by legislation, national policy and good practice, and always focussed on the impact on the residents of Peterborough.

A recent example of the work of the team includes ensuring that the local authority is compliant with Prevent legislation. This has included ensuring that all front line staff are WRAP trained and are able to spot the signs of radicalisation. We have also streamlined the process for making a referral for Prevent, which is now embedded within wider Safeguarding procedures.

4. RESOURCE AND WORKFORCE MANAGEMENT

4.1) There is adequate workforce. There are few vacancies, low staff turnover, low sickness rates, and the workforce is appropriately experienced and skilled, in all areas within the service:

- a) education
- b) early help staff
- c) social work (M)

a) Education

Education Services are made up of office based front facing teams; the Admissions Team for example, and frontline teaching roles; Visual and Hearing Impaired Services and Pupil Referral Service, for example. The overall absence rates and profile of the workforce reflect similar rates to other front facing services in the Council, which is reflected in the absence figures. Absence levels are slightly better than the Council average at December 2016 with an average of 8.3 days off sick per full time equivalent, compared with 9.2 for the Council overall.

There are currently no vacancies within the education service and the workforce has been very stable. All but two members of staff in the school improvement team having being in post since before 2009 and the current attendance service have worked together as a team since 2013. All members of staff are well qualified for the roles they hold; all have held senior positions in schools and a number have been head teachers, regional advisers or OfSTED inspectors.

b) Early Help Staff

The Early Help Service is made up of a small Local Authority employed team of staff who support practitioners to engage in Early Help processes and track progress and monitor impact of early help interventions. No members of staff have left the team in the last 5 years. The team has expanded over this period, however, which has resulted in new team members joining and promotion opportunities for more experienced members of the team.

All staff have significant experience and knowledge of the Early Help agenda and are required to maintain up-to-date and relevant safeguarding training. Early Help team members work alongside colleagues in Children's Social Care and support the operation of the MASH, helping to ensure that threshold knowledge is accurate and up-to-date.

Absence rates are very low and much lower than full Council average, being 2.27 days sickness per FTE.

c) Social Work

Children's social care was significantly adversely affected by high turn-over rates between October 2014 and March 2015, when the situation began to stabilise. The overall vacancy rate in our front line teams is around 27%, as of March 2017, and has been relatively stable for most of the last financial year. This is higher

than we would like since while most posts are covered by agency social workers, the majority of whom have been in place for long periods, costs are obviously higher.

We were very successful in recruiting newly qualified social workers during 2015/16 but there appears to have been a reduction in numbers of suitable candidates in the current financial year, which has reduced our intake. Nevertheless, we have made some appointments and we have, for the most part, retained those recruited in recent years.

We expect the success in developing Family Safeguarding in Peterborough to make a significant difference to overall recruitment levels, as has been the case in Hertfordshire.

4.2) There is a comprehensive workforce development strategy, and a range of appropriate training and development opportunities which improve practice (M)

Following the move to a People and Communities Directorate, we have developed a new workforce development approach that articulates a core offer for our staff at different levels within the organisation, related to their experience and personal development needs as identified within the Performance Development and Review process. This directorate wide approach provides the opportunity for staff from Adult, Children's and Community Services to undertake key areas of learning together. This complements the systems leadership approach and promotes both joint understanding of core policies and procedures and joint working across services.

Within this core offer there is also a focus on providing bespoke learning solutions where required for children's services taking into account the different needs of social workers and alternatively qualified staff. A comprehensive programme of training opportunities is available for staff which has been developed with senior managers and takes into account information from a number of sources including personal development reviews and the outcomes of quality assurance audits and processes. We have developed much stronger links between the Quality Assurance and Safeguarding Service and the workforce development functions to ensure that knowledge of practice strengths and weaknesses informs the training and development programme.

The strengths of this approach is illustrated by the decision to commission a bespoke mentoring, training and support programme for advanced practitioners and first line managers, which commenced in March 2017. Team managers have a very challenging job, and recruitment of experienced managers is a challenge. Messages from quality assurance services were that in order to improve consistency of practice and hence outcomes for children, further support to these groups was required. Feedback to date has been very positive, with managers appreciating the investment in their development.

Also within the workforce development team, there is dedicated support for social work development. This includes providing key support to NQSW's, promoting and co-ordinating practice education in partnership with the local university and supporting the Step up to Social Work programme for which we are hosting 3 students.

4.3) Staff are given an appropriate induction, including current policies and procedures relating to both the organisation and their specific duties, and know who/where to go to if there are any issues.

In most areas of children's services, staff turnover is low and teams have the capacity to manage induction processes through a bespoke and tailored process, supported by the corporate induction process.

Despite recent improvements in the rate of turnover of staff within Children's Social Care Services, turnover is higher in this part of the service. This, combined with the sheer size of Children's Social Care when compared with other areas such as early help and Education, means that there needs to be a much more consistent framework to support the induction of new members of staff than in other areas.

The Children's Social Care induction handbook, process and implementation is regularly reviewed and updated. Heads of service have been working with team managers to ensure that induction is provided consistently across the service. All Heads of Service have accountability for and oversight of the induction process in their service and sign off the completion of the induction of new starters into Peterborough children's social care.

4.4) Supervision is routine, recorded, and used to quality assure practice and support decision making.

Consistency of and quality of supervision was an issue identified as requiring improvement in the OfSTED inspection in 2015. A key contributing factor at this time was the very high level of turnover among key managers within the service in the months leading up to the inspection.

We have taken action to address the levels of turnover and the service is now characterised by a stable management group from Team Managers through to the DCS.

While audits do evidence that supervision is taking place much more consistently than before, gaps remain and too much supervision continues to be process lead with insufficient emphasis on the lived experience of the child or the impact or otherwise of interventions that have been put in place. As noted above, we are investing in our first line managers through a bespoke training and development programme, which will support the development of effective supervision skills.

We have also taken the decision to increase management capacity within assessment and family support by introducing group managers. These roles will sit between the team manager and head of service tier; we expect this to help to support team managers in their roles, while helping to free the head of service to undertake more strategic leadership.

The Family Safeguarding approach also brings with it the opportunity to further develop supervision approaches, since the multi-agency team work aspect of the intervention means that there will be more group supervision in place, very much focused on the impact that each member of the multi-agency team is having on the lived experiences of children in the family.

Outside of the supervision process, social workers report that they do have opportunities to discuss cases and seek management guidance and oversight and that managers are generally accessible and supportive. This finding is in line with the culture of openness, acceptance of reasonable challenge and willingness to re-visit decisions about children and young people that the leadership team has sought to establish and maintain across children's services.

4.5) There is effective management action to achieve and sustain manageable caseloads including flow of cases through the system, and front line staff are able to discuss concerns about caseloads with their managers. (M)

As of March 2017, average caseloads within family support and children in care services are 19 and 15 respectively – with an overall average for qualified social workers of 19.9, compared with around 25 at the time of the OfSTED inspection in April 2015.

The successful bid for innovation funding to implement Family Safeguarding will increase capacity and reduce caseloads in Family Support. The pilot in Hertfordshire resulted in fewer children in legal proceedings, which will also benefit the children in care service as time moves on.

There is an active social work forum, chaired by the Principal Social Worker, which provides a well-established opportunity for social workers to express concerns about any aspects of service delivery, including in relation to caseloads. Senior managers undertake case file audits alongside frontline staff, and use this as an opportunity to provide social workers with the opportunity to discuss any concerns that they may have. Senior leaders and managers promote and model an open and approachable management culture, where appropriate challenge is welcomed and acted upon when required.

4.6) There is evidence of a learning organisational culture, with ‘systems leadership’ at all levels, promoting a ‘self-aware’ learning culture.

The senior leadership within children’s services has worked hard to establish and promote and model an open, learning organisation culture that emphasises the need to develop positive relationships with partners in securing improved outcomes for children, young people and their families. Constructive challenge is welcomed, both within the organisation and with key partner agencies.

Managers and practitioners have many opportunities to meet and to discuss practice. Senior leaders model practice in relation to child-centred decision making through chairing of a range of panels including, for example, the unborn baby panel and the care planning panel. A recent development has been an increased focus on early permanence planning, led by the Heads of Service for Family Support and Fostering and Adoption.

As noted elsewhere, the Council and partners are encouraging semi-informal opportunities for practitioners to meet and develop a better understanding of one another’s key roles and responsibilities, and to develop working relationships that emphasise their shared roles in delivering improved outcomes for children, young people and their families.

The People and Communities Directorate approach to training and development includes opportunities for practitioners and managers from across the directorate to train together, again providing opportunities for developing links and understanding across all levels within the system.

4.7) Budgets are appropriately set and managed. Opportunities for efficiencies and delivering savings, including through income generation, are achieved.

Summary and evidence:

There is a strong tradition of support for Children’s Services from senior officers and Members in Peterborough. Corporate Management Team, the Chief Executive, Leader and Cabinet have all ensured that emerging budget pressures are resourced in order to ensure that outcomes for children and young people are not jeopardised.

Examples include significant council investment in 15/16 in children's services of just over £2m in the workforce to support a budget for agency social workers and investment in enhancing recruitment and retention schemes. The Council has also identified over £1m of additional funding to manage pressures in the placement budgets over the 2016/17 and 17/18 financial years.

Meanwhile, there is a very strong commitment to innovation. The Permanency Service is about improving outcomes for children and young people, increasing investment in a range of edge of care services, and delivering savings to the Council through reduced use of higher cost placements. There are a number of other benefits to this approach that are beyond the scope of the contract, but which exist because of the partnership with TACT as a national charity, and TACT are working with a number of third sector providers to bring investment to Peterborough to support improved outcomes for children and young people.

Evidence for Hertfordshire indicates that the development of the Family safeguarding approach will also improve outcomes for children and young people, while reducing numbers of children who come into the care system and reducing length of time on child protection plans.

5. PERFORMANCE, CULTURE AND CHALLENGE

5.1) There is strong performance management governance and culture across all services from team to strategic level, including all aspects of the performance improvement cycle of 'plan, do, review, improve'.

The service developed a detailed action plan in response to the OfSTED inspection in 2015. This plan has now been closed down with remaining outstanding actions being transferred into the 'business as usual' service development plans in place from 1st April 2017. The importance of developing business as usual service plans is also emphasised by the recent success in the bid to develop the Family Safeguarding approach in the City, which will result in significant changes to service delivery.

A range of audits are carried out throughout the year, and each audit results in an action plan that is allocated to the appropriate head of service to ensure issues are addressed. The results of the audit programme also now informs the training and development programme.

Themes from audits, issues from proceedings and complaints all also help to inform regular practice workshops for front line practitioners, which are well attended and provide a focus on best practice in a range of areas. As the staff and management team has become more settled, it has also been easier to identify practitioners who have particular skills, and these are invited to help to share their expertise with colleagues through events such as these.

As noted elsewhere in this self assessment, however, it is evident that there are continuing areas to address in relation to improving the consistency of practice, ensuring the impact of our interventions and improving consistency of management oversight.

We have therefore increased the frequency and changed the format of regular performance meetings for team managers and heads of service, in order to more effectively identify issues and address them in a timely way. We have also developed a series of bespoke training and mentoring interventions based on the outcome of a skills audit completed by Heads of Service in January 2017 in order to support our key front line staff and managers to build on their existing strengths.

Other areas of the Council also support skills development among our staff. Our senior child protection lawyer, for example, provides regular training and briefing sessions for our staff on preparation of evidence, court processes and similar.

More broadly, there are a number of boards that set outcome targets and monitor performance against these. The Children and Families Joint Commissioning Board has oversight of a range of outcome indicators where success requires a number of partners to work together. The board is ultimately accountable to the Health and Wellbeing Board, and in turn holds other multi-agency groups to account.

5.2) There is timely and accurate recording of information, and effective use of data and other evidence through performance reports to monitor and identify areas for improvement. There is transparency and accessibility of information.

The availability of timely performance reporting data was an issue identified as an area requiring improvement in the OfSTED inspection of Children's Services in April 2015. Since the inspection, the Council has invested considerable resources into this area in order to resolve the issues identified. Some £350K has been agreed by the Council to implement the necessary changes.

Liquid Logic has been upgraded to the latest version and a significant amount of background work has taken place to create and break links within the system in order to ensure that it is able to work as effectively as possible for practitioners as well as enabling efficient data collection.

As is often the case with transforming infrastructure relating to ICT systems, a number of complex interdependencies have meant that Business Objects has only been generating performance reports for some areas of the service since December 2016 and we are not yet at the point where managers have easy access to near live performance information. Full access to such information should be available by summer 2017.

In the meantime, the existing systems continue to provide a range of daily, weekly and monthly performance management information. While not 'live', this information is used to improve performance across the service.

5.3) Self-awareness and challenge are routine, and areas for improvement are acted upon appropriately and at the right pace. Performance and management information is used to challenge staff and celebrate success.

Managers and staff are aware of key performance indicators and their roles in achieving these; they are able to see the links between strong performance and securing better outcomes for children and young people with whom they work.

The Principal Social Worker chairs themed practice improvement workshops with all team managers on a three weekly basis; these were established in February 2017 as a way of helping to ensure consistency of approach in terms of quality of work across the service.

Allocating areas of accountability for groups of performance indicators to specific heads of service has improved accountability across the service and compliance is steadily improving in areas such as ensuring that visits are taking place regularly.

Success is celebrated and there are a number of examples where courts, partner agencies, children and family members have praised the work of social workers across the service. Where such feedback is received, it is recognised informally and on occasions, formally through Peterborough programmes including the 'Make a Difference Award'.

As noted elsewhere, senior leaders and managers model an open and transparent culture, where appropriate challenge is welcome. Practitioners and team managers are confident in challenging decisions, and decisions are changed where there is evidence that this is in the best interest of the child, young person or family.

5.4) There is robust and effective third party challenge across children's services: for example, External, LSCB, Scrutiny, Leader, Member, Chief Executive, and other staff such as Reviewing Officers, School Improvement Advisers.

The Chief Executive holds regular meetings with the Director of Children's Services, the Service Director for Children and Safeguarding, and the Assistant Director, at which the most recent performance report alongside recent themed practice audits or other key documents such as updates to action plans are discussed and scrutinised. A short report is shared with the Chief Executive, Leader and Cabinet Member on a weekly basis. This report includes key information about caseloads, any trends in recruitment and retention, information about any children looked after who are missing and actions being taken to locate them and ensure that they are safe, and details about assessments and any visits to children falling outside of statutory timescales, including the reason for this.

The Education and Children scrutiny committee receives regular reports on performance within children's social care, and holds senior officers to account while also being appropriately supportive in seeking to identify actions that Members can take to support the work of the service. Members hold senior officers to account in a similar way in respect of pupil progress and the quality of teaching and support to schools in the City.

The LSCB was also inspected at the time of the OfSTED inspection of children's services in 2015 and assessed to be 'Good'. The Board scrutinises the performance of all partners, undertakes multi-agency audits of practice in themed areas and has worked hard to ensure that appropriate action is taken by all partners in respect of issues such as CSE and FGM.

School improvement advisers work constructively using appropriate challenge to improve standards in schools and section 7 below illustrates how this approach has been successful in many areas, while recognising that further improvements are required.

Independent chairs and reviewing officers are pro-active in ensuring that children's cases do not drift. There is a robust system in place for case alerts and mechanisms for chairs and reviewing officers to escalate concerns to senior managers if they do not receive an appropriate response.

Line management arrangements for independent chairs lie outside of operational responsibility for children's services in that the independent chairs and reviewing officers are part of the Quality Assurance and Safeguarding Service, which reports via a head of service to the Service Director. This structure has been designed to ensure that challenge takes place where necessary outside the operational line management structure. Independent chairs and reviewing officers also champion best practice within the service and are highly committed to support their colleagues to deliver the best possible services and outcomes for vulnerable children and young people. Reviewing officers also complete monitoring forms that are used by team managers in supervision to assist with oversight and planning for children and young people.

5.5) Where performance issues have been identified (whether through own performance management or from previous inspections/evaluations), timely actions are put in place to generate improvement.

In the period leading up to the OfSTED Inspection in 2015, children's services had experienced a period of instability caused by a high turnover of key staff and managers within the service. This made it difficult for performance issues to be addressed; agency team managers may, for example, have initiated an informal process around the

performance or capability of a worker in their team, but have moved on before this could be concluded. Some agency managers in post in this period were less effective in managing performance, or failed to maintain adequate documentation. High caseloads in this period also made it difficult to distinguish between workers reasonably struggling as a result of being asked to do too much from those who might struggle to deliver good quality work in any context.

As noted elsewhere, this situation has changed significantly; staff and managers are now a much more stable group. Performance issues are being identified more readily, and there are robust procedures in place to address competency or performance issues with strong support from colleagues within Human Resources.

Greater stability in other parts of children's services, such as early help and education services have meant that performance and competency issues, where such exist, have tended to be identified and addressed more readily. This has resulted in an increase in numbers of staff within Children's Social Care becoming subject to formal competency or disciplinary processes in the 2016/17 financial year when compared with previous years.

As noted elsewhere in this self-assessment, the overall consistency of quality of practice and management oversight remains an issue despite a range of training and development programmes for key staff and managers. We therefore completed a skills audit in January 2017 and this is being fed into the development of a team by team training approach, alongside some mentoring opportunities for key staff.

5.6) The voice of young people, families and carers is strong in work with individual children and young people, as well as strategic planning, and feeds into performance management. (M)

The OfSTED inspection in 2015, and our own self-assessment completed prior to the inspection identified that we have more to do in this area. On an individual case by case basis, social workers are very able to describe the voice of the child and evidence how this informs their work. Recording this in a systematic way remains less consistent across the service, however, and remains a key area of practice development that has informed the training and development plan for the coming financial year. Progressively lower caseloads across the service should enable social workers to record in more detail the direct work that they do with children and young people into casefiles, resulting in better planning now and in the future.

Since the inspection, additional investment to ensure effective participation has been agreed by the Council and a new full time participation officer to focus on securing participation of children in care is now in post. This role will be helping us to re-energise the child in care council and dramatically improve participation by care leavers in particular.

We have also secured investment to secure additional participation capacity within the Quality Assurance and Safeguarding service. This new post will help us to seek the views of children and families about their experience of participation in child protection and child in need processes, and enable us to address issues that are identified.

During 2017/18 we will be looking again at how best to bring the various elements of participation for children in care and on the edge of care together in order to ensure that this is maximised.

We have sourced bespoke training through the Local Government Association to support Members on the Corporate Parenting panel to champion outcomes for children and young people in care and support them to engage with children and young people more effectively while holding senior officers to account in the delivery of child focused and high quality services. Members have also had the opportunity to visit another local authority as part of this approach, helping them to see how high performing councils approach this area of support and challenge.

As noted elsewhere in this assessment, we have invested in an application called Mind of My Own [MOMO]; this is an award winning app that encourages and enables children and young people to participate in decision making processes relevant to them and ensure that they can communicate their views at a time and in a way that suits them.

We have developed a new way of ensuring that the service learns from complaints and themes from complaints are now a standing item on quarterly service improvement meetings chaired by the assistant director for children's social care.

NYAS provides an independent advocacy service for all children and young people looked after and care leavers, and are also able to offer this service to children subject to child protection plans where this is needed. We have contracted Barnardo's to provide an independent return interview service to children and young people who have been missing from home or care.

All members of staff within children's services have a performance objective in the next PDR process that requires them to identify ways of securing the participation of children and young people and/or including their views in the delivery of services for which they are responsible.

5.7) Outcomes for all children and the impact of their needs, regardless of disability, ethnicity, faith, gender, language, race or sexual orientation or specific needs are positive. (M)

Peterborough is a City with an increasing diverse population and diversity is highest among younger age groups. Ensuring that we are able to reach all members of the community effectively presents challenges and we are constantly seeking new and innovative ways to interact with all sectors of the community that we serve.

We have established an innovative programme of community connectors; officers recruited from the specific communities of the City, who are able to advise the Council and partners on how best to communicate with those communities. This has been highly effective; links with communities from eastern Europe which are in general more recently established in the City have been particularly strengthened through this approach. The dialogue is two-way; the council gains a better understanding of support needs and the community gains a better understanding of the support available to them.

We are also becoming better at targeting particular sections of the community according to a more differentiated profile of need. Public health data is better informed by knowledge of behaviour patterns among particular communities, for example, helping us to better understand differential areas of resilience and need between and within communities. Public Health colleagues developed a diverse ethnic communities Joint Strategic Needs Assessment which will increasingly be used to inform service planning and commissioning activities.

The LSCB has worked with other boards within the Eastern Region to commission research into the experience of eastern European families in accessing services and support; this learning informed a number of cultural awareness training events across the region, helping practitioners to better understand cultural expectations among recently arrived communities.

Within children's social care services, management audits specifically address the extent to which assessments and care planning activities address needs arising from disability, ethnicity, faith, sexuality and any other diversity issues. Education services have also championed the delivery of positive outcomes for children and young people from diverse backgrounds; the achievement gap for children and young people who have English as an Additional Language was recognised and an EAL Academy developed to enable schools to share best practice around supporting improved outcomes for this group of children, with considerable success as outlined in section 7 below. The service also provides guidance and policy support to schools on the sensitive management of the needs of children and young people, including providing guidance on support children and young people experiencing symptoms associated with gender dysphoria.

An audit of cultural competence as evidenced within direct work with children and young people open to Children's Social Care completed in March 2017 showed that in most cases, issues of identity were identified and informed plans.

5.8) Drifts and delays for children and their families in assessment, decision making processes or provision of service are minimised and appropriately challenged where they do exist. (M)

As noted above, the timeliness of completion of assessments within Children's Social Care within required timescales has remained above 80% of the last 12 months, although there was a dip in performance in this area around the summer 2016. This coincided with some staffing issues [largely sickness and annual leave combining] taking place at the time that Operation Dunholt took place. This was a largescale joint enquiry into allegations of sexual abuse relating to one prolific offender who had potential contacts with more than 60 children and young people. While the enquiry had a very positive outcome, in that the offender was convicted of a number of offences and received a lengthy custodial sentence, it did result in significant additional pressures on the service.

We have worked hard to ensure that children and young people subject to child protection plans are not subject to drift, and very low numbers are subject to plans for longer than 18 months. Any child subject to a plan for 9 months is reviewed by the head of service. Where plans have been in place for 12 months, legal planning meetings are held to review the threshold for legal intervention, and to ensure that appropriate actions are being carried out to safeguard the child or young person.

We have also reviewed our approach to permanency planning and a permanency planning meeting is now held whenever a legal planning meeting is convened. This ensures that planning for permanency is considered as soon as there is consideration of the threshold for PLO or legal proceedings. This approach is already delivering benefits, with better contingency and care planning evident at an early stage.

Independent chairs and reviewing officers are proactive and challenge drift; there is an effective case alert system and good dialogue between chairs, social workers and team managers in ensuring that children and young people do not experience delays in planning to secure positive outcomes.

PERFORMANCE AND OUTCOMES BY SERVICE AREA

6. EDUCATION – STRATEGY AND SUPPORT TO SCHOOLS

6.1) There are sufficient school places, with appropriate school place planning, and there is a high proportion of children attending a school which is good or better.

The Council produces an annual School Organisation Plan. School place planning is reviewed after census data is received. The next review is currently underway now that the secondary and primary allocations are completed and the January school census data is received.

- Capacity in primary schools is considered to be sufficient but does require very close monitoring in particular for in year growth as it excludes the recommended DfE 5% surplus place allowance
- Shortfalls in secondary capacity are a concern (as they are for all authorities) from 2019 onwards as a consequence of the growth in migration and birth rates and the population of children in Years R, Yr 1, 2 and 3 – Plans to develop additional capacity are referenced in the SOP and in the council’s Capital Programme (2015 – 2020)
- There is a high, and consistently improving, proportion of children and young people attending a school which is judged by Ofsted at its latest inspection to be good or better. This proportion for children in Peterborough is above the national average, which is 86.9%:

	September 2012	September 2013	September 2014	September 2015	January 2017
% of all schools judged good or better	57.1	56.7	76.9	85.6	89.9
% of children attending all schools judged good or better	59.5	60.1	78.2	83.9	89.4

6.2) The LA promotes high standards in schools in their area. Strategies, support and challenge are effective in raising standards in schools and other providers and the LA has clearly defined its monitoring, challenge, support and intervention roles. There are regular meetings between schools and School Improvement service to review performance and provide challenge and support. Evidence of action where appropriate to tackle issues within schools, including the use of formal powers.

- Educational improvement remains a key strategic priority of the council.
- Documentation which outlines our improvement strategy has been reviewed and approved by our scrutiny committee and agreement has been reached which has established a formal and additional scrutiny and challenge group to review school improvement activity and its impact at a more detailed level.

- Extensive work has been undertaken to develop and improve elected members' understanding of the performance and challenge of schools in Peterborough.
- Strong support has been received by members (both scrutiny and the council's cabinet) around the development of the "Self Improving Schools Network" school to school support model and the changing role of the local authority in education.
- Regular reports on the performance of schools are shared with the cross party "Children and Education" Scrutiny Committee
- The Leader of the Council, Lead Member and Chief Executive are involved in all key decision making and work closely with senior officers to develop strategy and intervention around school improvement.
- We meet regularly for briefing and debate meetings with our local MPs. We have also invited and welcomed the Minister for Schools, the Education Select Committee and the Pupil Premium Champion to Peterborough within the last 2 years. Standards in schools have been improving until 2016 and the proportion of children attending schools judged good or better by Ofsted is increasing (see sections 6.1, 7.2 and 7.4)
- The current role of the LA in education is clearly defined in both the School Improvement Strategy and Self Improving Schools Network Handbook. These documents are further supported by the contents of the "Support to Schools" document.
- School improvement functions are overseen by a School Improvement Board in addition to council scrutiny committees. This Board has been commissioned by the local authority.
- The local authority issues Performance, Standards and Safety Warning Notices where outcomes and/or provision in school causes concern. Prior to this and in an effort to work in a preventative way, the local authority also issues pre-Warning Notices, which it calls Letters of Concern.
- The school improvement function for schools which are not causing concern is delivered via school to school support and monitored by the School Improvement Board.
- The local authority has a strong and positive relationship with both the Regional Schools Commissioner (DfE) and the regional lead for HMI (Ofsted).

6.3) There is evidence of the effectiveness of support for schools (including Governor services, Education Welfare, Educational Psychology, safeguarding and other advice and support).

- Governor Services Service Level Agreements 2016-17 – 100% of Peterborough maintained schools and 88% of all Peterborough schools now subscribing plus out of area schools.
- Governor vacancies – recruitment drive ongoing. Saturday schools and community groups have been contacted with a good level of success.
- Training Programme advertised on Peterborough Education Network (PEN) website, sent electronically to schools and a printed timetable posted to all governors. Updated Governor Handbook now on a secure link on PEN. Secure area for Governor Services subscribers now live. Increasing demand for conversion to MAT training.
- RAG rating for governors/school website/minute taking workshop ongoing. GB Skills Audit currently underway, along with audit of websites and GB meeting minutes. Meeting of Governance Audit group (formed at last GLG meeting) at regular intervals.
- Training Programme for 2016-17 fully in place. Governor suggestions for content incorporated into the new programme.
- New regulations for DBS checks on governors come into force 18.03.16. Information was cascaded in Chairs Update w/c 07.03.16.

- Governor Guidance Notes: an updated guidance note and template for an annual governance statement for maintained schools circulated - this was further to a request by clerks at the last clerks' briefing.
- Governor Handbook for maintained schools and academies updated and on PEN April 2016 and ongoing.
- Additional Chairs Update circulated following publication of latest White Paper.

6.4) Available funding, including DSG and pupil premium, are used to effect improvement, including on areas of greatest need.

The Dedicated Schools Grant (DSG) – the local authority’s DSG allocation for 2016/17 - is £185m prior to recoupment. This is broken down into three blocks:

- Schools Block allocation is £144m (before recoupment). The majority of this funding is delegated to schools using Peterborough’s School Funding Formula. Each year the local authority consults with its Schools Forum on factors used in the funding formula to ensure fair and equitable allocation of resources to its schools. As part of this consultation the local authority benchmarks its funding formula against regional and statistical neighbours to monitor its performance. A small proportion of the Schools Block DSG is retained centrally to fund historic arrangements/initiatives which have been put in place to support schools and drive improved outcomes including the EAL academy, headspace and Schools Improvement Board. Each year Schools Forum reviews their impact.
- Early Years Block allocation is £13.2m. The majority of this funding is allocated to early years providers to meet the cost of delivering the free nursery education entitlement for 3/4 year olds and qualifying 2 year olds using the Early Years Single Funding Formula. Each year the local authority meets with its Early Years Working Group to review the allocation of resources and benchmark Peterborough’s performance against regional and statistical neighbours. A small proportion of the Early Years Block is retained centrally to fund the early years team who work with early years providers to improve outcomes.
- High Needs Block allocation is £27.51m (before recoupment). This is used to support and fund SEN provision in its schools. Two key pieces of work have taken place over the last year to ensure best value is being achieved from the resources available through the high needs block.
 - A review of the special schools funding formula to ensure resources are being matched to need.
 - A review of Enhanced Resource Provision and the establishment of centres of excellence.

Pupil Premium Funding – The local authority’s estimated pupil premium funding is £7.6m for 2016/17. The majority of this funding is passported to schools using the national formula based on year 6 FSM, service children and pupils adopted from care. Schools are required to publish a statement on its website stating the amount of funding received, how the funding is used and the outcomes achieved. £530k of the pupil premium is retained by the local authority and managed by the LAC virtual Headteacher. From 2016/17 schools will be required to bid for funding detailing and evidencing how the resources will be used to improve outcomes.

6.5) The LA fosters an inclusive and aspirational environment, ensuring fair access to opportunity for education and training in schools and other providers that meets the needs of all pupils. This includes appropriate provision for excluded children; children with special educational needs; and children who may have English as an additional language.

The Council is committed to ensuring that there is fair access to opportunity and takes great care to promote an inclusive environment that promotes aspiration.

The Pupil Referral Service and Peterborough Learning Centres, for example, have an Ofsted rating of Good with Outstanding Leadership and Management.

The Service has 4 core functions / features.

1. Provision of full time education for children and young people aged 4-16 years, who live within the City of Peterborough and who have been permanently excluded from school, are at risk of permanent exclusion or for some other reason cannot access mainstream provision. The Service operates across 3 different Key Stage sites and provided for **252** pupils in 2014 / 15 and there are 219 pupils on roll
2. Primary Behaviour Support which is part of the new LA Behaviour Strategy written and implemented by the Head of Service and includes the new Behaviour Panel, joint home visits, observations, advice, guidance and training in schools. In year one there were 45 cases heard from 21 different primary schools, 39 observations in school, joint home visits, 15 referrals to other agencies e.g. Health, SASP, cases allocated to our Family Support work staff, 11 placements in the Primary Learning Centre and 4 referred children taken into Care as a result of findings on a home visit. There has been a 50% reduction in year in Fixed Term Exclusions and no permanent exclusions from this cohort. A secondary Behaviour Panel started in November 2015 and is having a similarly positive impact.
3. Provision of dual registered placements as part of an intervention package with the home school, with the aim of preventing exclusion. In 2014/15 there were **29** such placements across the school and a further **15** pupils who are dual registered with us as the main school but who actually attend
4. Delivery of the Local Authority's statutory role, functions and duties around permanent exclusions, Managed Moves and Fair Access Placements. Integrating these functions with the provision available within the Learning Centres and wider Service has provided a seamless service for children and young people, their families, schools and other agencies. The Headteacher has worked in partnership with City Heads to re-shape provision to enable a greater support offer for those pupils not coping in mainstream and with other Heads of Service to develop a comprehensive, holistic, integrated support offer to families. This integrated working has had a highly positive impact on both permanent exclusions and Fair Access placements.

The Service offers an integrated all through service for pupils, families, schools and other services and this is having a highly positive impact in driving down permanent exclusions. The Head of Service Chairs Primary and Secondary Behaviour Panels which provide opportunities for early, integrated interventions which is also impacting positively on permanent exclusions.

Permanent Exclusions trend

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
78	95	43	24	37	21	27

Fair Access

The new Fair Access Protocol was agreed and signed up to by all City secondary Heads in 2016. We contribute to an annual DfE return on admissions, exclusions and Fair

Access. This Protocol was reviewed at the Head's Conference in March 2016 and we have agreed a few minor adjustments but feedback on the Fair Access process and practice was extremely positive. One change that has been requested by both the Admissions Team and Secondary Heads is that all Year 11 in year transfers come to the Pupil Referral Service in order to access targeted provision.

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
18	21	32	39	28	32	21

Peterborough Learning Centres – delivering GOOD and OUSTANDING outcomes for learners

YEAR 11 ATTAINMENT TREND

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Number of pupils	39	45	54	56	83	94
% achieving English and Maths quals	69%	89%	93%	100%	100%	90%
% achieving 5 A-C (L2) with English and maths	0%	6%	17%	30.5%	36%	7.5%
% achieving 5 A-G (L1/2) with English and maths	0%	69%	81%	86%	91.5%	72%

7. EDUCATION AND TRAINING – OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

7.1) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in EARLY YEARS

- There had been a sustained improvement in outcomes for children at the end of YR judged by both GLD and APS, until a decline in 2016;
- APS improvement is especially pleasing since this includes every child and is a reflection of the good progress made by pupils at the beginning of their primary school education
- APS moved ahead of the national performance in 2014 and this was sustained into 2015 but declined in 2016, reflecting lower attainment on entry for this cohort
- Attainment outcomes remain stubbornly below the national average, with the improvement rate declining and the gap to the national average widening
- As a result of this decline, the local authority has commenced a “School readiness” initiative, involving schools and wider stakeholders, to ascertain the deficiencies in learning and attitudes displayed by children on entry to school, and a series of actions designed to help parents to support children prior to and upon entry to school

	GLD All Pupils	Average Points Score All Pupils
2016 Peterborough	62.9	34.1
2016 National	69.3	34.5
2016 Gap	-6.4	-0.4

7.2) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in KEY STAGE 1 and 2

The table below summarises outcomes and trends where possible:

Age	All Pupils	2012	2013	2014	2015	2016
Year 1	Phonics Peterborough	49	60	66	70	77
Year 1	Phonics National	58 -9	69 -9	74 -8	77 -7	81 -4
End of KS1	Phonics Peterborough				84	88

End of KS1	Phonics National				90 -6	91 -3
	All Pupils	2016		2016		
Year 2 ExS+	Reading Peterborough	68				
	Reading National	74 -6				
	Writing Peterborough	61				
	Writing National	66 -5				
	Maths Peterborough	69				
	Maths National	73 -4				
Year 6 ExS+	Reading Peterborough	55	Year 6 Progress	Reading Peterborough	-0.9	
	Reading National	66 -11		Reading National	0.0 -0.9	
	Writing Peterborough	72		Writing Peterborough	0.6	
	Writing National	74 -2		Writing National	0.0 0.6	
	Maths Peterborough	62		Maths Peterborough	-0.6	
	Maths National	70 -8		Maths National	0.0 -0.6	
	GPS Peterborough	65				
	GPS National	72 -7				
	Combined Peterborough	44				
	Combined National	53 -9				

- Whilst accepting that there are a unique combination of contextual factors which adversely affect attainment rates in Peterborough, we are acutely aware that standards of attainment and rates of progress in primary schools in 2016 were not good enough;
- As a result, 8 formal warning notice letters and 10 letters of concern were issued to primary schools in October 2016, and robust monitoring visits have taken place to keep these schools under review;
- As a result of low standards in phonics, the local authority commenced an “improving phonics standards” programme with targeted schools in 2014, resulting in improvements in 2015 which have been sustained and accelerated in 2016
- The local authority has now commenced an “Improving reading Standards” programme in targeted schools along the lines of the phonics programme and we are confident of seeing a similar improvement to outcomes in 2017
- In addition, we have formed a strategic partnership with “Success for All” which is focused upon EYFS, KS1 and KS2 outcomes. A pilot programme commenced in February 2017, with a view to seeing major impact from 2018 and beyond
- In addition, we have commenced a “school readiness” project (referred to above) and a “family support” project which aims to enable greater support to be offered to families, thereby freeing up school leaders to focus upon teaching and learning more rigorously
- As a result of insufficient improvement, the local authority has commissioned the “Self Improving Schools Network” and the School Improvement Board to oversee its school improvement role.
- School improvement officers directly employed by the local authority continue to fulfil this function in schools causing concern.
- In addition, the local authority has commissioned a 3 year strategy to improve outcomes for EAL learners. The EAL Academy has been commissioned to fulfil this function and as the strategy nears the end of its third year, impact is expected in 2017 outcomes.
- The improvement in both the proportion of primary schools judged by Ofsted as good or better and the proportion of children attending schools judged good or better over time has shown a consistent and sustained improvement, although it has now declined to slightly below the national average:

	September 2012	September 2013	September 2014	September 2015	January 2017
% of primary schools judged good or better	57.1	56.7	76.9	85.6	88.4
% of children attending primary schools judged good or better	59.5	60.1	78.2	83.9	87.8

7.3) Attendance at primary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

- Attendance at school is overseen by an attendance service which is positioned within the school improvement team.
- This team of officers oversee and promote overall attendance, assist schools in tackling persistent absence and also have oversight of elective home education
- Each school has access to a link attendance officer (academies are able to commission this support).
- Strategies for improving attendance and reducing persistent absence are published in a policy document “Promoting Good School Attendance”.
- Members of the attendance team meet regularly with attendance lead staff from schools in briefing/information/workshop sessions, and have organised and delivered a conference to raise the profile of attendance in schools, attracting a nationally-recognised keynote speaker.
- Rates of attendance are improving and the gap to the national average is closing.
- Rates of persistent absence are declining:

Full Year outcomes (latest available data)	Overall Absence %			Persistent Absence %		
	Pb	National	SNs	Pb	National	SNs
2010/11	5.3 (+0.3)	5.0	NA	4.1 (+0.2)	3.9	NA
2011/12	4.6 (+0.2)	4.4	5.3	3.5 (+0.4)	3.1	4.1
2012/13	4.8 (+0.1)	4.7	4.6	2.9 (-0.1)	3.0	3.5
2013/14	4.0 (-0.1)	4.1	4.1	1.7 (-0.2)	1.9	2.3
2014/15	4.1 (+0.1)	4.0	4.3	2.0 (-0.1)	2.1	2.5

- We continue to encourage schools to contact parents/carers at an early stage of concern (97% attendance) and escalate their actions at 95%. School attendance meetings are held at 93% and penalty notices are issued at 90% or below. We also encourage schools to issue penalty notices for leave of absence during term time where there are no unavoidable circumstances if this contributes to an unauthorised absence rate of at least 10% over an 8 week period.
- We give strong and continuous advice to schools regarding the importance of promoting and rewarding good attendance as a first strategy and not focusing on sanctions at a point where it may be too late.

7.4) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in KEY STAGE 4

The table below shows trend data between 2011 and 2015 where possible, and 2016 outcomes where this is the first year of measures:

	Subject	2012	2013	2014	2015	2016
Year 11	5+ A* - C GCSEs including En and Ma Peterborough	51	58	50	49	49
	5+ A* - C GCSEs including En and Ma National	59 -8	61 -3	55 -5	56 -7	58 -9
	A* - C English Peterborough	60	66	68	64	70
	A*-C English National	67 -7	68 -2	67 1	67 -3	75 -5
	A*-C Maths Peterborough	64	69	59	60	60
	A*-C Maths National	69 -5	71 -2	67 -8	66 -6	69 -9
	A*-C both English and Maths Peterborough		57	52	53	55
	A*-C both English and maths National		57 00	58 -6	58 -5	63 -8
	English Bacc Peterborough	13	18	19	21	22
	English Bacc. National	18 -5	22 -4	24 -5	24 -3	25 -3
	Attainment 8 Peterborough					46.9
	Attainment 8 National					50.1 -3.2
	Progress 8 Peterborough					-0.03
	Progress 8 National					-0.03 00

- Whilst it is true that progress outcomes have been relatively positive in comparison to national average outcomes, it remains the case that attainment outcomes have remained consistently low and showing insufficient rates of improvement. Gaps to the national average are widening rather than closing.
- The local authority has commissioned the “Self Improving Schools Network” and the School Improvement Board to oversee its school improvement role with the intention that this strategy should bring about a more rapid and substantial improvement to outcomes and a concerted narrowing of gaps to the national average.
- This strategy is currently into its third year of operation and the local authority is anticipating that the impact of these initiatives will be seen in 2017 outcomes, with a closing of the gap to national averages for all pupils and for groups of pupils.
- In addition, the local authority has commissioned a 3 year strategy to improve outcomes for EAL learners. The EAL Academy has been commissioned to fulfil this function and as the strategy nears the end of its final year, impact is expected in 2017 outcomes.
- The improvement in both the proportion of secondary schools judged by Ofsted as good or better and the proportion of children attending schools judged good or better over time has shown a consistent and sustained improvement and is above the national average, which is 78.9%:

	September 2012	September 2013	September 2014	September 2015	January 2017
% of schools judged good or better	75.0	55.8	72.7	81.8	90.9
% of children attending schools judged good or better	82.1	53.6	67.7	81.0	90.9

7.5) Attendance at secondary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

- Attendance at school is overseen by an attendance service which is positioned within the school improvement team.
- This team of officers oversee and promote overall attendance, assist schools in tackling persistent absence and also have oversight of elective home education and children missing education.
- Each school has access to a link attendance officer (academies are able to commission this support).
- Strategies for improving attendance and reducing persistent absence are published in a policy document “Promoting Good School Attendance”.
- Members of the attendance team meet regularly with attendance lead staff from schools in briefing/information/workshop sessions, and have organised and delivered a conference to raise the profile of attendance in schools, attracting a nationally-recognised keynote speaker.
- Rates of attendance are improving in a sustained manner. However, the gap to the national average is not closing fast enough, although significantly better than it was in 2011.

- Rates of persistent absence are declining rapidly and are now better than those of Statistical Neighbours, but the gap to the national average is not closing sufficiently quickly.
- 75% of Peterborough secondary schools are academies, and where there are significant concerns regarding attendance or persistent absence these have been shared with the Regional Schools Commissioner.
- We continue to encourage schools to contact parents/carers at an early stage of concern (97% attendance) and escalate their actions at 95%. | School attendance meetings are held at 93% and penalty notices are issued at 90% or below. We also encourage schools to issue penalty notices for leave of absence during term time where there are no unavoidable circumstances.

Full Year – latest available data	Overall Absence %			Persistent Absence %		
	Pb	National	SNs	Pb	National	SNs
2010/11	7.1 (+0.6)	6.5	NA	9.4 (+1.0)	8.4	NA
2011/12	6.4 (+0.5)	5.9	5.7	7.8 (+0.4)	7.4	8.9
2012/13	6.0 (+0.2)	5.8	6.0	6.8 (+0.4)	6.4	6.4
2013/14	5.5 (+0.3)	5.2	5.5	6.0 (+0.7)	5.3	6.2
2014/15	5.4 (+0.1)	5.3	5.7	6.3 (+0.9)	5.4	6.4

7.6) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) POST 16

The council has produced the Post 16 Education and Skills Plan which clearly articulates its aspirations for all young people. The plan identifies 6 learning pathways that young people post 16 should have access to.

The council, in line with government thinking is promoting the 4th pathway – the Apprenticeship Pathway, in a number of ways:

In conjunction with City College Peterborough, Health Education England and Thomas Deacon Academy, it is developing pathways for young people into health that start in school as Health Ambassadors, then progress into Apprenticeships, there are currently 30 young people starting this pathway with 8 associate nurse training roles secured at Peterborough City Hospital for them to move into,

In addition to this, the council will look at how its own levy and those of other Peterborough businesses and public service sector can be used to support young people, especially vulnerable young people into local apprenticeships.

This is further supported but the Apprenticeship Grant for Employers (AGE) being managed locally, as part of the Devolution Deal and it now paying eligible employers a higher rate for 16-19 apprentices.

Education for Looked After Children and Care Leavers is also owned and reported on at Cabinet Members Level and they are supporting routes into apprenticeships, FE and University for this vulnerable group and Information booklets to support this have been produced.

Although the % of young people gaining an A Level pass is in line with national averages, there are concerns about the progress made by young people from Key Stage 4 to Key Stage 5. Value added data for many of the city's sixth forms suggests that a number of young people are not reaching their full potential at the end of their A Level study.

The council has concerns about the range and quality of STEM subjects on offer in the city. Outcomes for these subjects in a number of the city schools are below national average. The council is working with The National Space Academy in Leicester and through the Future Business Centre to raise the profile and importance of STEM subjects at A Level.

The Greater Peterborough University Technical College will open in September with a strong and viable post 16 cohort. The provision on offer will support both the apprenticeship and the vocational A Level pathways to university.

Approximately 50% of young people chose to go to college to study at post 16. Officers from the council work closely with all three of the local colleges providing effective challenge and support.

The council is also fully engaged with the Area Review of Post 16 Education that is fully underway in the Peterborough and Cambridge area (December 16 to March 17) and has presented its ask of FE colleges for the City, which the college will need to respond to.

7.7) A low proportion of young people are not in education, employment or training (NEET) and targeted youth services support young people as they prepare for, and transition into adulthood.

The NEET figure for Peterborough has declined significantly over the last five years. The way in which NEET is calculated was changed by DfE in September 2016. Previously this was taken as the number of young people aged 16-19 years whose situation was known to be NEET. The new calculation is only for young people aged 16-18 years but includes both those who have a known situation of NEET plus the number of young people for whom their current situation is 'not known'. Using the

new calculation the combined NEET figure was 6.3% of the cohort which equates to 293 young people (183 NEET and 110 not known). The number of 16 to 18 year olds in learning is 91% [data as at February 2017]

There are concerns about the higher number of girls who are pregnant between the ages of 16 -19 in Peterborough compared with other areas. The Peterborough figure is 1.5% of the female under 20 population compared to an England average of 0.6% and an East of England average of 0.6%. Again plans are in place to provide more dedicated support and intervention to this cohort. Whilst Peterborough have the highest rate of teenage parents in the Eastern Region (11/11) we are very successful in supporting teenage mothers into employment, education and training (EET) with 27% returning to EET (4/11).

In order to ensure that all young people leaving care have access to information about the post 16 choices available to them the following has been put in place:

- A named link worker from the NEET and Leaving Care teams has been identified and they regularly attend each other's team meetings. A referral pathway has been established into the NEET team and is well used by Leaving Care workers.
 - Young people referred in via this pathway are given priority contact from the NEET workers to ensure the earliest possible intervention.
 - The NEET team attend the PEP meetings held in January and have regular follow up meetings with the young person in year 11 to ensure appropriate support is in place during the summer holiday period.
 - The professionals at the meeting make a judgement about the appropriateness, given potential and ability, of future learning choices made by the young people.

The council has prepared a range of booklets for young people at the point of leaving care identifying the choices they can make around further study and the opportunities that studying at university can bring. In addition the council is supporting a range of initiatives, including a Record of Quality Achievement, in order to raise the quality of information, advice and guidance that all young people can access.

The Youth in Localities team actively work with, and engage with, young people who have left care. Through their National Citizenship Programme and Prince's Trust Team Programme, they ensure that year 11 young people and those who have left care are targeted for recruitment.

8. EARLY HELP

8.1) PLAN: An Early Intervention (EI) plan (either a separate plan or 'golden thread' in all major strategies and plans) has been informing how all local agencies deliver EI for a while. It is based on full understanding of local needs. Many agencies pool money to pay for EI support, and commission it to jointly agreed outcomes. EI Services provided for ages 0-19, with evidence to show they work.

8.2) LEAD: All local partnerships play a part in delivering EI. The group that leads the plan makes sure everyone knows what is happening and their role. Senior leaders are all 'champions' for EI in public locally and nationally.

Summary and evidence:

There is a well-developed Early Help offer in Peterborough, which is the result of a strong multi-agency partnership committed to working together to secure the best possible outcomes for children, young people and families.

Governance and accountability is through the Children's Joint Commissioning Board, the Emotional Health and Well-Being Board and through the Safer Peterborough Partnership. Early Help is also an integral part of both the Peterborough City Council Community Strategy and Poverty Strategy. Line management for Early Help Services is through the Service Director for Children and Safeguarding which ensures that links between early help and children's social care services are strong.

The focus is on ensuring that children and families receive the support they need at the right time. We aim to provide help for children and families when problems start to emerge or when there is a strong likelihood that problems will emerge in the future. This means providing support early in life and early in the identification and development of a problem. There is also a recognition that some families will require additional help at various times of their lives and may need to access targeted services periodically to help re-build resilience. Early help services also play a key role in supporting the stepping down of families from specialist support services.

There has been significant investment in early help services by all partners, supported by a shared commitment to prevent difficulties escalating and resulting in the need for specialist services. During the last year, Peterborough has:

- Committed to driving phase 2 of the national Troubled Families agenda [known as Connecting Families in Peterborough] through early help. The broadening of the eligibility criteria has enabled us to focus our attention on addressing issues as soon as they arise. We are utilising some of the Troubled Families funding to build capacity with third sector organisations and jointly fund a number of early help projects; We have increased the multi-agency presence in the Peterborough MASH (multi-agency safeguarding hub) to ensure families with identified needs can be picked up and supported as early as possible; We are providing additional targeted resource for families with the greatest need through one of the Early Help panels – Multi-agency Support Group (MASG),

and Early Support 0-5. We are also working closely with partners to develop a number of small projects aligned to the programme that will achieve specific outcomes on specific elements of the outcome plan and/or contribute to our model of building community capacity. Aligning Troubled Families with early help has enhanced our understanding of the needs of our families, and helped us to track progress and monitor impact through the Troubled Families data solution that is being developed locally in Peterborough. Development of a shared Outcome Plan has also resulted in improved information sharing arrangements with partners which is enabling partners to support families earlier and ensure co-ordination of support. The Head of Service for Prevention and Early Help Services also holds the responsibility of Troubled Families Co-ordinator for the City enabling the development of the programme to be mainstreamed within early help.

- Supported the transformation and re-design of the 0-19 emotional health and well-being pathway, as led by the Joint Commissioning Unit and Emotional Health and Wellbeing Board. The Clinical Commissioning Group have applied for and been successful as an iTHRIVE accelerator site. This iTHRIVE approach is enabling us to focus on early intervention through a number of different workstreams based around a model of Thriving, Getting Advice, Getting Help, Getting More Help and Risk Support.
- Working with health partners, we have developed a new pathway for ASD/ADHD referrals that emphasises a holistic support plan for the family, including the opportunity to engage in Evidenced-Based parenting programmes, which is made available as soon as difficulties begin to be identified. This approach aims to ensure that families are better supported to meet any emerging additional needs while reducing the rate of referral to specialist services.

The approach in Peterborough has been to enable and empower local partners to develop the confidence to support the holistic assessment of needs through the early help assessment, and take on lead professional responsibilities. It is our view that this approach is much more likely to be sustainable in the long term. This model also means that children and families are supported by key professionals who they know well [teachers, health visitors and so on] rather than being referred on to a separate service. This approach is supported by the Early Help Team, which offers support, training, coaching and mentoring to the workforce. All schools, settings and partner organisations have a minimum of one nominated Early Help lead who is the first point of contact.

AN example of the success of this approach is provided by the successful implementation of the e-CAF/Early Help Module within Liquid Logic/ICS in January 2014. Use of this system for recording early help assessments and direct work is now very well embedded across the system.

8.3) DELIVER: There are clear, aligned processes for identifying, assessing providing appropriate help to children and families at an early stage, understood and agreed across all local partners. Information on family needs and strengths is being shared efficiently all the time. All staff have an excellent understanding of EI and the roles they play. They have high quality training and support to do their jobs. Staff always deliver in a joined up way.

Summary and evidence:

Early Help assessments are completed by those practitioners who are already in direct contact with families where they identify that the family would benefit from the support of two or more services. This approach ensures that there is one lead professional and a single plan, developed in partnership with the family. Early Help Assessments are recorded on Liquid Logic, which is the same database as used by Children's Social Care, meaning that families can be stepped up or down within the same case recording system. The Early Help Team provides support to practitioners who are new to undertaking assessments or chairing teams around the child, where this is requested.

There is a recognition that continuing to sustain this approach will require on-going support and training for a changing workforce, but adoption of the much shortened [4 page] Peterborough Early help Assessment has been good across all agencies in the City, with an average rate of 370 per 10,000 of the 0-17 population as of November 2016. Completion of Early Help Assessments in Peterborough for the last four years has increased year on year, with peaks and troughs within the year falling in line with school holidays. The highest number of initiators of Early Help Assessments is within the Primary School age range followed by 0-5, followed by 12+. Weekly, monthly and quarterly analysis of Early Help Assessments provides information on age, gender and Early Help Assessment initiator.

All Early Help Assessments, once finalised on the Liquid Logic system, come through the Early Help Gateway at which point every assessment is read by a member of the Early Help Team and checked primarily for any safeguarding concerns and also for quality assurance. This is the point at which a dialogue will automatically commence between the Early Help Team and the Lead Professional and the point at which suggestions for taking the case forward are made.

Some families have a level of need that means that they are likely to require support over and above that available to practitioners in universal and targeted services. To address this issue, we have established a number of panels including:

Multi-Agency Support Group (MASG) panels. There are three locality-based MASG panels operating across the city in South Locality, Central & East Locality and North West & Rural Locality. Each panel meets every two weeks and consists of a multi-agency group of professionals that use their skills, knowledge and experience to consider multi-agency interventions that will best meet the assessed needs of a child/family. The panels are designed to provide additional targeted support through a co-ordinated approach. Cases to be considered are usually where:

- The needs are either unclear or such that additional resources are needed
- The family have been supported in the Community through an Early Help Assessment and Team around the Child (TAC) meetings but little progress has been made;

- Practitioners have identified the need for more specific, targeted and sometimes, funded pieces of work to more appropriately address the needs of a family. Examples include Sleep Solutions, access to Local Authority commissioned Evidenced Based Parenting Programmes, access to a Family Group Conference or place on a 'Stop the Hurt' programme for perpetrators of domestic violence, and commissioned Family Support from a variety of agencies including, Children's Centres, Third Sector partners and private providers ;
- A transition package of support may be required for a family who have recently been open to Children's Social Care who need a range of co-ordinated targeted support to maintain and sustain progress

Cases heard at the MASG panels are kept open to the panel for a minimum period of 12 weeks during which time the case will be reviewed as considered appropriate by the panel to ensure sufficient progress is being made and sufficient resource is being allocated. Access to the panel is via an up-to-date Early Help Assessment or Children's Social Care Assessment which is being stepped down for support at a targeted level.

A multi-agency Neglect Strategy developed by the LSCB was launched in Autumn 2016, accompanied by a training programme to introduce practitioners across early help services to a variation of the graded care profile. The aim of this approach is to help practitioners to identify neglect at an early stage and be supported in understanding the key areas on which to focus their support to families. The tool also provides evidence of impact. Take up of this approach is yet to be fully embedded, however, and the LSCB will be leading work with partners to progress this area of early help work.

Early Support is a national program established to improve the way that services for children with disabilities work with families and together. The service is a pre-school age service for families with a child who has significant disabilities. Professional referrals are received through an Early Help assessment to ensure a robust assessment of the child and family's needs. An Early Support Multi-agency meeting happens every two weeks to look at the referrals and to suggest recommendations to support the child and family. A wide range of services could be involved to help support the family including Barnardo's, Spurgeons, Sleep Solutions, Portage, Early Support Inclusion Officer, the Paediatrician and wider Child Development Team. Families are supported by a Lead Professional who will generate a six month review to ensure that the right level of support is in place for each family, and identify possible future needs to allow for planning.

The tracking of progress and measuring impact within Early Help is achieved in a variety of ways. For services that we commission, impact is measured through our contract monitoring. All Early Help Assessments are now tracked through our connecting families programme with a variety of tools and measures to determine impact on the family. As part of our Connecting Families Outcome Plan, one of the success criteria for a 'child in need of help' category of the Troubled Families framework is that the Early Help Assessment is closed having made recorded progress on eCAF, with no new episode being opened in a 6 month period after closure nor opened to Children's Social Care.

Of 1,365 Early Help Episodes closed since January 2015, 913 (66.89%) have closed with a positive outcome - 518 with a progress score of 7+, and 395 with an outcome score of 3-6. For all closures with a score of 3-6 as determined by the Lead Professional, these are followed up by a telephone call enabling further

discussion and understanding of the case. No or little progress was achieved for the remaining 452 episodes (33.11%), as they closed with an outcome score of 1-2. The lack of progress in the main is due to non-engagement, an escalation of concerns, or move out of area.

Early Help in Peterborough is dependent upon the direct support and involvement of a range of services and teams from within the Local Authority including YOS, Youth in localities, housing, attendance, school admissions, SEND, EP service as well as external partners. In addition, Peterborough has access to support from the Safer Peterborough Partnership that is located in Bayard Place – one of the main office buildings occupied by Peterborough City Council staff. This provides access to a range of additional services including police, fire service, ASB team, registered social landlords, hate crime, domestic violence. The Local Authority Early Years' Service offers a range of support including for example training programmes to support practitioners to develop and improve children's communications skills considered as vital for transition to primary school – Talking Boxes and Every Child a Talker. In addition, Peterborough commissions a range of services from external partners to deliver for example provision of children's centre services, Young People and Adults Drug and Alcohol services, Young Carers, and Family Support work.

8.4) FAMILY FOCUS: Families are involved in designing and delivering services. It is easy to access all support needed through one point of contact. ('No wrong door') All families get well coordinated help delivered by joined-up teams. Families are at the centre of the support provided. Support takes account of family and community strengths, which are a big part of local delivery.

Summary and evidence:

Peterborough actively promotes the use of the Early Help Assessment as the one holistic assessment that all agencies use and contribute to. Families should only need to tell their story once and through appropriate information sharing protocols obtain well co-ordinated multi-agency support appropriate to their needs. The direct involvement of families in shaping their own support and services is very important to us. Peterborough has introduced the use of Outcome Star as a change management and distance measured tool within Early Help. It is promoted as part of our basket of tools and interventions and some practitioners use it more than others. However, we do recognise that as a tool it provides opportunity for the family to really have a say in what they want to happen and how they think that is going to be achieved. Following an external audit on the Early Help Service, one of the recommendations was to try to ensure better and improved voice of the family and voice of the child in assessments. Through consultation and support of the Early Help Delivery Group we have actively promoted the Outcome Star alongside a range of other tools to improve this on assessments. In addition, we have built the use of Outcome Star into our Outcomes Plan for Connecting Families, with many partner organisations already using the Outcome Star as an integral part of their work.

As part of the transformation of the emotional health and well-being pathway, and introduction of a new ASD/ADHD pathway focussed on supporting families at an earlier stage with evidenced-based interventions, we have been working closely with our local voluntary sector organisations to gain feedback from families which is helping shape future delivery. In addition, we have parent representation on the iTHRIVE workstreams supporting the transformation of emotional health and well-being for 0-19 year olds.

Outcomes of the Evidence Based Parenting Programmes

Whilst the number of parents being referred for support and who are accessing the EBPP are continually being reported to the Joint Commissioning Board, evidence of the impact of the programme is being collected. The EBPP have been developed to provide early support for parents struggling to manage a child's behaviour, enable collection of appropriate information to support referral into more specialist services if required, and to reduce inappropriate referrals. Feedback from some parents continue to suggest that the programmes are viewed as a barrier to accessing specialist services, an "additional hoop" to jump through. Work with Family Voice and Pinpoint is being progressed to develop a more positive message and address the issues being raised by parents.

Connecting Families

Connecting families is the local name for the 'Troubled Families' programme. In 2016/17, Peterborough has made a payment by results claim for 240 families where we have evidenced that we have enabled sustained impact across the required timescales and number of domains. We are very pleased with this result and see it as being evidence of broader effectiveness of early help services and the overall approach in Peterborough. As noted elsewhere, we have developed an approach based on building capacity and resilience across existing systems rather than developing directly employed early help teams delivering interventions directly to families [with the exception of a small team that supports early help activities carried out by schools and other partners]. We chose this route because we believe that it is more sustainable than direct investment in the development of teams, providing as it does, funding for things like the training of practitioners in evidenced based parenting programmes. The impact of such training programmes will remain in place for a longer period than time-limited early help teams.

Youth Work and an Integrated Approach to Prevention and Early Help in Peterborough

As noted above, the Safer Peterborough Partnership is an innovative approach to bringing together a range of services including the police, anti-social behaviour team, the fire services and others. Also based within this Multi-Agency Hub are our youth services consisting of 3 Senior Youth Workers, 6 Community Based Youth Workers, 4 FTE Part Time Youth Support workers. The Youth in Localities Team delivers a range of opportunities for young people aged 12 – 19 in the most vulnerable areas of Peterborough. The work of the team is informed by intelligence provided by the Prevention and Enforcement Service, Police, ASB team, Early Help and the Multi Agency Support Group.

Our targeted services are aimed at supporting those young people struggling with low confidence, low aspiration, starting to show risky behaviours and who are isolated from their communities. 325 youth work sessions were delivered between April 16 and Jan 17 in the most at risk areas of Peterborough. On average the team engage with 320 individual young people a month.

There have been significant outcomes from our targeted summer programme in 2016, 31 young people referred by Children's Social Care, Schools and Early Help completed our 48hr programme over 4 weeks. 76% of attendees completed our Outcomes Star distance travelled tool with 100% progressing at least 1 point in two areas of development. There were examples where young people who had not been to school for significant amounts of time then re-engaged with education after

participation in our programme, some young people continued their journey with us and have progressed to other youth provision such as NCS and have also been involved in higher level participation activity.

NCS delivery is a major strength and is expanding in Peterborough. 14 NCS teams have been run since April 2016, 209 places delivered equating to 5370 volunteering hrs, Peterborough tries to ensure that the NCS programme is accessible to all and actively encourages participation from more disengaged groups with 13.3% of participants being in care, 7.6% had SEND, 2.4% being NEET and 28.8% eligible for free school meals. Over the 14 team we have run we have had participation from 13 out of the 20 measured ethnicity categories, 37.32% White British, 21% Pakistani, 16% other white background, 6.22% Black African.

To ensure the most effective use of resources, the team currently focus their work in the most at risk areas of the City this is done in according with the Youth in Localities Risk Index, this takes in to consideration 10 factors including Deprivation, Unauthorised Absence, Crime, NEET, Youth ASB and Families on Low Incomes. Youth Workers are linked in to most schools and undertake 1 to 1 mentoring with young people to support them to access positive activities and through the outcomes star assessment tool, help them to make a plan for change that addresses their issues. The team work with around 50 young people on a one to one basis. Outcomes Star distance travelled tool systems are now in place, over the last 6 months 48 assessment tools have been completed and reviewed with an average of 44% showing positive progression.

The team continue to bring together the elements needed to develop the Youth Community Voluntary Sector, a robust pathway for volunteers is now in place including the offer of level 1 youth work training. The team have collated resources for voluntary clubs to use and are offering support to anyone in the community who has an interest in setting up youth groups. We have arrangements in place with the local VCS to support youth groups with their governance. Next steps will be to launch the Run A Club cloud based tool offering online access to template processes, policies and resources there are already 5 groups interested in signing up to this service which will also enable the local authority to quality assure provision in the City. Significant work was done to reach out to the Romsey Mill youth CVS organisation in Cambridgeshire to support a bid to the Youth Investment Fund - if successful this would see the creation of 2 additional youth work posts that would cover the south of the City.

There is regular detached and street youth work in identified areas of the City that is aimed to engage with young people at risk of gang involvement, CSE and radicalisation. Those that are disaffected and on the fringes of society. The team regularly attend the under 18s club nights offering safeguarding advice to the venue, engaging with young people and ensuring that they get home safely.

As a Local Authority licence holder Peterborough City Council coordinates the DofE provider network in the City since April 2016 we have increase our delivery centres to 19 out of the 23 available secondary schools and colleges, including all special schools, from April 2016 until December 2016 33 young people attending special schools had registered for their Bronze Award, this represents around 5% of all participation. We also support the Peterborough's Open Awards Centre that supports young people who may not have the opportunity to do DofE in the traditional way.

8.5) EVALUATE: Everyone is working to the same ultimate goals around improving children's lives, and have agreed measures to check how well they are meeting them. All services are having their success and impact measured in a good quality way. This information helps inform planning about how to run services better.

8.6) OUTCOMES: There is evidence that all children and their families from groups that are a priority in a local area can access the support they need, when they need it. Outcomes for children, particularly those in 'target groups' who might otherwise not have done so well, are excellent and continuing to get better.

Summary and evidence:

The Early Help Team uses the National Quality Assurance Framework for the Common Assessment Framework (CAF) Process. Under this Quality Assurance process, a small number of Early Help Assessments are selected at random and benchmarked against the national quality assurance framework for Early Help Assessments. The Early Help Team provides direct feedback to the practitioners who completed the original assessment on the outcome of the audit, which has helped to support continued improvement in the overall quality of early help assessments.

Questionnaires are sent to Lead Professionals 6 months after the initiation of an Early Help Assessment in order to establish whether there has been positive impact as a result of the intervention. The tracking of progress and determining whether that progress has been sustained is now being picked up and developed as part of the Connecting Families tracking as part of our evidence collecting of significant and sustained progress.

All cases opened to the Multi-Agency Support Group panels are reviewed to ensure appropriate interventions are put in place and that they are having the appropriate impact. Recommendations are produced as a result of this audit which forms the basis of an annual action plan.

The Early Help Services in Peterborough was inspected in April 2015 as part of the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the Local Safeguarding Children Board. Inspection date: 13 April 2015 – 8 May 2015. Report published: 18 September 2015.

Ofsted findings, 2015:

'Early help services are well established and offer a range of evidence-based programmes for families. In early help, robust service planning arrangements, strong management oversight and a clear focus on outcomes, allied to effective monitoring and evaluation systems, mean that resources are used to best effect to support children and their families. By reinvesting payment-by-results money from the Troubled Families programme into early help services, the local authority has succeeded in increasing capacity and is able to demonstrate improved outcomes for children and families.' (Leadership, management and governance: Inspection Findings. Point 133, page 35 of full inspection report).

'The three locality-based, multi-agency support groups (MASGs) are effective in mobilising and coordinating partners' responses to assessed need. Meetings are chaired well, information about children's and families' needs is shared appropriately and MASG members challenge each other effectively. MASGs ensure children

and families receive the right level of support in a timely way and are 'stepped-up' appropriately from early help to children's social care when needs or risks increase.' (Inspection Findings. Point 21, page 12 of full inspection report).

'The local authority has commissioned a wide range of early help services which are effective in reducing the need for statutory intervention. Early help to families is well-coordinated and partners have worked well together to improve the quality and effectiveness of services. The local authority has recently negotiated with children's centre providers to implement a more targeted approach and extend their offer to include work with families where there are children up to the age of 12 years. This promotes a more holistic approach to the needs of families. There is a good quality assurance process, informed by feedback from parents and carers, which evaluates the quality and impact of support provided. An electronic system for recording early help assessments, introduced 18 months ago, works well and assessments are good. They provide a detailed picture of the needs of children and families and how they will be met' (Inspection Findings. Point 20, page 12 of full inspection report).

8.7) Children With Disabilities and their families are supported through a range of activities which prevent family breakdown and promote the most positive outcomes for children and their families.

Summary and evidence:

In line with the Special Educational Needs and Disability Reforms under the Children and Families Act, Peterborough has developed a 0-25 disability team which provides a specialist service with both statutory and discretionary responsibilities for disabled children/young people defined as Children in Need, Children in Need of Protection or Children who require Local Authority care. The team has statutory and discretionary responsibilities for young people transitioning to adulthood who appear to be in need of care and support applying a national eligibility criteria threshold as well as working with young people/adults with care and support needs to keep them safe from abuse or neglect. The primary function of the team is safeguarding and provision of care and support for children/young people with disabilities and their families where the predominant issue presenting is disability.

This team incorporates the former children with disabilities and transitions teams and ensures that, in line with the philosophy contained within the Care Act, that planning to promote independence as children transition into adulthood begins at an early stage. The team sits within Adult Social Care, but with a continuing safeguarding and support link with Children's Social Care.

The 0-25 team undertake assessments and ensure access to a range of services for children with disabilities, their parents/carers, who meet the threshold criteria for referral. Following an assessment a range of services may be offered according to the needs identified. To this end, the 0-25 team work closely with the Commissioning Services and partner agencies in the health and education fields, to provide complex packages of support and/or care for children/young people with disabilities.

Support offered includes a range of services such as outreach support, short breaks including overnight breaks and funded after school clubs and a wide variety of other community based funded short break services. There are good links with health teams including the Community Learning Difficulties Team, offering support to children and families, and to services such as Sleep Solutions. An increasing number of families are choosing to access direct payments, as they value the increased flexibility that this provides and as of March 2016, 39 children and young people were benefiting from support through Direct Payments.

There are two residential resources within Peterborough that support children and young people with disabilities - Cherry Lodge and The Manor – both of which were inspected by OfSTED in 2016 with both achieving an assessment of 'Good'. Both homes have been praised for their child-centred approach to the care and support of children and young people with disabilities and their families. In addition, there is an established link foster care scheme in place, offering family based short breaks.

Allocation of resources following assessment of needs including carers' assessments as appropriate, are agreed through panels, which support practitioners by providing oversight and advice. Children and young people who have the most complex needs and who are looked after or are on the edge of care are supported through the Joint Agency Support Panel or JASP, chaired by the Service Director for Children and Safeguarding. This panel includes children's health commissioners and the Special Educational Needs service, ensuring that plans are coordinated and resourced jointly as appropriate. This approach also means that there is a clear risk-sharing approach between front-line practitioners and senior leaders.

For those children and young people who are not eligible for services from the 0-25 team but who have additional support needs arising from a disability, there is a wide range of community based services and short breaks available through the locally commissioned Short Breaks programmes formerly known as Aiming High for Disabled Children programmes. Around 500 children and young people were accessing one or more of the short breaks services commissioned by the Council as of March 2017.

We are in the process of conducting an initial review of the overall scope of provision for this group of children, young people and their families. We want to make sure that what we are providing remains in line with family aspirations and continues to meet needs effectively, while delivering the maximum amount of support for the available resources. We expect this initial review to be completed by the end of the financial year 2016/17, after which there will be extensive consultation in the event that any substantive changes to current service delivery are proposed.

There is a strong history of co-production in Peterborough, with positive links and challenge through organisations including Family Voice. This approach has been invaluable in ensuring that, for example, the reforms surrounding the move to Education care and Health Plans have been implemented smoothly and efficiently in the City.

9. THRESHOLDS AND DECISION MAKING

9.1) Key threshold and decision-making points are appropriate, effectively understood, consistently applied and evidenced for individual children. (M)

A recommendation from the OfSTED inspection was to review our then thresholds for accessing services to ensure they met requirements and provided clear guidance to practitioners working with children, young people and their families.

It had been a number of years since the then thresholds were put in place, and the feedback from partners as to how they were developed had at the time been mixed, with a number holding the views that consultation had been less than good.

We sought to learn from this in developing the revised thresholds. We wanted to move away from the perception that this was a Children's Services document, and so were very grateful that the Safeguarding Children's Board agreed to lead the consultation on the revised thresholds. Two separate stakeholder streams were developed, one focusing on early help and prevention and the other on specialist services.

Drafts were developed and a number of stakeholder days were organised to obtain feedback. These were very well attended with over 200 practitioners from the multi-agency partnership attending.

The final version has moved away from the previous approach of long lists of indicators that might suggest that a particular threshold has been met to one that provides broader indications of types of need that indicate the likelihood of a particular response. There is much more information to support practitioners to consider the journey of the child as well as their lived experiences and to consider how engagement with families before making an onward referral is likely to be more effective in terms of longer term outcomes, except of course where concerns are immediate or where involving families may increase risks.

This new approach to thresholds appears to have been well received, and was launched in September 2016.

An Early help coordinator is located within the Peterborough Mash Hub. Part of this role is to help in identifying lead professionals where contacts and referrals are received that do not meet statutory thresholds, but where the child and family may benefit from a coordinated assessment of their support needs. This work is also supported by the rest of the early help service.

Children stepping down from children's social care to early help services do so through the child in need process, ensuring that a team around the child is identified for the child or young person concerned. Where an initial assessment is undertaken that recommends a step down to early help services, this takes place through the Multi-Agency Support Groups, ensuring that a suitable lead professional is identified.

Within the service, arrangements are in place to ensure that there is a review of children who have been subject to child protection plans for 9 months or more. This is carried out by the head of service in Family Support.

As noted elsewhere, we are progressing towards a fully co-located MASH and Early Help hub with Cambridgeshire County Council, based in Cambridgeshire [but relatively close to Peterborough geographically]. This development is in part a recognition that a single location will facilitate better communication between partners, including health and police partners in particular since many partners deliver service across both Peterborough and Cambridgeshire and can only facilitate a physical presence in one location.

Consultation papers have been drafted for both early help and children's social care staff and we are modelling how Peterborough processes can map seamlessly with Cambridgeshire in a single location; we aim to have established a new co-located service by summer 2017.

As well as facilitating better communication, which in itself should assist in the quality of decision making about individual children and young people, our view is that this new arrangement will bring benefits in terms of increased resilience and through sharing of best practice, training and modelling opportunities and similar.

9.2) Children who are neglected or physically, sexually or emotionally abused are identified early. There is an effective strategy to respond to neglect and front line practitioners are confident about their work with families where neglect is known or suspected. (M)

The Early Help Team provides advice and support to practitioners on all issues relating to the identification and provision of early help support to all children and young people where appropriate. Partners offer a wide range of training and development opportunities for practitioners and these are supported by a training plan delivered by the LSCB.

A multi-agency neglect strategy has been developed and launched by the LSCB. A complementing neglect strategy for use by practitioners within Children's Social Care was developed alongside this and both were launched at the same time in September 2016 through a series of workshops.

It has been agreed to implement a version of the graded care profile as an integral assessment tool alongside the Outcome Star [in early help] which will provide a consistent professional response to neglect going forward, particularly within early help services. As noted above, although training and workshops have been delivered, with wide ranging take up, use of the new tool is not yet embedded and further support will be offered to partners through the LSCB during the early part of 2017/18.

The same version of the graded care profile will also be used by social workers in children's social care where neglect is a clear feature. This will help practitioners to take focused action to support families to change their parenting where neglect has become entrenched, and to more quickly identify where there is a need for alternative interventions in order to safeguard and protect children and young people. Training has been provided to staff, and managers will help to ensure that this practice is embedded during the early part of 2017/18.

Taken together, this approach will help support families where neglect is a feature and prevent this from becoming entrenched, while helping to evidence those families where progress is not sustained despite support, and for whom more specialist interventions are needed if outcomes for children are to be improved.

9.3) Trends and changes in early help assessments, referrals and child protection plans, including step up/step down is understood and appropriate.

Indications of need as identified in early help assessments and in cases presented to panels such as the Multi-Agency Support Groups are closely monitored and feed through to commissioning decisions as appropriate. This approach has resulted in developing additional family support capacity within the City including extending the remit of children's centres so that they can support families with older children up to the age of 12.

Information from assessments and child protection plans is used in a similar way and is helping to inform the development of the neglect strategy and practice guidance referred to above. Themes from audits and other information from child protection plans is also used to identify themes for practice workshops.

Relatively high numbers of children referred to children's social care by partners but found not to have reached threshold has also led to changes within the MASH hub, with early help coordinators taking a more active role in identifying lead professionals to undertake early help assessments where it is clear that children would benefit from targeted assessments based on a holistic assessment of need. The development of the single co-located MASH and early help hub will continue to help us to help partners to identify the best level of support for children, young people and their families.

10. CHILDREN'S SOCIAL CARE: REFERRAL, ASSESSMENT, CHILDREN IN NEED AND CHILD PROTECTION

10.1) Rates of referrals, assessments, Children In Need and children subject of child protection plans are in line with expected ranges, and there is evidence through audit, management oversight and performance management that the right children are being referred, are CIN or subject of a plan.

10.2) Decision making, assessments and reviews are timely.

10.3) Care plans contain sufficient, detailed information about the needs of the child and what needs to happen, by when. Risks are identified and prioritised, and plans are audited and reviewed frequently enough and with sufficient scrutiny to take robust action to challenge when this is not the case.

10.4) There is high quality and impact of direct work with children and families and quality and effectiveness of services to support children. Views of children, young people and families about the service they have received is fed into care planning and strategic planning (M)

Summary and evidence:

Contacts are progressed through the Cambridgeshire MASH and MASH Hub in Peterborough to referral and on for an assessment by children's social care where they meet threshold. Assessments are completed by workers in two First Response teams or, where the child or young person has a disability and meets eligibility criteria for services from the 0-25 disability service, by the 0-25 service. This process ensures a consistent response to contacts.

A number of partner agencies are co-located within the MASH hub in Peterborough including a health visitor, the missing from home and care coordinator and an early help coordinator. Police colleagues are based in the main MASH in Cambridgeshire, and while there is a good working relationship between the two sites, the strategic decision to co-locate the Peterborough and Cambridge MASH and early help hubs into a single location was taken in early 2017. This is in part because co-locating will bring benefits in terms of better communication and information sharing between partners and children's services. Many partners work across both local authority areas, and struggle to provide a resource across two geographical locations. It is also the view that co-locating the services will result in increased resilience and the opportunities for both authorities to benefit from sharing of best practice and training opportunities. All of these factors should improve decision making and hence outcomes for children and young people. The aim is for the new co-located service to be in place from summer 2017.

The LSCB led a review of thresholds during 2016, with a new threshold document being published in September 2016. This appears to have been well-received by partners, who were closely involved in the development of the document. There is much better information about issues such as securing consent and on the range of early help services that are available.

A similar partnership approach was taken in developing pre-birth assessment and guidance which was also implemented in 2016. This guidance supports all professionals in identifying risk factors that indicate that a child should be referred to children's social care. The guidance is also much more explicit about how agencies will work together to assess risks before birth, ensuring that more children benefit from early permanency whether with their birth families or in alternative permanent legal arrangements

Contacts to Referral and Assessment

Contacts into the service typically range from between 800 to 900 per month, fewer during school holiday periods. Of these, around 200 are passed to early help services, with a similar number typically progressing to a referral. The advice on thresholds was revised and launched in September 2016, which was in part aimed at supporting partners to consider approaches other than contacting children's social care except where a clear need to do so was indicated; the impact of this approach in helping to reduce contacts is not yet clear.

A number of issues including ICS systems issues, around the recording of referrals meant that for a number of months in 2015 and into 2016, referral rates appeared to be very high in Peterborough. More recently, the year to date referral rate for March 2017 was 570 per 10,000 – much more in line with local performance historically, and while lower than the 2015/16 statistical neighbour average of 660, this average includes a wide range of actual rates, with Plymouth as outlier at over 1,000 at one and with 5 of our statistical neighbours having referral rates of under 500 per 10,000. This change in local performance followed a review of work processes within the MASH hub, enabling a higher proportion of contacts to be closed within 24 hours where threshold is not met.

The conversion rate from referrals to assessments has varied over the 2016/17 financial year, which in part will be influenced by the ICS issues identified above. The year to date figure is 72 % as of March 2017, close to our target of 75%. Monthly conversion rates towards the end of the financial year have been higher than this, however, and this, combined with relatively high proportions of assessments being stepped down to early help or closed with no further action indicates a need for some further analysis in this area, which is to take place in April 2017..

Section 47 Enquiries and Child Protection Conferences

The rate of s.47 enquiries in Peterborough has been steady at between 180 and 195 per 10,000 since the beginning of the current financial year. This is below the statistical neighbour average of 221 per 10,000 as of 2015/16. It is however noteworthy that the range among our statistical neighbours is from 97 to 384 per 10,000, which might suggest that this is an indicator that is very sensitive to variations in local practice.

The conversion rate from s.47s to initial child protection conferences was 43% year to date in Peterborough as of March 2017. While this is in line with our statistical neighbours, our view is that there is a tendency to undertake too many s.47s in Peterborough. It is an area where we would like to see better targeting as a result of the

move to a fully co-located MASH. Joint workshops for police and children's social care staff are also planned for early 2017/18 with the aim of developing a better shared understanding of the threshold for s.47 enquiries.

Overall numbers of children subject to child protection plans declined slowly over the course of the current financial year from around 250 to just under 240 at the end of March 2017 – equivalent to a rate of 50 per 10,000. This is lower than the statistical neighbour average of 57 in 2015/16, although small overall numbers combined with a seemingly high proportion of families with relatively large numbers of children make this a fairly volatile indicator. Numbers of children subject to plans longer than 18 months remain consistently low, with only four children and young people subject to a plan for longer than 18 months as at the end of March 2017. This performance is supported by the active review of all plans and progress being made by the head of service when children have been subject to a plan for 9 and 12 months. At 12 months, it is usual to call a legal planning meeting to assess whether threshold for escalation into PLO is met, and to explore what further actions or assessments may be required in order to deliver positive outcomes for the children and their family.

A number of activities including practice workshops, training and development programmes and similar, have taken place for key staff and managers since April 2015. Despite these activities, it is acknowledged that the quality of plans and degree of purposefulness with which they are implemented remains too inconsistent. Because of this, a skills audit was undertaken in January 2016 and this is being used to develop bespoke training activities on a team by team basis as well as to develop some bespoke mentoring and development programmes for our managers.

To some extent this can also be seen as continuing recording issues; whenever auditors and managers talk to workers about their direct work with children and their families, it is mostly the case that workers know their cases well and are clear about the work they are undertaking. The Council has a mobile working programme that is now equipping workers with equipment that will allow them to access the ICS system remotely. This will enable, where appropriate, workers to record their work in real time, and to help them to make better use of their time more generally. This should help to support them to have more opportunities for detailed recording of their work.

The Child & Family Single assessment and Child Protection Plan are now formed from the same assessment process, which has enabled better and clearer planning for actions and timescales informed from identified needs. A rolling programme of monthly audit by managers focuses on the quality of the plan and how effective it is being implemented between conferences.

There is currently work being undertaken to expand the strengthening families approach used within child protection to all statutory social work activities. This approach will provide a more structured and active approach for workers, children and families at child in need level, with a more consistent and effective approach to managing risk and safety planning. This is to be implemented by the close of the current financial year and an implementation plan is being delivered in order to achieve that goal.

In the longer term, and very excitingly, the Family Safeguarding approach will be implemented in Peterborough. This follows the successful development and implementation of the approach in Hertfordshire under the Government's Innovation Funding, which has proved successful in improving outcomes for children subject to child protection plans. Peterborough and three other authorities applied to the DFE for Innovation Funding under the leadership of Hertfordshire, to implement the model in a more local authorities to further test the model and provide further evidence of its effectiveness in a variety of settings and communities.

This model involves the secondment of a number of practitioners from different disciplines [adult mental health, substance misuse and domestic abuse] into children's teams in order to create the environment where it is possible to develop a single multi-agency plan to work with families with the most complex needs, supported by motivational interviewing approaches. Group supervision is used and recording is based on a single multi-agency record. Our view is that this project offers the opportunity for the quality of interventions and impact for vulnerable families and children in Peterborough to improve dramatically over the 18 month to two year period of the project.

Children in Need

During 2015/16 a decision was taken to implement a pilot project to recruit a range of alternatively qualified workers to undertake some direct work with children in need. This project has been successful, with around 185 children in need assessed by qualified social workers as being of a lower level of need being directly allocated to this group of workers.

This approach has had a significant impact on the case loads of qualified social workers, enabling them to provide more focused work to children and young people with even more complex needs. As importantly, it has also enabled those children in need with less complex needs to be an equal part of a manageable case load, and so receiving a dedicated service, rather than being allocated to a qualified social worker who is also dealing with more pressing needs.

As well as helping to address drift for this group of children in need, the workforce recruited as part of this initiative has been much more closely reflective of the community served in terms of cultural backgrounds. Turnover has been very low, and the commitment and enthusiasm of the workers we have recruited is very evident.

Now that we are clear that the Family safeguarding approach will be implemented in the City, we are in a position to also confirm the alternatively qualified workers into permanent roles, subject to the usual HR considerations, consultation and so on.

Management Oversight

The OfSTED inspection in April 2015 identified management oversight as an area requiring improvement, although noting that by the time of inspection, there was evidence that this was improving. While the position remains more positive than it was at the time of the inspection, this remains an area where there is an acknowledged continuing need for improvement in consistency.

A number of approaches have been put in place to support improvements in consistency in this area. These have included practice workshops, training and a development programme for our team managers. We remain committed to developing the skills of our managers, many of whom have limited previous experience of team management. During January 2017 we completed a skills audit and this has formed the basis of a bespoke mentoring and team by team training for managers and advanced practitioners to further improve practice standards and further build understanding of what good looks like. At the same time, we are increasing the frequency of performance improvement meetings with heads of service and team managers, and these will now be chaired by the Principal Social Worker, who is able to bring direct knowledge of care planning and other practice strengths and weaknesses to the group while also benefiting from the structural position of not being a direct line manager.

Early feedback from managers is that both approaches are proving very valuable to them in terms of developing their confidence, skills and experience. As the financial year 2017/18 progresses, a number of focused audits of the quality of child in need, child protection, care and pathway plans and supervision will take place in order to ensure that these approaches are improving the consistency of practice and management oversight. Team managers and management oversight will also be supported by the development of group manager roles in family support as part of the Family safeguarding approach we are developing in Peterborough.

Independent chairs play a key and effective role in supporting and monitoring the effectiveness of child protection plans. There is a well-established system of case alerts in place for chairs to bring to the attention of managers children and young people about whom they have concerns or where plans are not progressing effectively.

Increased stability of the workforce including among term managers, accompanied by reducing caseloads, have provided a strong foundation for improved consistency of practice and associated outcomes. We do acknowledge that there is more to do to ensure consistent quality, however, but we have a clear plan for achieving this.

11. LOOKED AFTER CHILDREN

11.1) Senior leaders and lead members discharge their responsibilities of a corporate parent, and are ambitious for children and young people's educational progress.
(M)

11.2) Looked after children are healthy, and able to access health provision when required.

Summary and evidence:

The OfSTED inspection identified that there was some work to be done to support the then Corporate Parenting Panel to develop their roles as corporate parents, to better understand the lived experience of children and young people in care and care leavers, and to build more effective links with a better supported children in care council to help this happen.

A lot of work has taken place since the inspection. The Corporate Parenting Panel has been reconstituted as a formal Committee, providing it with equal status to other committees within the Council. This signifies the importance that the Council ascribes to corporate parenting responsibilities. This change has also meant that it is possible to hold both formal and informal meetings, which in practice alternate throughout the year. The press is excluded from the informal committee meetings, and these meetings have become much more child focused and centred on improving participation of children and young people from the children in care council.

Committee Members have taken part in a training and development programme through the Local Government Association. This has included them having the opportunity to observe corporate parenting in Westminster and speak to key Members. The Assistant Director for Children's Social Care has developed a focused programme for the Peterborough Committee, which has helped members to scrutinise performance and hold the service to account.

Senior leaders also discharge their responsibilities as corporate parents; the Chief Executive, for example, places significant importance on the performance of children's services in general and for children in care in particular. This commitment extends to Corporate Management Team in general, which has always ensured that where it is evident that additional resources may be required in order for children's services to deliver effective outcomes, these are identified.

The Children in Care Council is now supported by a dedicated officer, which is additional capacity compared to what was available at the time of the OfSTED inspection. The post holder is working with groups of children and young people in care and with care leavers to support the process of increasing participation.

In 2014/15 Initial health assessments were not completed in accordance with timescales, with fewer than 20% taking place within the required 20 working days. Following a decision taken in 2014, review health assessments were no longer informed by the strength and difficulty questionnaire [SDQ]. This decision flowed from listening to the views of children and carers, who completed the SDQ each year but were unclear how this benefited the child in care.

Performance in relation to initial health assessments has improved significantly over the course of 2015/16 and it is usually the case that 80-90% of initial health assessments are completed within the 20 day timescale. Where performance is lower, this is now usually related to children and young people placed outside of the area and that area not meeting the timescale for the assessment, or the young person reducing to participate in the assessment.

As of the end of March 2017, over 90% of children and young people in care had benefited from an annual medical. There is a group of young people who have declined health assessments has affected overall performance although the head of service is focusing on improving the percentage uptake of health assessments and will continue to do so over 2017/18.

We have continued to invest in a looked after children's psychology service. This provides direct access to psychological support and is now based within the Cambridgeshire and Peterborough Foundation Trust, meaning that there is a better link between this dedicated service and other child and adolescent mental health services.

The SDQ has been re-instated as noted above, and in order to address the earlier feedback from carers and children in care, summary information from these is reported into the Children in Care Board, chaired by the Assistant Director, enabling key issues to be identified and action taken.

Care leavers benefit from an effective 'staying put' policy, and the vast majority of care leavers live in suitable accommodation. While this is a need to do more to improve the consistency and quality of pathway plans, work has taken place to ensure that care leavers are given full information about their health histories. The number of care leavers engaged in apprenticeships is also increasing, although admittedly from a low base.

11.3) Looked after children receive appropriate education and do not have to wait for a school place when they move into a new placement. There is effective multi-agency support (including social workers, IROs, parent and carers, schools and Virtual School) to help looked after children achieve, including the quality and impact of PEPs. Pupil premium funding is targeted to help children achieve well and in accordance with the grant conditions. The attainment gap between looked after children and their peers is narrowing, and young people are supported to achieve successful transition to higher education, training and employment. (M)

Summary and evidence:

The Peterborough Virtual School (PVS) is committed to collaborative working with all stakeholders, particularly Designated Teachers, Social Workers, SEND Officers, Independent Reviewing Officers and the School Admissions team. We also engage with the Sensory Support Service, Educational and Clinical Psychologists. This collaborative working ensures the team around the child is fully engaged and working together to improve outcomes. We work with a range of professionals to ensure our children who are placed out of the city receive the same level of service and have equal opportunity to achieve positive outcomes. We work closely with the Access to Resources team, which is the team that identifies placements, to ensure that education is a major part of discussions about new placements to ensure that children do not have to wait for a school place. Children's views on their education is collected, as a minimum at each PEP review and at Child Care Reviews.

Personal Education Plans

PEP meetings are the responsibility for the social workers and designated teachers – PVS staff review every PEP through our electronic PEP system and offer support and guidance to ensure they are high quality and relevant to the progress of the child. Foster Carers are expected to attend all PEP and review meetings and are supported accordingly. One of the roles of the PVS is very much targeted at ensuring Foster Carers are able to support the children in their care to achieve their full potential and offer challenge and advice as required.

Outcomes 2015-2016: Children in care for a year or more on 31st March 2016

The small size of the cohort in Peterborough means that variations in performance from year to year are more likely. The changes to tests at KS1 and 2 mean comparisons are difficult to make from last year to this. In terms of narrowing the gap (now called reducing the differences) we can see an improvement in Year 1 and 2 Phonics , a downturn in performance at KS2 which is in line with national performance and a 3% fall in Year 11 pupils achieving 5 A* – C including English and Maths. However a much higher number of Year 11 pupils made expected progress in Maths and English in this year.

Assessment type	Cohort size	Peterborough CiC	Peterborough Non CiC	National Non CiC
Y1 Phonics check	9	71% (National CiC 61%)	77%	81%
Y2 phonics retakes	9/10	77% (National CiC 77%)	88%	91%
Y2 reading expected or above	9/10	22%	68%	74%
Y2 writing expected or above	9/10	11%	61%	65%
Y2 maths expected or above	9/10	11%	69%	73%
Y6 reading, writing, maths expected or above	11	25%	43%	54%
Y6 reading expected or above	11	63%	55%	66%
Y6 writing expected or above	11	45%	72%	74%
Y6 maths expected or above	11	38%	61%	70%
Yr 6 Grammar Expected or above	11	50%	65%	73%
Y11 5+ A*-C including English and maths	28	14%	49%	57%

Y11 expected progress English	28	32%	-	-
Y11 expected progress Maths	28	29%	-	-

- To address the downturn in performance in KS1 and 2 an Education Advisor for Primary-aged children in care was appointed in February 2017 and a fixed term Specialist Maths Teacher funded by Pupil Premium is to be appointed from April 2017. We continue to challenge schools and more closely monitor performance through termly PEP meetings. The KS1 and 2 Literacy Project Leader post continues to be funded by centrally retained Pupil Premium and targets children identified as requiring support, particularly with phonics;
- 84% of children attended a good or better school.
- Average school attendance through Reception to Year 10 was 94%. Year 11 data is not included as exam revision leave impacts on overall figures. An attendance monitoring service has been commissioned to start during the summer term 2017 to ensure timely intervention if attendance falls and accurate up to the minute data.
- PEP completion as at end March 2017 was 99% for pupils in Reception to Year 11. We also complete PEPs for Early Years and have introduced ePEPs for Years 12 and 13.

Pupil Premium

Pupil Premium has been requested through the ePEP system since April 2016 with funding amounts related to SMART learning targets. Requests are approved or declined by PVS. All targets are reviewed termly to ensure appropriate use and to monitor impact.

Centrally held funds continue to provide support for those struggling to maintain a school place, interim provision for those who have had to unexpectedly move care placements and additional tuition targeted particularly at Year 10 and 11 pupils.

A collaboration with a local secondary academy, funded by centrally held Pupil Premium, will provide additional learning support for KS3 and 4 pupils from September 2017.

16-19 CiC

A Post 16 Education Coordinator has been appointed to monitor and support Year 12 and 13 pupils. Year 12 and 13 pupils are now included in the PVS roll and a number already have ePEPs.

11.4) Looked after children and care leavers are aware of, and receive their rights and entitlements, and their views and wishes are taken into account in how/when they receive these. (M)

11.5) Planning takes into account children's wishes and feelings, including maintaining positive relationships with people who are important to them. Children and families are supported where the plan is for the child to return home. (M)

Summary and evidence:

Looked after children's reviews are held on time. The right of children to be consulted about the decisions that affect them is taken very seriously by social workers and IROs. In the last year, the vast majority of looked after children aged four or over contributed to their reviews, either in person or through an advocate or trusted adult. A small number of young people have chaired their own reviews, enabling them to make a meaningful contribution to the planning process.

Placement stability for children and young people in care is good, with only 6.3% of children and young people experiencing three or more placement moves in the last 12 months as at end of March 2017. Since April 2016, however, we have found it more difficult to identify suitable fostering placements within the local Independent Fostering Agency market. This appears to be connected to increasing numbers of children and young people in care locally and among some of our near neighbours. The result has been that for a few children and young people, placements have had to be identified further from the City than we would like. We have also seen a small but significant rise in the use of residential placements since April 2016.

We expect some of these issues to be resolved as a result of our new partnership with the leading charity, TACT, which is centred on recruiting an increased number of foster carers locally for Peterborough children and young people.

This partnership is also required to improve the support provided to prepare and enable children and young people to return home to their families permanently and successfully. TACT has developed an innovative approach in Wales – 'Parallel Parenting' – which trains foster carers to use their skills as carers and help to model these for parents and children.

The Children in Care Council meets on a monthly basis and sends representatives to every Corporate Parenting Panel. Attendance at the group is mixed, with attendance being better during school holidays than term times. The OfSTED inspection identified that there was a need to seek to re-invigorate the children in care council to make it more representative and so in a better position to participate fully in decisions being made about services for children in care. We have appointed an additional member of staff to work exclusively on developing the participation of children and young people in care and care leavers, who is working with the group to improve participation levels. The Chair of the Corporate parenting Committee and the Service Director for Children and Safeguarding meets the council regularly to listen to any concerns or suggestions for improvement.

Young people in care contributed to the development of the Permanency Service, and the shortlisted bidders for the service were evaluated by a young person's panel as well as by foster carers and members of staff.

There is good engagement from a small group of care leavers who have helped develop health passports and other information resources for care leavers.

Children and young people benefit from a high quality advocacy service commissioned through a voluntary organisation. They are actively supported to participate in child protection conferences and looked after children reviews, either in person or through an advocate, so that their voices are heard and can be acted upon. Independent visiting services are provided by a voluntary organisation. Currently, 16 looked after children have access to an independent visitor (IV). There are no children waiting to be matched with an IV.

Complaints are taken seriously and are investigated quickly and sensitively. Themes from complaints are reviewed at regular service improvement meetings to enable learning and inform any need for changes in practice or guidance.

11.6) Arrangements for Looked after children who are placed outside of the local authority area are made in their best interests and in accordance with regulations. Senior offices and lead members monitor the quality and impact of care and support for these children. (M)

Any residential/IFA placement being considered in excess of a 20 mile radius from Peterborough, as per regulations, requires the Service Director's authorisation. Prior to considering a potential placement, the Access To Resources team secures local information from the host authority, requires a copy of the home's Local Area Assessment, liaises with the Head of the Virtual School to determine education provision and ensures that where appropriate, parents' views of the provision are taken into account. Views from independent chairs are also sought whenever possible, although the nature of placement changes does sometimes mean that decisions have to be taken very quickly.

Once the placement option has been agreed, the host authority is informed. The CCG CLA Health Lead is also notified so that arrangements for initial and review medical health assessments can be transferred to the local CLA health Team.

All decisions for children to come into care are made at Assistant Director level or above. As of January 2017, we have implemented a Care Planning Panel, chaired by the head of service for children in care and care leavers. This panel has been established in order to increase oversight of the quality of care plans and does place a priority on children placed out of City, in view of their increased vulnerability.

The DCS receives regular performance data about Children in Care and there is a regular meeting with the Chief Executive, Leader of the Council and Lead Member that reviews all aspects of Children's Social Care performance.

The Service Director also chairs the Joint Access to Support Panel (JASP) which determines and reviews the needs and placements of children with additional needs (who may most often be placed at a distance due to the type of provision required), and also chairs the Placement Strategy Group that reviews all placements and ensures that appropriate commissioning decisions are made to meet identified need. There are monthly meetings with the AD, Service Director and the Lead Member

to ensure that she is kept abreast of all performance and developments in the Service and the Assistant Director and colleagues sit on the Corporate Parenting Committee.

11.7) Looked after children who live outside of the local authority area have the same level of support and opportunities as all looked after children (e.g. contact with family; social work and IRO visits; involvement in care panel; access to health, education and leisure activities; attendance at celebration events). Their voice is heard and reports take close account of their views. (M)

The majority of children placed outside the Local Authority receive the same services as children placed within it, as Peterborough is a very small geographical area and a number of children placed outside the boundary are still very much “within reach”. Only a relatively small minority live at a significant distance from the City. All children have an allocated Social Worker and all have an IRO. Children are visited regularly by their social workers and reviewing officers.

Health assessments are provided to all children and the LAC Health Team will travel across the border to assess children in care if this is at all possible. There are on occasion, difficulties with children placed at a significant distance from the city but Health colleagues continue to negotiate with their partner CCGs to try and resolve these issues as quickly as they can.

The Virtual School supports all children in ensuring that they have an appropriate school place. At times, there may be a degree of difficulty with securing appropriate school placements when children are placed at a wide distance and have significant educational needs. When necessary, this has been escalated to very senior levels and the VS has also worked very creatively with more than one young person to ensure that their education or placement does not suffer whilst a school placement is secured.

Individual Care Plans address issues such as contact and interests and activities; children living outside the Authority receive the same level of support in these areas as children within the area. The Children in Care Council is Peterborough based and inevitably it is easier for local children to participate in this.

We have invested in the Mind of My Own application [MOMO], and there is a programme of activities to support its use among children, young people and social workers.

Arrangements are in place to ensure that should any child placed outside the City go missing from care, they have independent return interviews, which are commissioned through NYAS.

11.8) Looked after children who are the responsibility of another local authority who live within the local area are known, and services provided for them as appropriate.

Summary and evidence:

The Quality Assurance and Safeguarding Team are notified of placements in area by their placing authority. A list of all children and their authorities is circulated to managers on a weekly basis, from this we are able to ensure placing authorities are aware of key council, voluntary sector and health colleague contact details. The

Access To Resources Team ensure all authorities are annually updated of services and officer contact details should an authority consider a placement in/around the Peterborough area. We have also developed an information pack for potential providers/placing authorities that in one document provides links to the Safeguarding Children Board, Safer Peterborough Partnership. Essentially this pack offers any authority key details and information that would be needed in drafting a Local Area Assessment.

We had been notified of 225 children placed in Peterborough who are from another local authority as of the end of March 2017. These placements are made by host councils from across the country, although the majority are from the surrounding Eastern region local authorities, with Cambridgeshire being the single biggest contributor, accounting for 26% of all placements, with a further 22% of the total being placed here by Lincolnshire.

12. FOSTERING AND ADOPTION

12.1) Foster carer recruitment, retention, sufficiency and skills are effective to meet the needs of children and young people, and there is evidence that sufficiency of foster placements is regularly reviewed and where shortfalls are identified, effective action is taken. (M)

12.2) Placements are made, and ended appropriate so that information is shared with foster families prior to a child coming to live with them, and where the plan is for the child to return home or change placement, there is effective work with the child, parents and carers. The 'foster to adopt' initiative is effective. (M)

12.3) Responses to allegations against foster carers are timely and effective; unnecessary placement moves do not take place; and supervising social workers are effective.

Summary and evidence:

We have an active community of foster carers in Peterborough, supported by a foster carer association. A relatively high proportion of children in care are placed with in-house foster carers which is good, since we know our carers well and are in a better position to be confident in matching children and young people. Despite this, however, around 100 of our children and young people are placed with agency foster carers. As well as knowing agency carers less well, they are more likely to be further from the City and the average unit cost is at least twice that of a comparable in-house foster placement.

These factors were part of the drive towards developing a partnership arrangement with TACT to deliver the new Permanency Service in Peterborough, which was launched on 3rd April 2017. The new service, by reducing reliance on higher cost placements, will generate savings of which a proportion will be re-invested in improving services for children in care and on the edge of care.

Foster carers will transfer to TACT under these arrangements. Foster carers have been actively involved in developing the proposals. All shortlisted bidders were required to present their ideas to a panel of experienced foster carers.

Placement matching for foster carers is undertaken by the Access to Resources Team in consultation with the placing social worker and in-house fostering team. Where no appropriate in-house foster placement is available, we identify placements that are sourced from the Independent Fostering Agency sector. These functions have now transferred to TACT, including the placement budget; TACT will seek to match children with local 'in-house' carers wherever possible and will fund the cost of IFA placements from the transferred budgets where needed. Decision making about children including all arrangements in respect of care planning is retained by the local authority, however.

Placement stability is good in Peterborough and is above both national and statistical neighbour averages. We will continue to monitor performance indicators such as these closely as the new arrangements with TACT bed down.

We seek to proactively promote permanency for children who are unable to live with their parents. All options for alternative care are explored prior to any decision being made to accommodate the child and family assessments are completed within set timescales. If the child needs to come into Local Authority care, there is exploration of all options to secure permanency and all relevant factors are taken into account. Permanency planning meetings are held prior to the child's second statutory review. These are chaired by managers within Children Looked After and Adoption Services. These meetings ensure that where applicable, permanency plans are being developed without any delay.

The new Permanency Service is also designed to increase the number of children and young people in care and on the edge of care who are able to progress to secure, loving and permanent homes.

Independent Reviewing Officers use case alert processes effectively if they are concerned about any aspect of a child's placement. Supervising Social Workers in the in-house Fostering Team are in general long-standing members of staff who know their carers and the children who are placed with them well and who are able to promote positive models of care with the carers they supervise.

An audit of practice standards within the fostering service carried out in March identified some inconsistencies in respect of case recording, gaps in some foster carer files, and some supervision of carers that appeared to be somewhat superficial. There are also a number of annual reviews that are overdue. TACT is fully aware of these issues and while not the primary reason for developing the new arrangements, the local authority is mindful of the reputation that TACT has for fostering and adoption services, with all services being assessed as being at least good. Part of the benefit that the local authority expects as a result of the new arrangement is an improvement in quality and outcomes given that the services are now being operated by an organisation that has expertise in the areas of fostering and adoption and does not have to be concerned about the quality of child protection, child in need or assessment functions that the Council undertakes.

We have a provider concerns process through our Access to Resources Team that enables social workers, Independent Reviewing Officers and others to raise concerns they have about a placement that are not in themselves significant [i.e. not issues suggesting safeguarding or serious standards of care issues] but which may indicate some emerging difficulties. These are addressed with the provider and the social worker receives a fully detailed response.

There is an effective LADO process in place, supported by experienced officers within the Quality Assurance and Safeguarding Service.

12.4) The right permanence option is achieved for all children and young people, no matter what their age, and family finding commences at the earliest opportunity where appropriate. Children and young people are helped to achieve permanency without delay, permanence plans are rigorously tracked, and matching practice is effective. Support is provided for as long as it is needed. (M)

12.5) National adoption targets are met (Adoption Scorecard), and information from CAFCASS and the local Family Justice Board demonstrate effectiveness. Reasons for current performance understood, appropriate actions to improve planned, and trajectory known (M).

12.6) Changes of the Children and Families Act 2014 have been implemented fully. (M)

Summary and evidence:

There is a strong culture of permanency planning for children who are looked after which includes early exploration of extended family options that can be secured through Special Guardianship Orders or Child Arrangement Orders.

Outcomes for most of our children and young people looked after are good. High proportions are placed within family based care – in-house, agency or connected carers - and placement stability is good. There is a strong culture of securing permanency for children and young people looked after. In general social workers know their children and young people well and the stability of team managers and Head of Service within the Children Looked After Service has meant that there has been less turnover of staff in this part of the service, with consequent benefits for children and young people in terms of sustaining long term relationships.

Allowances are payable where children and young people were previously looked after and support with making applications is provided where appropriate.

Permanency planning meetings are held prior to the second looked after review and our social workers, team managers and independent reviewing officers are all proactive in identifying and progressing these outcomes.

Adoption performance had remained relatively stable in Peterborough, compared with national trends, but has most recently shown a slight decline in numbers of children being adopted from care, again in line with the national position: 24 children were adopted in the last financial year [to March 2017] compared with 31 in the year 2015-16.

Adoption performance is good and improving: 27 children were adopted in the last financial year [to March 2014] and 32 have been adopted in the year 2014-15.

	2016/17	2015/16	2014/15
A1 Scorecard measure -Child entering care to moving in with adopters (total days)	302	374	501

A2 Scorecard measure - Court date to match to adopters date (total days)	157	179	236
A3 Scorecard measure - Adopted by Foster carers	Redacted	335	n/a
Adoption Orders	24	30	32
Foster for adoption (placed and adopted AT 31/03)	14	11	9
Youngest child adopted	4 months	10 months	5 months
Oldest child adopted	7 years	5 years	10 years
Adopters approved	18	23	41
Adopters waiting	15	20	13
Interagency adoptions – children / adopters	4/2	2 / 4	0 / 4

Adoption is considered at the earliest possible point in a child's journey and is tracked for individual children and babies to ensure that there is no delay. This takes place through permanency planning meetings and unborn baby tracking meetings. Wherever adoption is either the primary or parallel plan, further monitoring takes place through Adoption Tracking meetings.

We have a very active fostering for adoption scheme. Of adopters approved, 66% have been approved as suitable for fostering for adoption, and the number of children placed under the scheme has continued to increase, with 58% of children adopted in 2016-17 being placed under fostering for adoption regulations compared with 38% in 2015 -16. This represents excellent progress in developing this initiative locally and it ensures that the children concerned are able to benefit from secure bonding and attachment from the earliest stages.

We continue to pursue adoption for as many children as we can and have found use of adoption activity days a useful means of identifying potential adopters for harder to place children in particular. The number of children where adoption plans were approved by the Agency Decision Maker has remained stable with 29 in 2016 – 17 compared with 27 in 2015 – 16. The Court, however, did not endorse plans for 6 of these children.

The A1 figures remain good, showing an improving situation at 302* days which is significantly better than the government target of 487 days.

The A2 figures also show an improvement at 157 although fall short of the target of 121. In part this is because this measure does not take into account FFA arrangements, the use of which is an area where there has been considerable success in Peterborough, and where the children are placed in their adoptive homes much sooner than is indicated by the A2 measure. FFA has been used for some harder to place children and high levels of support have been offered. The decision to

formalise the match has been delayed in some cases to ensure all are happy with the proposal. The success of this can be demonstrated as all of these placements have in fact gone on to be formalised.

A further factor in the higher figure is the ambition of the service to find adoptive homes for harder to place children in which it has had success. These placements skew the data significantly however the service is committed to adoption for children when this is their plan. Some work is required however to ensure that permanency is achieved in good timescales.

We have very low adoption disruption rates, indicating that matching processes are effective. Sadly, however, there was one disruption in the current financial year involving a sibling group of two, four months after placement. A disruption meeting, held to share learning, identified that a number of complex events had been likely to have contributed to the breakdown. These included the family facing a number of life events soon after the children were placed with them, which had an understandable impact on their resilience.

Close links between the adoption service and the childcare teams ensures that we consider emerging needs in relation to adoption recruitment activities.

We have continued to recruit adopters this year, both to meet the needs of children in Peterborough and to contribute to the demand regionally and nationally. In view of the current relatively high numbers of families waiting nationally, we have focused recruitment on carers able to offer fostering for adoption, two for older children and one family was assessed for a specific child with complex health needs. Three families were fast tracked as previous adopters or foster carers.

12.7) Prospective adopters are informed about adoption support entitlements. Children who are in need of adoption support are being appropriately assessed and able to access a sufficient range of support when it is needed. (M)

Summary and evidence:

Peterborough provides adoption support assessments and services in line with its statutory duties, to all those affected by adoption including adopters, adopted children, their birth families and adopted adults.

All adopters in Peterborough are able to access a range of adoption support services. The agency is required to provide adoption support services to all adopters of Peterborough children for 3 years post adoption order irrespective of where they live and to any families with adopted children who live within Peterborough where the child has been adopted for over 3 years. In this period 55 children received adoption support services.

The main reason for parents to request an adoption support assessment is for therapeutic support for their children, parenting advice and for support with accessing health or educational resources. It is clear that there are many adoptive families supporting children with complex needs including attachment issues, foetal alcohol disorder, autism and ADHD. There has also been an increase in the acknowledgement of child to parent violence and subsequently accessing services.

Adoption financial support is available to support families in their parenting of their children. It is also available to assist families at particular times of financial pressure, with one off items or therapy. These are means tested if ongoing and reviewed annually. There are 80 financial support arrangements in place.

Peterborough has an active and well respected Post Adoption Contact Service, which is staffed by 2 Team Support Workers; 1 full-time and 1 part-time. 405 children have post adoption contact agreements. Most of the contact that takes place is indirect with mail being exchanged between the adopters and birth family members. Contact agreements vary in the number of exchange participants from between 1 and 8 parties and generally occur at a frequency of 1 or 2 times per year. Direct contacts are also arranged by the service and are supervised if needed.

Birth family members are able to access independent counselling services, commissioned from Adoptionplus at any time, although are always referred during care proceedings where adoption is a plan for the child. 27 birth family members accessed the service during this period. The service is able to respond promptly with no waiting list operated during this period.

The Fostering and Adoption psychology service provides adopters and their children with training, parenting advice, counselling and therapeutic services such as filial therapy and Therapeutic Life Story Work. Advice and support is available through direct referral from the social worker whereas the therapeutic services require approval from PASP. Carers of children in care and adopted children are able to access this support, and the service now sits within CAMHS.

Adopters have access to the full foster carer and adopter training programme which cover a range of subjects, both pre and post placement. Individual training needs are also considered where required to meet specific needs of the child and family, such as Joy Rees' life story workshops and CPV training.

Adoption support groups operate to offer peer support to adopters and their children. The preschool and parent group, 'Play and Stay' takes place monthly in a city community centre, has a core group of about 12 families who attend. Collaboration with Coram-Cambridgeshire adoption enables adopters south of the region to access adoption support groups closer to their home and vice versa. There is an Easter event, summer picnic, Halloween event and Christmas party. These have grown in popularity and are always well attended.

A second filial therapy group was commissioned through Adoption Support Fund (ASF) funding. This was co-worked with a filial therapist and a member of the team. A programme of 10 sessions was carried out for 4 families. Feedback was very positive from attendees. In addition funding was gained for a follow on group for the first filial therapy group allowing the supportive links between members to continue and for the learning to be consolidated and adjusted. Extremely positive feedback has been received from this cohort.

Members of the team have gained qualifications in theraplay and VVIP-SD, which enables the service to provide therapeutic support to families and children.

ASF funding has been secured for 37 children and families for a range of therapeutic and parenting services, with total funds received of £120,939.12.

Support to adopted Adults

The adoption service supports adopted adults in accessing their adoption files and offers counselling as appropriate. 18 adults were supported by the agency during the period. Peterborough City Council does not offer an intermediary service to adopted adults or their families but will signpost if required. The service has not needed to operate a waiting list during this period.

Non-agency adoptions

The agency is required to respond to all notifications of non-agency adoptions and undertake an investigation if an adoption application is made. In this period there have been 16 new notifications and 10 adoption orders have been granted.

13. CARE LEAVERS

13.1) The LA and partners prioritise the current and future accommodation needs of children looked after and care leavers, including their responses to complaints and feedback about how safe they feel where they are living (M)

13.2) Care leavers are prepared for independence and living in high-quality, safe, permanent and affordable accommodation that meets their needs (M)

13.3) Young people who are homeless are identified and supported to live in suitable accommodation (M)

A total of three teams support children and young people in care and care leavers. Young people in care with significant disabilities are supported by the 0-25 Team who also have a specialised Personal Adviser within the team.

In March 2017, 237 Eligible, Relevant and Former Relevant young people were actively supported by the service. 85% had a Pathway Plan and 81% had a Pathway Plan updated within 6 months. This is a significant increase on the numbers in 2015/16, which in part represents the impact of larger number of unaccompanied asylum seeking young people coming into and exiting the care system.

Housing and accommodation

A range of safe and suitable accommodation options are available to care leavers depending on need. For young people in foster care, 'Staying Put' is actively promoted and taken up by both in house and independent agency providers. As of the end of March 2017, there were 12 young people in Staying Put arrangements. For those in residential care, or those for whom foster care is no longer appropriate, we have a range of providers who can offer shared or single occupancy semi-independent options with on site or floating support. Support can be increased or decreased and support can be provided flexibly, allowing young people to learn from their mistakes. One provider of shared accommodation is particularly knowledgeable in the areas of unaccompanied asylum seeking children and is able to provide a specific service to those with these particular additional needs.

At the point a young person reaches 18, depending on assessment, they will generally either be referred for supported accommodation with onsite support or referred for their own tenancy through Peterborough Council Housing Department. The council's housing department provide priority status to ensure a timely move and work well with social care staff to ease the process where ever possible. For those young people who are able to demonstrate significant independence skills, this option can be made available from the age of seventeen and a half.

A contract with Axiom enables young people in care and care leavers to access support via the Foyer. Axiom have also invested in supported move-on accommodation, in recognition that for many vulnerable young people, there is a need for a significant period of support before it is likely that they will be able to successfully manage a tenancy of their own.

This range of accommodation options contributes to the low number of care leavers identifying that they are not in suitable accommodation. The service continues to engage with young people who are not in suitable accommodation for any reason, and takes a proactive stance to resolve issues. There are occasions, however, where the lack of suitable accommodation is the result of informed choices by the young person concerned. As of the end of February 2017, fewer than 5 young people were identified as being in unsuitable accommodation.

For young people who have significant disabilities, a number of specialist accommodation options are available including Shared Lives. Transitions are planned carefully within the 0-25 service.

Homeless 16/17 year olds

Young people who are not in care and who are homeless are assessed by the First Response Team. Their needs are assessed and they will be offered support and assistance to remain living at home with their parents or to return home, if it is safe to do so. Where this is not possible, young people are assessed to determine if they need to become looked after by the local authority.

All young people who are assessed as needing section 20 accommodation are usually offered a foster placement, acknowledging the level of need and vulnerability is likely to be high. At November 2016 there were 102 looked after children aged 16 and 17 years, which is a higher proportion of the overall population than was the case in 2015/16. In part, the growth in the population of young people in care is related to the increase in unaccompanied asylum seeking young people that have arrived in Peterborough since 2015, most of whom are aged 16 and 17.

For those young people for whom foster care is not felt to be appropriate or where the young person themselves refuses this type of accommodation, they may be offered alternative provision, subject to assessment under section 7 of the Housing Act. This could be an allocation of social housing with a Housing Association, securing accommodation in a supported housing project e.g. Peterborough Foyer, Fairview Court or the YMCA. The local authority are committed to not using Bed & Breakfast accommodation for 16 and 17 year old young people.

Homeless figures for young people within these age bands remains low. The total number in the year to date for 2015 – 16 indicates that there were 17 presentations from 16 & 17 year olds and of this number only two became looked after children.

Health

All looked after young people are offered an annual health assessment; performance in this area has declined slightly and this has resulted in the development of performance clinics. There is a group of young people who refuse to attend health and dental appointments. The performance clinics are focused on actions we can

take to help to persuade them of the benefits of attendance. Initial Health Assessments completed within the 20-day timeframe have been at or above 90% for most months of 2016/17.

Monthly meetings between the Children in Care Team Managers and the lead Designated Nurse, review particular young people's needs, which facilitates individualised packages for young people, including outreach work, to be discussed and agreed upon. There is a commitment to a high level of monitoring with regard to dental checks but this remains an area for further development, particularly with young people who consistently refuse to attend.

The Children in Care and Leaving Care Service has developed positive working relationships with a range of partners with regard to sexual health, substance misuse, mental health, and emotional wellbeing, to engage with and the results of this are yielding positive results for care leavers.

Care leavers have access to a health passport on leaving care that details their health histories.

Support

The Children in Care and Leaving Care Service seek to identify and put in place a range of support mechanisms to create a helpful network for young people, particularly as they are nearing the end of their time in care. This includes the pathway plan looking at family members; advocacy services; 'No Cracks' to support young people through release from custodial sentences; NSPC; YMCA who operate a drop in service beyond those offered to their tenants; a nominated champion within the Council NEET team; 'Right Resolutions' who work with young people who are out of work and education or who are not meeting their potential. Links have been made with the local mosque who are providing 'community champions' for unaccompanied asylum seeking children from the Muslim faith.

Young people leaving care and who are NEET is a priority for the Council; overall performance in respect of young people who are NEET in the City has been good in recent years, with overall performance better than our comparator authorities. The position for care leavers is more mixed. Under the current data reporting system we are only able to confidently report the position for young people aged 16-19, of whom around 46% were recorded as being NEET as of March 2017, slightly worse than the statistical neighbour average in 2015, although we know much more about our care leavers than is the case in most areas, with the status of fewer than 5% being not known, compared to a statistical neighbour average of around 11%. It is more likely that the status of the majority of those who are not know will be that they are not in employment, education or training.

The development of the Targeted Youth Support Service is designed to improve the level of support to the most vulnerable young people, and specifically target vulnerable young people including care leavers who are NEET.

14. YOUTH OFFENDING

14.1) Young people who are at risk of offending are identified early and preventative support provided.

14.2) Young people who offend are identified and appropriate action taken promptly to safeguarding others, and prevent re-offending.

Summary and evidence:

Governance and Partnership

The multi-agency Youth Offending Service sits in the People and Communities Directorate which leads on a broad range of both children's and adult's services including early intervention and prevention, youth services, NEET work, community safety, adult social care and integrated offender management. The Youth Offending Service is therefore positioned in the area which is most likely to support the aims of the youth justice system and to assist in the development and greater integration of work to support young people and their families who are at risk of or are already in trouble with the law.

The service reports to the statutory Youth Justice Management Board, which in turn reports to the Safer Peterborough Partnership. Board membership appropriately reflects the local youth justice partnership with representation at the right level to ensure effective challenge and support. Board members have a good understanding of the local issues affecting youth justice.

The Youth Offending Service is well respected within the city and its links with relevant partnership organisations are strong. This was clearly identified in the 2014 Full Joint Inspection led by the Probation Inspectorate which commented:

'We found good strategic partnerships in Peterborough with commitment to the work of the YOS. The refreshed Management Board had clear terms of reference and a reporting structure to the Safer Peterborough Partnership and was just completing its membership.'

Performance against the national indicators for youth justice was regularly reported to the Board and the YOS was performing well against these.

The YOS was a member of a range of multi-agency boards and was well respected.'

In respect of direct strategic links the YOS Head of Service sits on the Safer Peterborough Partnership (SPP) Board, the Local Safeguarding Children's Board, the Joint Commissioning Group (for substance misuse services), the Cambridgeshire Criminal Justice Board (CCJB), its CCJB Offender sub-Group and the SPP Delivery Board. The Head of Service is the chair of the Channel Panel and sits on the countywide Prevent Strategic Board.

Service Delivery

Early Help

There has been a continued increase in the numbers of young people being offered support at either the pre-offending or first low level offence stages. This work is delivered either through a prevention programme or a pre criminal justice Youth Restorative Disposal. During 2016 there has been an increase in the number of young people being offered support at a pre-offending stage with over 80 young people participating in a voluntary prevention programme. There were also 63 young people offered support through a Youth Restorative Disposal. This has successfully reduced the risk of offending in a significant number of cases and prevented young people from getting a criminal record, which would negatively impact on their future.

Restorative Justice

In the last 12 months the Youth Offending Service has initiated contact with 228 victims of crime. 65% (147) responded to the contact and of those 88% (130) indicated a willingness to participate in some form of restorative justice. 78 young offenders also agreed to take part in a restorative process. As a result 37 face to face conferences were held while in another 13 cases other forms of restorative intervention were completed. All the victims who took part reported a positive experience. There are also close working links with the victim's hub, (the police section dedicated to supporting victims) and both services share resources to improve the take up of Restorative Justice. In addition the Safer Peterborough Partnership (SPP) have made a commitment to developing the concept of restorative approaches across the city and this has been supported by local councillors.

Systemic Working

The Youth Offending service has always demonstrated good skills in engaging young people in their orders. However although there was a degree of parental involvement in both the planning and delivery of interventions it was felt that this could be extended and improved. Over the last 12 months a number of changes have been made to YOS systems and processes and specific training on systems theory provided to case managers. This has resulted in an improvement in service delivery.

Mentoring

The service provides a mentoring service and we have around 24 active mentors including a number recruited from the Central and Eastern European communities in the city. This is particularly important given the disproportionate representation of young people from these groups in the youth justice system.

Sexually Harmful Behaviour

This work strand is now firmly embedded in the local landscape with good links being formed with the police, social care and local schools. There has been an increase in awareness of the issue locally and the Youth Offending Service lead on this area of work is regularly involved both as a consultant and in completing assessments and interventions with young people. The work is supported by other YOS staff who have been trained to complete AIM assessments and in the delivery of the 'Good Lives' model.

Tackling Recidivism with High Risk Offenders

This remains a challenge for the service. Additional training and support, targeted at improving work in this area, has been provided to all case managers. This has included additional training on CBT, systemic working and desistance theories. Recidivism reviews also continue to be completed although it has been difficult to draw any clear conclusions or identify patterns in what the service could do better to have a significant impact on preventing re-offending amongst this group.

However the number of Prolific and Persistent Offenders is falling, as the offenders who turn 18 are not being replaced with the same quantity coming through. This is likely to have been influenced by the early help work being undertaken by the service.

Other Areas of Effective Practice

A system of early planning in cases, where custody has been given to ensure more effective resettlement outcomes, is now fully in place. There are currently five such cases in the service and in each effective planning took place particularly around education, training and employment and accommodation and this has resulted in positive outcomes for the young people concerned.

An assessment of young people's physical health needs is now regularly undertaken and any issues which need to be addressed are incorporated into plans through the intervention planning process.

There has been an increase in the number and complexity of cases picked up by the Youth Justice Liaison Diversion Service where emotional and mental health concerns are identified. This now includes complex referrals from the local Child and Adolescent Mental Health Service. This work provides a significant benefit to young people and contributes to reducing their risk of offending or re-offending.

The number of volunteers recruited and the range of projects they are involved in has continued to grow during 2016 and there are now around 80 active volunteers working with the service who are supporting a wide range of services including appropriate adult services, Referral Order Panel work, restorative justice conferences and youth mentoring. Their work is delivering considerable success for young people.

Funding

The service currently spend two thirds of its budget on preventing re-offending, while around 12% is spent on each of the areas, tackling first time entrants and reducing custody. The remainder is spent on prevention, working with young people who are at risk of offending but have not yet done so.

The budget over the last year has remained static but there has been a shift in the funding profile of the service with increasing local authority support and reduced central funding. This pattern looks set to continue going forward, although the development of an integrated adolescent service may shift the focus on areas of spend, with an increase in preventing offending and early help.

Planned Future Developments

As noted elsewhere, we have consulted in the development of a new Targeted Youth Support Service, which will bring together a number of services and functions and is intended to enable us to target support at some of our most vulnerable young people more effectively. These developments will draw on some of the strengths of the multi-disciplinary approach of the YOS, which will support improved outcomes for vulnerable young people. This new development is planned to launch in summer 2017.

Conclusion

Overall the service continues to deliver positive outcomes for young people and continues to offer services across the full spectrum from prevention to high risk entrenched offenders. The number of re-offenders has remained static and although there has been a small increase in the number of first time entrants this has been agreed as a priority area for action by the Safer Peterborough Partnership and this will assist in turning this around.

15. MISSING CHILDREN (HOME, CARE, EDUCATION)

15.1) There is effective Police and LA collaboration in respect of children who are missing or who are at risk of going missing; clear, well-established and consistently applied inter-agency protocols; and regularly reviewed strategic analysis by the LSCB and partners resulting in a strong understanding of the risks associated with going missing (M).

15.2) There are effective plans and action to protect and help children who go missing as well as family members, including risk assessments; risk management plans; and return interviews. Outcomes from return home interviews are evaluated to assess any emerging patterns and trends. Statutory guidance is followed (M).

15.3) Agencies and teams such as virtual school, schools, social workers and carers work together to identify and support children missing education and there are effective processes for information sharing. Actions are taken to help children return to suitable education and children in alternative provision receive at least 25 hours per week. Statutory guidance is followed (M).

Summary and evidence:

There is a clear multi-agency protocol in place in respect of children who are missing or who are at risk of going missing which reflects the statutory guidance and which has been in place since November 2014.

Collaboration between the LA and police is effective although there have been challenges in meeting the demand for strategy meetings on occasions where young people subject to child protection plans or who are looked after have gone missing. This is a result of capacity issues and is kept under review.

A strategic operational group considers the needs of children and young people who go missing from home, care or education was established in April 2016. This group pulls together a range of information from strategic partners and considers whether young people who go missing may also be at risk from child sexual exploitation, becoming involved in offending or at risk of radicalisation. The meeting considers information from return interviews, and considers patterns of missing behaviour in the context of information from 'Operation Makesafe' and other sources of intelligence.

Where individual young people are assessed as being at particularly high risk [for example as a result of repeat missing episodes, indications of CSE, or as a fact of their age or any special needs] the group discusses and agrees multi-agency safety plans and interventions.

Return Interviews have been undertaken by commissioned services (Barnardo's for those children living at home and NYAS for those children who are in the care of the LA). This arrangement means that interviews are carried out by persons independent of the local authority. Some young people do not want to engage with return interviews; in these situations, services do their best to gain information from parents and carers.

All missing episodes are reported through to the contact centre and there is a clear recording system on ICS which facilitates improved and more reliable reporting in terms of the picture of missing children within Peterborough.

Risk Management

There is a clear well established “Need to Know” process within Peterborough whereby the DCS and senior managers are notified immediately of any child that is on a Child Protection Plan or is Looked After goes missing and tracking is undertaken by the Heads of Service until the child is found. Where appropriate the Chief Executive and Lead Member are also informed and this ensures that we fulfil our corporate parenting duties, in respect of our CLA children, and ensure that every effort is made to secure the return of the child safely.

Going Forward

Building on progress made over the last year, areas for continuing improvement include better evidence of the voice of the child in plans where there are risks associated with missing episodes, more joined up scrutiny by police and CSC following missing episodes and better safety planning to improve resilience and reduce risks.

Cambridgeshire County Council has developed an integrated approach to management of missing children and young people and those who may be at risk of child sexual exploitation, which has been located within the MASH/Early Help Hub. As noted elsewhere, the current MASH and Early help arrangement within Peterborough are to co-locate with Cambridgeshire. As part of this change, we will monitor the impact and effectiveness of the new Cambridgeshire arrangements as it may be that there are benefits and efficiencies to joining such approaches.

16. CHILD SEXUAL EXPLOITATION

16.1) There is effective Police, LA and other agency collaboration in respect of children who are at risk of, or who are being sexually exploited. There are clear, well-established and consistently applied protocols; a clear understanding of the local culture and prevalence; and regularly reviewed strategic analysis by the LSCB and partners; and a high level of awareness among professional staff, resulting in a strong understanding of the risks associated with going sexual exploitation; identification and prevention (M).

16.2) There is high quality and impact of referral, assessment and planning for CYP with regard to sexual exploitation; direct work is effective and the voices of CYP, families and professionals are gathered and acted on appropriately. (M)

16.3) There is effective work with partners to disrupt offenders and appropriate action relating to perpetrators (M)

Summary and evidence:

There is a proactive approach to CSE from all agencies within Peterborough and there has been good multi-agency training and awareness raising to assist in effectively in identifying the risks posed by organised child sexual exploitation within our area.

Within Peterborough we recognise that there are benefits to being a small unitary authority as we can work closely across services where risks and vulnerabilities are identified (in cases such as FGM, forced marriage, trafficking, CSE and Missing) to ensure the most appropriate response to children and young people.

A joint Peterborough and Cambridgeshire CSE strategy drives and reviews the multi-agency response to CSE and provides the strategic basis for planning and delivery of services. An Operational Group for CSE and Missing has been held monthly from April 2106, focusing on sharing information from the key partner agencies including, for example, information from return home interviews, police intelligence around the activities of known high risk individuals and similar.

Any child identified as at risk of or vulnerable to CSE has a risk assessment completed and this is sent to the police CSE team for information and response. The child is identified on the LA ICS system and a weekly report is generated for senior managers to review. This is cross referenced with those children that have gone missing as well as those missing from education (CME), as it is recognised that these factors increase vulnerability to CSE.

Complex strategy meetings are held to review those cases that are giving cause for concern in respect of CSE and there is active disruption and police intervention to reduce risks

During this year we have moved from having a dedicated CSE team to making CSE “everyone’s business”. This has meant that we have had to focus on up-skilling the workforce within the LA and across the partnership to ensure that they are sufficiently equipped through improved professional knowledge, skills and support to safeguard children and young people.

As of the end of March 2017, 42 young people identified within Peterborough as being at risk of Child Sexual Exploitation. All but 1 were female and the majority come from a White British or White European background; 15 are young people in care. Risks are managed through a variety of means including through risk management and care and child protection plans. Numbers of young people assessed as being at risk of CSE have increased over the year which we see as being the result of staff being more aware of the need to ensure that case records accurately reflect need and risk.

17. DOMESTIC ABUSE, PARENTAL SUBSTANCE MISUSE, AND MENTAL ILL HEALTH

17.1) The prevalence and impact of children living in households where domestic abuse, parental substance misuse and mental ill-health are a factor is known and there is effective work with partners, especially adult services, to reduce this impact and provide help and support. There is a high level of awareness among professional staff, resulting in a strong understanding of the risks and early identification. The LSCB is assured of the effectiveness of practice (M)

Summary and evidence:

Domestic Abuse

A Joint Peterborough and Cambridgeshire Domestic Abuse and Sexual Violence Multi Agency Strategic Board was set up in January 2016 to create a countywide strategic board. Countywide community safety arrangements have been under extensive review, led by Cambridgeshire Constabulary, and as part of this a new Domestic Abuse and Sexual Violence Delivery Group is being established which will report into a reformed Community Safety Strategic Board, with clear lines to the Local Safeguarding Children's Boards and the Health and Wellbeing Boards. The delivery group will be chaired by the Head of Public Protection in the Constabulary, with the Vice Chair being a Service Director acting for Cambridgeshire and Peterborough. The first meeting will take place in May 2017.

Adults Domestic Abuse Support Service

Peterborough City Council's contract for domestic abuse services with Peterborough Women's Aid (SASP) came to an end on 31 March 2017. The adults' domestic abuse staff have moved through TUPE transfer to Peterborough City Council but are managed as part of a joint team with Cambridgeshire colleagues. The adults independent domestic violence advocate (IDVA) team are now co-located with staff at the Victim and Witness Hub at Copse Court in Peterborough as part of an ongoing project to develop a 'single front door' response to domestic abuse across the county.

Work has been ongoing to consolidate partnership work across Cambridgeshire and Peterborough to secure the best support to victims and perpetrators of domestic abuse and sexual violence, and maximise our joint work with the Police and Health partners. Work is currently underway to develop an integrated (across Cambridgeshire and Peterborough) domestic abuse service, using a 'single front door' approach to provision.

Childrens Domestic Abuse Support Service

From 1 April 2017, two full time specialist domestic abuse support staff are working to deliver services to the local authority's children's services. A member of staff supports high level child protection and children in need cases and the second member of staff supports families through early help, including professionals from early years settings, schools and further education establishments, health services and the Police.

Domestic abuse remains to be a significant priority in Peterborough. The children's support service, which was operated from the Specialist Abuse Support Peterborough (SASP), operated a waiting list for children referred from numerous sources including children's social care, schools and the Police. There continues to be a need for high level complex support to children and young people who have been the victim or witness to domestic abuse and sexual violence incidents.

Between April 2016 and March 2017, the adults' domestic abuse service received 1,273 referrals and the children's service received 225 referrals. The majority of referrals for the children and young people's service are for children aged between 4 and 10 years of age.

The number of repeat referrals have decreased during 2016/17 from 88 in July -September 2016 to 66 by March 2017.

The majority of victims are White British. The next highest groups of nationalities are Lithuanian, Polish and Pakistan (between 5 and 7% of the total number of referrals).

Refuge Services in Peterborough

Peterborough Women's Aid run a refuge in Peterborough (which receives a funding contribution from the local authority housing team). The refuge is able to accommodate 8 victims at a time. The average operating capacity of the refuge during 2016/17 was over 90%. The refuge is able to accommodate women with children. The DCLG has recently awarded funding to Cambridgeshire and Peterborough Councils to add additional outreach support services for the community and refuges.

Sexual Violence Support Service

From 1 April 2017, Cambridge & Peterborough Rape Crisis Partnership (CAPRCP) deliver a countywide service for survivors of sexual violence, including children and young people. All referrals in to the service are made through an online referral system on the new partnership website. The website currently includes information on the partnership, the services available, how to contact plus links to self-referral forms and professional referral forms.

The core purpose of the service is to alleviate the psychological and emotional trauma that affects survivors of sexual violence and assist them to overcome both the short and long-term effects of sexual violence whilst they work to regain control of their lives and make positive decisions about their future.

Drug and Alcohol Abuse

Within Peterborough during 2015/16 there were 1,309 adults in treatment for substance misuse, 240 of whom lived with children under 18 (18.4%) - source National Drug and Alcohol Monitoring System (NDTMS).

Peterborough had lower rates of clients coming into drug treatment who lived with their children (14.1 %) in 15/16 but higher rates of those who are parents not living with children (36.3 %). This mirrors the picture with those adults who have alcohol dependency issues in that there are lower numbers coming into treatment living with children (28.3 %) compared to (49.3%) who do not live with any children.

During 2015/16 the local authority contracted with DrinkSense (operating as Drink and DrugSense) to deliver young people and family interventions, including for young people where substance misuse was a problem in their family.

The work with those affected by parental substance misuse is distinguished between one-to-one work with individual children and young people, and family interventions where systemic work is undertaken with the whole family to address the impact of parental alcohol/drug misuse.

In 2015/16 there were 102 young people engaged in 1-1 support. 60 parents were referred into the children and families service along with their children (more than one parent may come from the same family). An additional 31 individual children of substance misusing parents were referred on a 1-1 basis outside of their home. A total of 144 children were referred into the service. 46 families received some form of support before being discharged from the service in 2015/16.

Please note that 2016/17 data will be available from May 2017.

Mental Health

Peterborough City Council commissions Cambridgeshire, Peterborough and South Lincolnshire MIND to deliver a specific “course” for peri-natal mental health – accessible both during pregnancy and up to two years post-delivery. Five courses run throughout the year, across different locations, offering a 6 week resilience courses, based on the 5 Ways to Wellbeing developed by the New Economic Foundation and used by many mental health and other professionals across the UK.

At the time of writing, four courses have been completed during 2016/17 73 mothers were referred in to the course, 36 enrolled on to the course and of this 36, 19 completed the full course. MIND completes a Recovery Star for each participant at the beginning and end of each course. This is a national evaluation tool used by many mental health services and allows each participant’s journey to be mapped in terms of their resilience and wellbeing throughout the course. The Star is broken down into 10 components. Each component is measured and for each course an overall measure of change in emotional health can be provided. All four courses have demonstrated an improvement in participants’ emotional health. Due to the positive outcomes, this service has been commissioned for a further year.

Future Developments: Family Safeguarding

As noted elsewhere, we are very excited at our success in receiving innovation funding to develop family Safeguarding in Peterborough. While this approach focuses on children and young people subject to child protection plans where parents have alcohol or substance misuse issues, mental health difficulties, are in relationships characterised by abuse or any combination of these, the development of multi-disciplinary approaches to meeting needs will bring benefits to a wider population of children, young people and their families. This is because the additional capacity available to address issues will support those working with broader populations of families than those where children are subject to plans.

All partner agencies have signed up to the principles behind the approach and the first Family Safeguarding Commissioning and Delivery Board takes place before the end of April 2017. The project will launch in autumn 2017, and offers a real opportunity for us to deliver significantly improved outcomes for children and young people growing up in families where these issues have a profound impact on emotional health and wellbeing.

18. RADICALISATION AND EXTREMISM

Summary and evidence:

The latest Counter Terrorism Local Profile (CTLP) currently assesses the risk of radicalisation in Peterborough and Cambridgeshire as low. However this issue is taken extremely seriously by both authorities. Peterborough Local Authority has developed a Prevent Action Plan which focuses on all the requirements set out in counter terrorism legislation. There is a significant drive to raise awareness of the issue among professionals through the provision of both WRAP training for all front line staff and a mandatory on-line course for others. Safeguarding children and adults is at the heart of Prevent delivery. Work is also being undertaken to ensure local communities are kept informed of and are engaged in the discussion on this issue.

The Peterborough and Cambridgeshire Combined Channel Panel

The Channel Panel is the key mechanism for assessing and reviewing individuals' risk and for providing support to those considered vulnerable to radicalisation. Referrals to the panel are made through existing safeguarding referral routes.

It has been agreed that there should be a combined panel which covers both Peterborough and Cambridgeshire. This is permitted by the legislation and the panel is currently chaired by a staff member from the Peterborough Local Authority. The panel meets monthly at police headquarters in Huntingdon.

The panel membership currently includes the following partner agencies.

- An adult mental health representative who covers both Peterborough and Cambridgeshire.
- Adult social care representatives from Peterborough and Cambridgeshire
- Representatives from both Cambridgeshire and Peterborough Youth Offending Services
- Representatives from both Cambridgeshire and Peterborough Children's Social Care services
- Representatives for education (schools) in both Peterborough and Cambridgeshire
- Representative from Peterborough and Cambridge Regional Colleges
- A number of police officers including Safer Schools in Peterborough and the public protection unit
- The Channel Police Practitioner, the regional police prevent manager and the police link to accessing interventionists
- A regional NPS / CRC representative

The panel has agreed that the current group is generally sufficient to allow them to complete their duties with a recognition that the panel should not be too large. The level of panel attendance continues to a little variable and this needs to be addressed if the panel is going to deliver maximum benefit.

During the current financial year to the end of 2016, 41 individuals were reviewed by the panel. 80% of those were not adopted as there was no clear evidence of a radicalisation risk although in many cases referrals to other agencies were completed to manage identified vulnerabilities.

Those adopted were all offered effective support packages most of which were delivered by local services, although a number were linked to a Home Office interventionist. Outcomes of this work to date have been positive.

However, while it is recognised that although the risk for Cambridgeshire and Peterborough is assessed as low and the work to date has been positive, it is clear that there needs to be a continued focus on this key area of work.

FINAL WORDS

We have maintained the stability in the service during 2016/17, with a particularly stable group of managers across children's social care, early help and education support services.

The timeliness and compliance issues identified in the self-assessment prior to the most recent OfSTED inspection of children's services in 2015 and identified within the inspection itself have largely been addressed. We have also supported a more robust approach to corporate parenting arrangements, with the establishment of a formal Council Committee.

It is also clear, however, that we continue to need to do more to ensure the consistency of management oversight and the quality of practice, despite investing quite significantly in training and development programmes over the last 12 months. Following a skills audit undertaken in January 2017, we have commissioned a bespoke training and mentoring programme for team managers and advanced practitioners to continue to develop skills and competencies at this level.

This approach will also place us in a strong position to reap the full benefits of our success in achieving funding from the Innovation Fund to develop the Family Safeguarding approach here in Peterborough. We are very grateful to Hertfordshire in supporting us in this opportunity, and we are confident that we will be able to deliver the same improvement in outcomes that Hertfordshire has achieved over the last two years.

We are also developing very strong links with Cambridgeshire County Council, building on the success of past joint commissioning approaches and beginning to explore shared areas of delivery and management. We see this as an important step for what is a small unitary authority in building resilience across children's services - including school improvement and early help – while also offering opportunities for the sharing of best practice and improving value for money.