

BUILDING A BETTER FUTURE

PETERBOROUGH'S CHILDREN AND YOUNG PEOPLE PLAN

2008-2011

Children's Trust Partnership Board

Managing the Children and Young People Plan

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Introduction

Peterborough has high aspirations for every child and young person in Peterborough to lead successful lives and contribute to the future of the city. Peterborough's Children and Young People Plan 2008-2011 provides an opportunity to work together to make sure that Peterborough's vision for children and young people can be achieved:

Our vision is simple: to create an environment where children and young people are safe and healthy, can enjoy what life has to offer and have ambition and aspirations, where they achieve their goals and make a positive contribution for themselves, their family and their community.

The Children Act 2004 required organisations working in local areas to co-operate to produce a Children and Young People Plan. Peterborough's first plan was published in 2006 and set out priorities for improving the lives of children and young people. It also explained how services needed to change to work in a more integrated way to ensure better services for children and young people – Peterborough's Change for Children Programme.

Two years on, this is our second annual review of the Children and Young People Plan. This opportunity has been used to take stock of progress so far and to ensure that the priorities we have set out in the plan are still right. By looking closely at Peterborough's strengths and weaknesses, we can ensure that the lives of all children and young people continue to improve.

Over the last year, by working together, we have made significant progress. However, there is much still to do. To find out where our effort needs to be focussed, a detailed needs assessment has been conducted and consultations carried out with children and young people, parents and carers, professionals and the community. This work has informed the ten priorities outlined in this plan and our key areas of focus for 2008.

Our priorities and key actions are highlighted within our high level Children and Young People Plan overview. This 30-page public-facing document is supported by a number of annexes, including this one, which set out what actions will be taken to tackle the priorities and how progress will be measured. They also present Peterborough's self-evaluation – looking at strengths and weaknesses to help plan more effectively for the future. Finally, there is an extensive needs assessment that was undertaken to help inform our priorities for children and young people. The annexes are based around five key outcome areas which give a clear view of what needs to be done to ensure every child and young person's wellbeing:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Wellbeing

Working Together for Peterborough's Children and Young People

Peterborough has clear and challenging ambitions for the future. The city is embarking upon a great period of growth, signing up to the challenge of creating '*A bigger and better Peterborough*' – the shared vision of the Greater Peterborough Partnership.

The Greater Peterborough Partnership brings together the public, private and community and voluntary sectors to tackle issues affecting Peterborough. They have set out a challenging agenda in the Sustainable Community Strategy, based around four cross-cutting, outcome focussed key priorities:

- i. Creating Opportunities - Tackling inequalities
- ii. Creating strong and supportive communities

- iii. Creating the UK's environment capital
- iv. Delivering substantial and truly sustainable growth

The Sustainable Community Strategy has improving services for children and young people at its heart. As it says:

"We wanted to ensure that the children and young people's agenda was firmly cemented within the framework of the document, recognising the huge amount of work that has been done around the Every Child Matters agenda..."

Peterborough's Local Area Agreement is seen as the delivery plan for our Sustainable Community Strategy. As with the Strategy, improving outcomes for children and young people is central to the Local Area Agreement (LAA). The LAA contains a number of key indicators that identify the most important areas of focus for the city.

These include:

- Emotional health of children
- Services for disabled children
- Obesity among primary school age children in Year 6
- Core assessments for children's social care that were carried out within 35 working days of their commencement
- Stability of placements of looked after children: length of placement
- First time entrants to the Youth Justice System aged 10 – 17
- Under 18 conception rate
- 16 to 18 year olds who are not in education, training or employment (NEET)

The government has also set us 16 statutory targets which are also within our LAA. They cover:

- Attainment and narrowing the gap at the Early Years Foundation Stage
- Achievement and progression at Key Stages 2 – 4
- Attendance at School

- Achievement of Children in Care

All of the targets and actions outlined within the LAA are incorporated into the Children and Young People Plan, ensuring consistency between our major strategy documents. Further details about how we are ensuring that strategies and plans are aligned can be found below. Further information about the LAA and the Sustainable Community Strategy can be found at: www.gpp-peterborough.org.uk.

Our ambitions and priorities for children and young people are championed at the highest level through the Children's Trust Partnership Board. The Children's Trust Partnership Board has evolved from our Children and Young People's Strategic Partnership in order to meet the requirements set out in the Children Act 2004. It is chaired by the Director of Children's Services and its members are those with the authority to make far reaching decisions about how services will be structured and delivered and how resources will be brought together to deliver better services.

The Children's Trust Partnership Board has set out the vision found at the front of this plan. They have also agreed values and principles that underpin the drive towards better outcomes for children and young people in Peterborough.

The shared values are:

- Inclusion – our commitment to equality and access for everyone. We will be enthusiastic about challenging discrimination, behaviour and policies that can become barriers in celebrating diversity in the workplace, services and community.
- Quality and Excellence – we will not only focus on quality assurance but will expect the best for children and young people in Peterborough.
- Outcomes come first – whatever we do will be worth nothing without a positive impact on the lives of children and young people.

Importantly, the ambitions and priorities are shared, both strategically through Peterborough's Sustainable Community Strategy, Local Area Agreement, and Council Corporate Strategy, but also through shared objectives and targets in business plans, key strategies and action plans across all partners. This ensures that ambitions can be delivered and make a real difference to all children and young people.

This year, the Children's Services department is developing two key departmental documents; a performance plan, which will clearly detail all the key performance requirements across children's services, and a departmental business plan, focussing upon the organisational enablers that need to be put in place to ensure that services can effectively deliver the outcomes identified within the Children and Young People Plan.

The diagram below (figure 1) shows how the different elements of strategy and planning build together to deliver the outcomes within the Children and Young People Plan. At all levels, organisational and partnership strategy are linked to ensure consistency across our planning processes. This allows each organisation to contribute to improving the high level strategic objectives set out by our partners, and to held to account for their delivery.



Figure 1: The Partnership Strategy Framework

The Children and Young People Plan is designed to deliver improved outcomes across all five Every Child Matters Outcomes.

In delivering to such a broad agenda, it is impossible for one plan to set out all that needs to be done. Much of the activity that delivers the Children and Young People Plan is detailed within a number of key strategies. The diagram overleaf (figure 2) sets out some of the key strategies that the Children and Young People Plan links to, although this list is by no means exhaustive. You can find more information

about many of our strategies at our website, www.peterborough.gov.uk.

A fundamental principle underpinning plans, strategies and policy in Peterborough is that activity should be based upon a clear understanding of the needs of children and young people. The Children and Young People Plan Needs Assessment is the largest ever review of the needs of children in Peterborough. This data will be used not only to identify the plan's priorities and key areas of focus, but will also be used throughout the year to examine need at a local level, ensuring that services across the city can shape their services to meet the requirements of children and young people.

This principle of founding activity upon data goes beyond the Children and Young People Plan. For example, Peterborough has seen significant reductions in the rates of young people who are not in education, employment or training (NEET). A key factor in achieving this improvement has been the use of localised data to inform local delivery plans, leading to targeted activity in particular wards and amongst particular groups of young people.

Our challenging ambitions, and the clear planning framework we have put in place to achieve them, have been recognised in our recent inspections:

"Within a city that faces considerable social challenges, the local authority has high aspirations and a realistic vision for every child and young person in Peterborough to lead successful lives and to make a positive contribution to the future. The authority's children and young people's plan is a good vehicle to achieve this, and action plans are comprehensive and thorough."
Peterborough's Annual Performance Assessment Letter (2007:1)

Business / Service Plans

Partnership Action Plans₅
 (e.g. Teenage Pregnancy Action Plan,
 Area Action Plans)

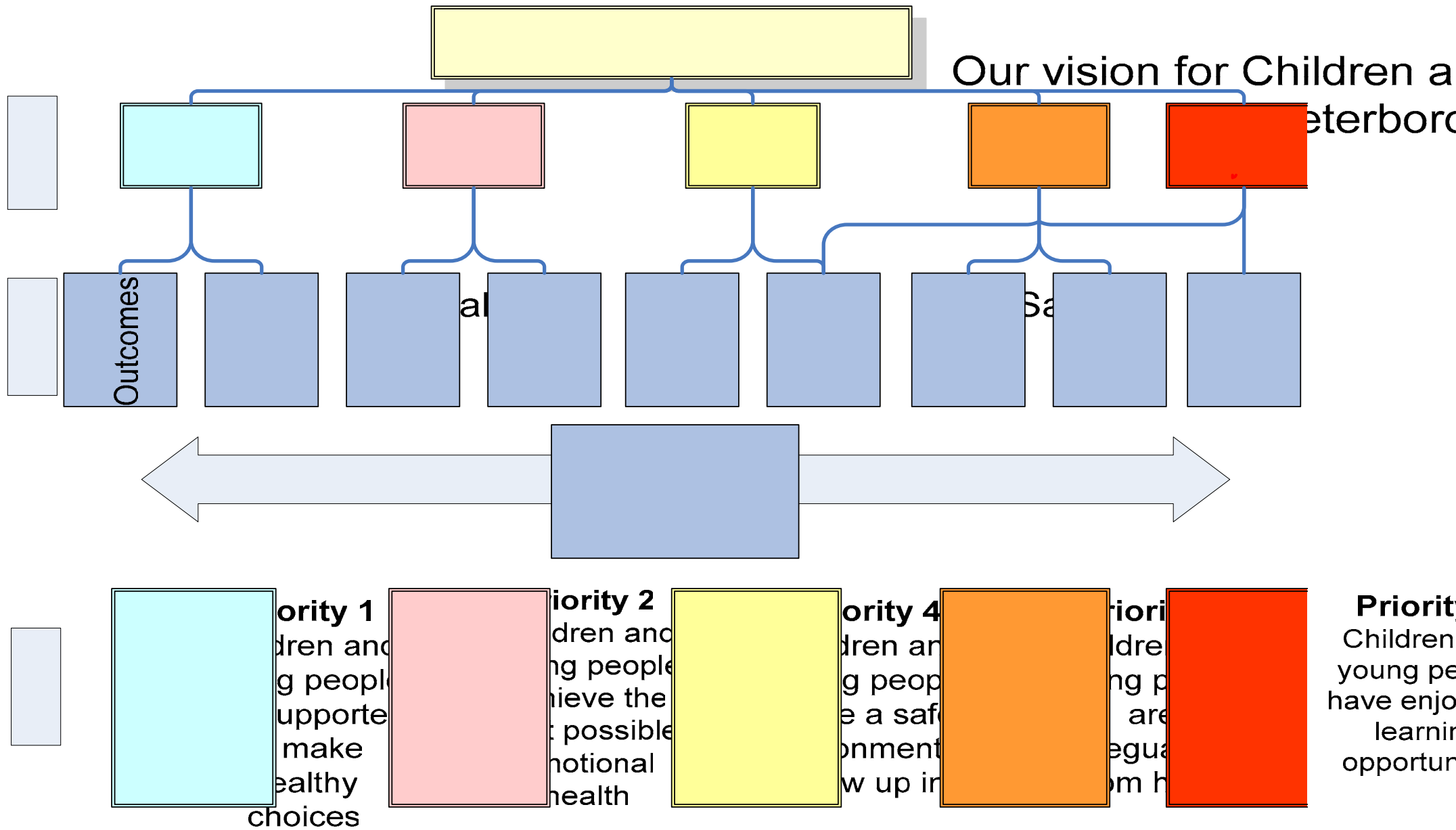


Figure 2: Framework for Peterborough's Children and Young People Plan

Cross Cutting Priority

Priority 3
Vulnerable Children and Young People are supported to have equal opportunities for learning and development

Delivering the Children and Young People Plan

Governance and Partnership Working

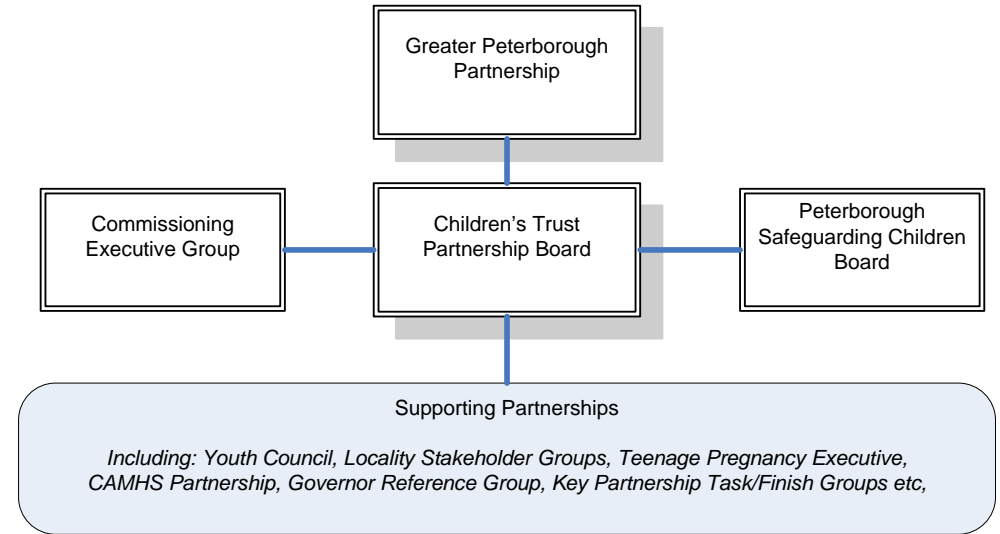
Children's Trust Arrangements

This plan has outlined a challenging agenda that can only be delivered is through effective partnership working. To help us with this we have set up Children's Trust arrangements which identify and tackle our priority areas.

Peterborough's Children's Trust arrangements have evolved out of our Children and Young People's Strategic Partnership and its supporting partnerships.

Peterborough's Children's Trust incorporates a new Children's Trust Partnership Board, a Commissioning Executive Group and a range of supporting partnerships and stakeholders. There is a strong and important link between the Children's Trust Partnership Board and the Peterborough Safeguarding Children Board. This partnership framework is presented schematically below (figure 3):

Figure 3: Framework for Peterborough's Partnership Arrangements



The stated purpose of Peterborough's Children's Trust Partnership Board is to provide strategic leadership and direction, delivering the Children Act 'duty to cooperate', driving through major change, integration and service development to improve outcomes for children and young people in Peterborough towards the achievement of the vision articulated in our Children and Young People Plan.

The board is chaired by the Director of Children's Services and has membership from many key stakeholders from across the city, including:

- Director of Children's Services (Chair)
- Lead Member for Education and Children's Services
- Chief Executive, Peterborough Primary Care Trust (PCT)

- Chief Executive, Peterborough and Stamford Hospitals NHS Foundation Trust
- Divisional Commander, Cambridgeshire Constabulary
- Chair, Peterborough Safeguarding Children Board
- Chief Executive, Cambridgeshire and Peterborough Mental Health Partnership Trust
- Director, Learning and Skills Council (LSC)
- Head of Business Development, Cambridgeshire Probation Service
- Voluntary / Community Sector (VCS) representatives (3) – Voluntary Sector Forum, Young Lives, Peterborough Racial Equality Council (PREC)
- Head Teacher representatives (3) – Primary, Secondary and Special Schools
- Chair, Governor Reference Group

Ex-Officio membership includes:

- Children's Services Adviser, Government Office for the East of England
- Director, Greater Peterborough Partnership

The Children's Trust Partnership Board reports directly to the Greater Peterborough Partnership (GPP) Board and Executive Group.

Underpinning the Children's Trust is a Memorandum of Agreement which sets out the principles and procedures for the operation of Children's Trust arrangements in Peterborough. A key element of this is the provision for the Children's Trust to pool resources in order to address particular issues of concern in a more effective way, and to deliver effective joint commissioning. The Memorandum of Agreement has a provision for future legal agreements including Section 10 and/or 75 agreements, to be made with regard to the specific pooling of resources.

It is important that our partnerships are effective, lean and delivering demonstrable impact upon outcomes. With the development of our

Children's Trust arrangements, we are reviewing our underpinning partnership structures in order to achieve the following objectives:

- Ensure our partnerships meet the requirements of the Children's Trust
- Reduce the burden of meetings and duplication
- Deliver a logical structure with accountability and control throughout
- Close the gap between strategic direction and operational delivery

The Children Act 2004 clearly places accountability for outcomes for children and young people in any local authority area in the hands of the Director of Children's Services and Lead Member for Children's Services, which have been in place in Peterborough since early 2005. Although these roles are ultimately accountable, the developing Children's Trust provides a way of sharing the responsibility for the governance function with partner agencies in order to ensure shared ownership of outcomes for children and young people at a neighbourhood, school cluster, locality and cross-Peterborough level.

A huge amount has been learnt through the development of the partnerships. Inevitably, working in partnership can be challenging, but the structures that have developed so far, and the natural evolution into the Children's Trust has provided good governance and improved outcomes. This view is supported by recent inspections; for example, the Joint Area Review of children's services in Peterborough found that:

"Structures to support the effective delivery of the Children and Young People Plan are in place. Strategic leadership of the Children and Young People's Strategic Partnership and collaboration between agencies...are now strong." (October 2006:26)

Partners have been actively involved in the preparation of and implementation of the Children and Young People Plan and over the past six months, more effective performance management arrangements (including the piloting of a partnership performance

management dashboard) have allowed partnerships to interrogate areas of poor performance and identify opportunities for more effective joint working.

Partnership working has proved particularly important in addressing particular key issues, such as Teenage Conceptions, young people not in education, employment or training (NEETs) and Transitions. Case studies are presented within each of the Every Child Matters annexes highlighting examples of partnership working, with further examples throughout the annexes.

In addition to our strategic partnerships, partnership working is increasingly embedded across all of Children's Services. For example, our Joint Area Review noted that the council's *"partnership working with the Primary Care Partnership and the voluntary sector is increasing capacity"* (October 2006:27), whilst the council's Corporate Assessment noted that *"There is a strong and improving culture of partnership working"* (October 2006:15). Further examples of how partnership working is improving delivery of services and impacting upon outcomes for children and young people can be found in the outcome annexes.

Supporting the development of our Partnerships

It is important that there is effective support for our partnerships to ensure that they can function effectively and deliver improvements in outcomes for children and young people. At a day-long workshop of the Children and Young People's Strategic Partnership focussing on planning for the future development of Children's Trust, it was agreed that support for the future Children's Trust management would be located within the city council's Children's Services department.

The new Commissioning and Performance division consists of three services; Performance Management and Information, Commissioning and Strategy and Planning. Support for partnership development is located within the remit of the Strategy and Planning Team. The Commissioning and Performance division has taken the lead in the development of Children's Trust Arrangements, supporting the

development of the new Children's Trust Partnership Board, including the Memorandum of Agreement, and leading the partnership review referred to previously.

The key task for the coming year will be to successfully develop the supporting partnerships for the Children's Trust Partnership Board, ensuring that there is clarity concerning roles, accountabilities and functions of the different elements of the partnership structure and ensuring that processes and procedures are effectively in place in order for these partnerships to work effectively together.

Change for Children in Peterborough

The Children Act 2004 placed a duty on all local agencies to cooperate in order to *'improve outcomes for all children, young people and their families through more integrated services, integrated strategies and processes'*.

In order for Peterborough to achieve the step-change in outcomes for our children and young people, we have embarked on a journey to change the whole way that services go about their work; there has been a need to integrate and co-operate more effectively, working together and sharing information in order to deliver better services.

Change is needed at all levels: effective inter-agency governance, integrated strategy, integrated processes and integrated front-line delivery – only when all these are achieved will there be better outcomes for all children and young people.

Getting these things in place has been the task of the Change for Children Programme.

Peterborough's Change for Children Programme has been running over the past few years and has involved a number of separate projects aimed at delivering this model for integrated services.

The Change for Change Programme has led to significant change in the delivery of services to children and young people in Peterborough. Services are more joined-up, with the integrated Young People's Service (combining the Youth Service, Connexions and a range of specialist support organisations) launching in April 2007 and the integrated Children and Families Service (combining play services, extended school service and Children's Centres) launching in April 2008. These new services have facilitated more effective information sharing and joint working, which has impacted on outcomes, for example through the integrated work to reduce the number of young people not in education, employment or training.

These new services are also aligned to our localities (see below), and are responding more effectively to local need. Through the Change for Children Programme, extended school services and Children's Centres have been developed and delivered across Peterborough.

The Government require that, by 2010, all children should have access to a range of extended services in and around their school including:

- Access to high-quality childcare
- Access to a varied menu of study support and enrichment activities
- Parenting support
- Swift and easy referral to other services
- Community access

We have been working with clusters of schools to help deliver this offer. Currently, 49 schools are delivering this full core offer, ahead of our national targets.

Children's Centres provide multi-agency services that are flexible and meet the needs of young children and their families. They offer integrated early learning, care, family support, health services, outreach services to children and families not attending the Centre and access to training and employment advice.

Currently, we have 11 designated Children's Centres, and expect to have a further 4 by the end of 2010.

Integrated processes have also changed the way all those who work with children and young people do their work. Further details about integrated processes are presented below.

The programme came to an end in April 2008, with the few remaining pieces of work being integrated into the mainstream Children's Services Change Programme and project management arrangements within the city council.

Real changes have been made to the way that we work and foundations have been laid for truly integrated working across the children's services system.

Integrated Processes

In order to deliver effective integrated frontline services to improve outcomes for children and young people, it is important that there is the support of more integrated processes which drive multi-agency working. Significant progress has been made in address a number of key developments.

Common Assessment Framework / Information Sharing

The Common Assessment Framework (CAF) has been refined and is being used by practitioners across Peterborough. During the past year, 232 CAFs have been completed which is an increase of 34% on the previous twelve months.

A number of key integrated processes documents, such as the Integrated Processes Handbook and Toolkit, Information Sharing Protocol, Communication Strategy and Action Plan have been developed and agreed by the Children's Trust Partnership Board. In addition, Peterborough's Vulnerability Matrix has been signed off by the Interim Director for Children's Services on behalf of the Children's

Trust Partnership Board and by the Peterborough Safeguarding Children Board in May 2008.

Schools have been more effectively engaged in CAF processes through the implementation of a clear strategy. This has involved a number of targeted activities, including head teachers' briefing sessions, attendance at governors' reference group, the development of a schools readiness checklist, articles written targeting schools as well as attendance and inputs at a number of locality based events. Two full-day training programmes on *Using the CAF* have been delivered for new SENCOs. School based mentoring, coaching, briefing sessions and other support has been offered by the Senior Consultant for Vulnerable Children in the Learning and Skills division.

Development work continues to be directed towards sectors that need to engage more fully with the project and in continuing to deliver effective training to practitioners to support the delivery of CAF. A multi-agency training group has been established and has agreed a programme of Integrated Processes training until September 2008. This will include Integrated Processes refresher sessions to ensure that staff are introduced to the new tools including eCAF, understand how they are to be used and can raise any general queries and concerns.

The first multi-agency Information Sharing meeting has taken place to begin the process of identifying actions required to operationalise the Information Sharing Protocol. A readiness assessment is being conducted by each agency to identify how readiness might be achieved.

A number of meetings have taken place with a representative group of area and locality managers to embed Integrated Processes into the new locality structures. Progress has been made including the development of the Common Assessment Panel - two sessions took place in June with good representation of agencies.

Lead Professional

A review of the initial pilot of Lead Professional role highlighted a number of areas in need of further development as well as examples of where it is working well. The development of this role will be prioritised over the next six months in order to ensure that children and young people receive co-ordinated packages of support through the area and locality structures.

e-CAF / ContactPoint

Work has been ongoing to develop and deliver an electronic platform to host the Common Assessment Framework (eCAF). The eCAF Reference Group is established and a ContactPoint eCAF Implementation Manager has been in place since November 2007. Negotiations are ongoing with suppliers to deliver this project.

Peterborough has a confirmed delivery slot for ContactPoint of March 2009. Work has been undertaken to complete a detailed Work Force Analysis to validate anticipated numbers of ContactPoint users.

A range of documents have been produced to assist with planning for eCAF and ContactPoint implementation, including a functional specification for the eCAF solution, a security assessment as part of the Information Sharing Protocol to enable Peterborough's partners and to implement secure networks and infrastructure to national standards.

The impact of Integrated Processes

There has been a positive response from practitioners to the development of integrated processes, and in particular the Common Assessment Framework. Feedback from evaluations included:

- *"[The CAF] allows communication to flow"*
- *"The CAF is effective at identifying agencies involved with families"*

- “[The CAF] enables The Team Around the Child process and helps agencies communicate, plan and review together.”
- “Families feel that someone is listening.”
- “CAF focuses need.”

Case studies highlighting the impact of integrated processes have been included within the Integrated Processes Handbook. One such case study is summarised below:

The case study concerns Susannah, a white British young woman living at home with her mother in Westwood, who at 15 years old became pregnant. Prior to her pregnancy, the school suggested that Susannah should attend out of school provision as she had not been attending school, had not completed required course work and was not on target to achieve any GCSEs. Following concerns about failure to attend elements of her education provision and antenatal appointments, a CAF was completed by the Reintegration Officer for Pregnant School Girls (RO) with the Susannah and her mother.

The RO acted as the Lead Professional identifying the need for the continuation of her education. Susannah attended a ‘young mums to be’ course, and was also referred to the health visitor for under 18s. She and her boyfriend attended six parent craft sessions within her education plan to prepare them for the baby. Her mum also needed support and was referred to a course for Living with Teenagers and to a Women’s Centre.

Aged 16 and shortly after giving birth to her baby, Susannah and her boyfriend presented themselves as homeless. They were rehoused by Cross Keys Housing after 3 months.

Susannah is now in Year 11 and still on the programme. Her baby is in a nursery which was facilitated through the childcare adviser who worked with the family to identify the setting and to help Susannah access government funding on the Care To Learn scheme. Susannah

has recently received a confirmed Further Education place for September 2008 on a Mechanics Course.

Working Through Localities

Moving towards working in localities was a key feature of the first Children and Young People Plan. Peterborough is a diverse city and services can be better delivered if partners work at a more local level.

Peterborough’s three localities are based around original secondary school catchment areas, areas for neighbourhood policing and neighbourhood investment areas. They were worked out based upon the population of children and young people and relative levels of need. There is one locality in the central area, one in the south of the city and one covering the north, west and rural parts of Peterborough.

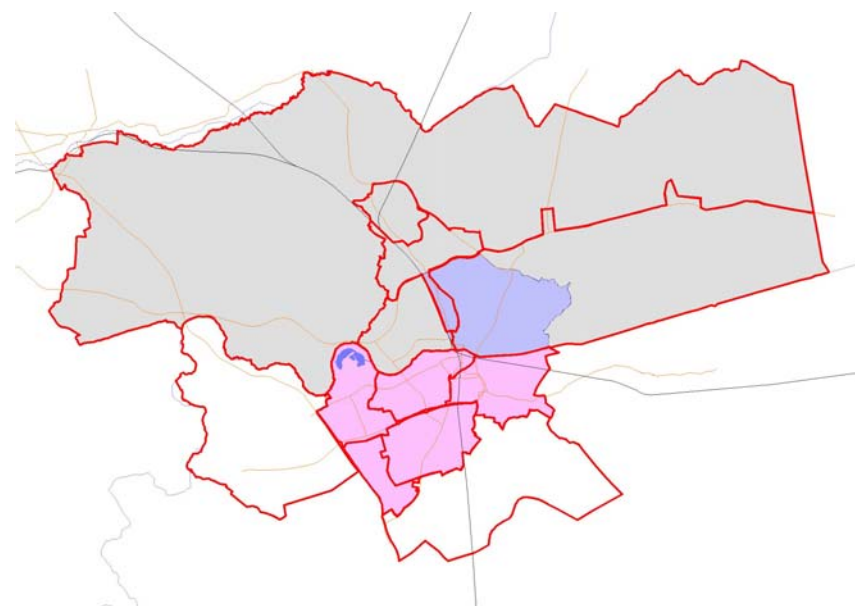


Figure 4 – Peterborough’s Three Localities

Locality working is already a key feature of delivery in Peterborough, and, through the partnership review, we will ensure that localities are able to effectively meet local needs, whilst still working within a city-wide governance and partnership structure.

Working with the Voluntary and Community Sector (VCS)

The Voluntary and Community Sector (VCS) has a key role in providing services to children, young people and families in Peterborough. This role is acknowledged through the active engagement of VCS organisations in service planning, development and evaluation and membership of the Children's Trust Partnership Board.

A VCS infrastructure organisation, Young Lives (formerly Cambridgeshire and Peterborough Council for Voluntary Youth Services) has been commissioned to engage the wider voluntary sector in the Change for Children programme and facilitate involvement in strategic and operational planning.

The need to support the VCS infrastructure and capacity building and to create a 'level playing field' so that all have an equal opportunity to be commissioned to deliver services is a key element of the developing framework for joint commissioning in Peterborough.

Working with Schools

Peterborough's schools have a vital role in ensuring the vision of better outcomes for all children and young people is achieved. Strong partnerships are being built with all schools to ensure they are fully aware of their contribution to all five Every Child Matters outcomes.

Work is ongoing with school clusters to assess local needs and shape the development of extended school services and integrated services. There is also ongoing development of the 'Team Peterborough'

collaborative strategy which will allow greater curriculum and vocational opportunities for young people aged 14 – 19 years.

Governor and Headteacher representatives from schools are increasingly joining strategic development, planning and delivery groups; including representation on the Children's Trust Partnership Board and individual project boards, such as the Integrated Children and Families Service project board. Through this approach, Peterborough is moving away from consulting with schools, to schools actively engaging in the development of children's services.

Building Capacity to deliver

Peterborough has made significant progress over the first two years of our Children and Young People Plan with some demonstrable impacts upon outcomes and effective systems being put into place to deliver more effective, efficient and responsive services.

There is now a significantly better awareness of the needs of children and young people in Peterborough (evidenced through our new Children and Young People Plan Needs Assessment) and, as a result, Peterborough is in a stronger position to improve outcomes. There is strong leadership and political support for this agenda and resources have been directed to areas identified as requiring improvement in the Joint Area Review and Annual Performance Assessment.

Most importantly, Peterborough has a solid commitment from our staff and partners to move towards more integrated services and improve the way we work and we have the partnership and monitoring arrangements in place to support this. Peterborough has embarked upon a number of exciting programmes, including a major Children's Services Change Programme and business transformation work examining systems, business processes and customer access routes, which are enabling real changes to the way we work.

All partners are shaping up to the change. For example, Children's Community Health Services within Peterborough Primary Care Trust are examining proposals to integrate more closely with the city council to deliver more effective and improved services.

Peterborough still has some way to go; we need to continue to increase relative investment in preventative and early intervention services, as well as ensuring that there is sufficient capacity across all services. There is also a need to ensure that our developments are co-ordinated, that integrated structures, integrated processes, workforce development and effective joint commissioning go hand in hand and programme and partnership arrangements have been developed to support this work.

Peterborough is embarking upon great change and needs to make sure that there is effective communication and engagement with staff and partners who will be delivering this change, but most of all with children and young people and their families to make sure that the changes are right and are making a difference. That is why communications and engagement activity are being addressed within this plan to support this work.

Overall, there is still much to do in Peterborough, there is confidence that the right structures are being put in place to enable rapid and universal improvement.

Workforce Development

Workforce Development is about improving the lives of children, young people, their families and carers by ensuring that all people working with them have the best possible training, qualifications, support and advice. The Children's Workforce Strategy is the key tool that will increase coherence and cohesion between children and young people's services to work together better, ensuring that the child is at the centre of all services.

Peterborough appointed a full time Workforce Development Manager in November 2007. The initial focus for this role was upon restructuring internal services and resolving complex staffing and budgetary issues to ensure the co-ordination of internal workforce development activity to support the aims of the workforce strategy. The appointed candidate recently assumed a new role as Lead HR Business Partner for Children's Services and will continue to support children's Workforce Development service in this capacity. An interim Children's Workforce Manager has been appointed.

Peterborough's workforce strategy has been re-drafted in light Building Brighter Futures (April 2008). Priorities for progress include consultation with partners, developing an action plan for implementation and reorganising the Children's Services Workforce Development structure and function by replacing in-house services with a sourced commercial model. Work is underway to develop a specification for tendering outsourced provision of the children's workforce development function by October 2008.

The Early Years workforce development activity will remain embedded within the Early Years and Childcare Team. Its workforce development is intrinsically linked to all areas of its delivery functions, and nationally has been recognised nationally for good practice including its direct training provision.

Like many other areas, Peterborough currently faces challenges in recruitment and retention of the children's workforce. Further information is required about the current workforce, its skill levels and training needs. There is not yet a clear view about how this workforce matches the current and future needs of Peterborough's children and young people. Work is planned with partners to identify existing workforce intelligence and planning processes and systems for the development of strategically co-ordinated children's workforce planning activity.

Clear progress has been made towards delivery of our Children's Workforce Strategy. The Graduate Leader Fund (GLF) supports our Home Grown Graduate programme for a graduate in every early years

setting by 2015 - ninety level 3 qualified practitioners are working towards graduate level qualifications. Provision of qualification opportunities and funding has been ensured for practitioners to work towards the national target of all practitioners to have level 3 qualifications by 2011. Continuous professional development courses across all early years' settings have been mapped against each of the ECM outcomes. 68.5% of practitioners have received training on Communication, Language and Literacy. Evidence is being gathered of improved practice and monitoring its impact on outcomes for 2009.

The commissioning of training provision and in house direct delivery has advanced progression towards meeting national minimum qualification requirements for the youth workforce and the national standards for Foster Carers.

Through funding from the Children's Workforce Development Council, the Voluntary Sector Forum has involved fifty voluntary sector agencies in focus groups examining how to make family support more effective and informing the draft strategy.

The vacancy rate for qualified social workers which was 31% in April 2006 had reduced to 19% by April 2007. By the end of year, the vacancy rate on the original cohort had reduced to 0%. There have been 12.5 posts added to the establishment during 2007/08. Within the total cohort of 70.5 social workers there is a vacancy rate of 17%. In July six staff will return from training. By July, therefore, we would expect to have only 4.9% vacancies in the new cohort. The turnover rate is currently running at 5%.

We have introduced a revised staffing structure and a well-received career development framework. Through working with Children's Workforce Development Council (CWDC) and the Children's Workforce Network (CWN) we will ensure that national developments on the Integrated Qualifications Framework are reflected and embedded within this new career development framework.

To ensure high quality leadership and management amongst the middle management tier, the city council have implemented two major

development programmes; the Leadership Academy and the Leadership Programme.

The Leadership Academy is a three year programme of learning for the Vision 2010 cohort (of one hundred third tier managers across the city council). The programme focuses upon leadership, change management and leading high performing teams. The programme consists of a series of workshops, action learning sets, assessments and coaching interviews.

The Leadership Programme is a learning programme for the wider management group across the city council, utilising a variety of managerial techniques and skills to enhance management and leadership capabilities. The programme is being delivered in Spring/Summer 2008.

Peterborough has made significant progress towards developing Integrated Working Processes and taking steps forward to meet key deliverables of the Children's Workforce Strategy. There still remains many challenges to address, but there is optimism that the implementation of Peterborough's Children's Workforce strategy action plan, with its cross cutting agenda, will assist and support strengthened co-ordinated activity and increased synergy between key strategic objectives and delivery.

Engagement

The Children's Trust Partnership Board are committed to engaging and involving children and young people and their parents and carers in all aspects of service development, delivery and evaluation. This is reflected in our involvement of children, young people and their parents and carers in the development and review of the Children and Young People Plan. In 2008, over 3,300 people were involved in consultation through a variety of means. This approach was endorsed in our recent inspection:

“The CYPP is comprehensive and well informed by the views of children and young people.”

Peterborough’s Annual Performance Assessment Letter (2007:10)

Engagement needs to be part of everything that is done by all partners. This move towards involving and empowering children and young people requires a significant cultural shift. It is an opportunity for innovation, but requires careful planning and monitoring to ensure it is supported and sustained. For example, it is important that staff are appropriately trained to engage effectively.

Peterborough can be proud of many of its engagement activities, such as the Active Involvement Teams, the Youth Council, representatives of which attend the Children and Lifelong Learning Scrutiny Panel and the Youth Bank, which was launched this year and allows young people to allocate money to projects which provide direct benefits to other young people in the city. However, we need to ensure that engagement is embedded in all services, that it is having a clear impact on outcomes and that is effectively co-ordinated across the city.

To ensure this more consistent approach, a joint city council and Primary Care Trust funded Engaging Children and Young People Coordinator is in post and the Engagement Team has been integrated into the new Strategy and Planning team, ensuring that engagement is central throughout the planning cycle.

Key pieces of work identified for the coming year include:

- Developing a clear strategic framework for engagement and securing high-level commitment for its implementation
- Developing clear processes to evaluate the impact and quality of engagement with children and young people
- Developing a training programme to improve skills in engaging with children and young people
- Developing systems and processes to ensure that engagement activity is effectively co-ordinated across the city

The importance of this work is reflected in priority 8 of the revised Children and Young People Plan.

Engagement is an integral part of service development, with children and young people identifying their needs and ways in which their needs can be met. For example, a group of young people have been closely involved in identifying the need for and developing and designing our new City Centre Access Point, which is scheduled to open in summer 2008.

The final key element of engagement involves feeding back to children and young people on how their views and input have shaped services. This is an area where improvement is needed and a more consistent approach across all services is required.

Another area where we need to continually focus our efforts concerns engagement with vulnerable groups. There are good examples of engagement with vulnerable and hard to reach groups, such as our Unity project working to promote cohesion or the use of the ‘Viewpoint’ system to engage children and young people in care. However, there is a need to engage with vulnerable groups even more effectively and more often. This is an area that will be addressed through this plan; improving outcomes for vulnerable groups is a key cross-cutting priority and will not be achieved without improved engagement.

More specific details about engaging with children, young people and their families can be found in the ‘Make a Positive Contribution’ Annex.

Resourcing the Children and Young People Plan

The priorities, targets and activities within this plan have been developed as part of established business and financial planning process, ensuring that priorities are embedded within the business of services and adequately resourced. This approach was noted during our Corporate Assessment:

“There are clear links between budget and service planning and priorities.” (2006:17)

This allows for resources to be allocated to areas of priority:

“Senior management maintains focus on priorities and the Council moves resources to address priorities...The Council...has directed extra funding to education with £4.8million assigned to supporting the schools reorganisation and improving educational attainment.” (2006:17)

This resource allocation process was highlighted recently following the Joint Area Review, with a large amount of resource allocated towards Children’s Social Care in order to improve performance and reduce the financial and social cost of out of city provision. Further investment was made to over deliver the final stage of the secondary schools building review over the next three years.

To further ensure effective use of resource whilst seeking to maximise value for money, Children’s Services has undertaken a ‘zero based budgeting’ approach to allocate its resources in 2008/09.

Zero-based budgeting (ZBB) assumes that no costs or activities should be planned for simply because they were included in previous year’s budget. Instead everything to be included in the budget must be considered and justified and ultimately linked to priorities within the Children and Young People Plan. Funding has been allocated to those areas of greatest need.

The key benefit in this approach comes from focusing attention on actual resources that are required in order to produce an output or outcome, rather than a percentage increase or decrease compared to a previous year. A thorough assessment of service performance and value for money through benchmarking was also included as part of the exercise. Focused attention has also been paid to maximising/realigning external income to support priority areas and the financial relationships with key partners such as the Primary Care

Trust and schools via the Schools’ Forum to help support core objectives.

This has enabled a detailed re-engineering of the overall budget position and alignment of resources with priorities and required outcomes. This review has also enabled a sustainable budget to be produced despite the demand for investment in improved services.

Value for money is an important part of this plan; it is important to squeeze the maximum benefit from the money available. Peterborough City Council is currently undergoing a large invest-to-save programme supported by a Business Transformation Team. This team is tasked with identifying efficiency savings of 3.5% of the overall budget. A suite of projects has been identified across the organisation to identify efficiency savings and improve services. This work has already had a profound impact in streamlining processes within Children’s Social Care, improving efficiency and effectiveness.

The move towards integrated working will further drive efficiency and value for money. For example, the newly established integrated Young People’s Service has released efficiencies within its management structure which are being re-invested into front-line delivery. Other notable examples of efficiency savings include the development of children’s centres, as highlighted in the Joint Area Review report; *“There are some examples of efficiency savings, notably in the development of children’s centres.” (2006:27).*

A key element in improving value for money will be through investing in preventative work to reduce the numbers of children and young people needing specialist (and more expensive) services. This was highlighted in recommendation one of the Joint Area Review report. Significant progress has been made in 2007/08, reducing the number of looked after children in these highly specialist placements by 11%. Children continued to be reviewed individually to ensure the highest possible outcomes can be delivered within the minimum of resource requirements.

The continued reduction in numbers of children in care and review of cost and effectiveness of placements, alongside the consolidation of funding and re-commissioning of preventative services, gives a firm platform upon which to increase our investment in early intervention and drive better outcomes for children and young people.

The Children's Services Change Programme (see below, p 19) is developing a range of projects that will enable us to target resources more effectively through the better interrogation of performance information and a more effective and efficient approach to meeting the needs of our customers.

Customer segmentation is a process which will allow us to target services to meet the specific needs of particular groups of children and young people within the city. At a micro level, this will allow for fine-detailed changes in the delivery of local services. At a more macro level, the process of segmentation allows us to examine our delivery at the different tiers, defined within the agreed Vulnerability Matrix, and for different age bands.

An initial analysis of this work is presented below. However, it should be noted that this work is still in development. Numbers identified are based upon recorded contacts through Children's Services systems and databases. This means that in this initial analysis some individuals will be represented in more than one macro segment (e.g. they may access Level 1, 2 and 3 services). However, this analysis is effective in demonstrating the process that is being adopted within the city council.

Figure 5, below, provides a high-level view of the numbers of children and young people receiving city council services. It shows that for every one person receiving services at level 4, there are 3.4 at level 3, 12 at level 2 and 57 at level 1.

Figure 5: Children and Young People in receipt of services

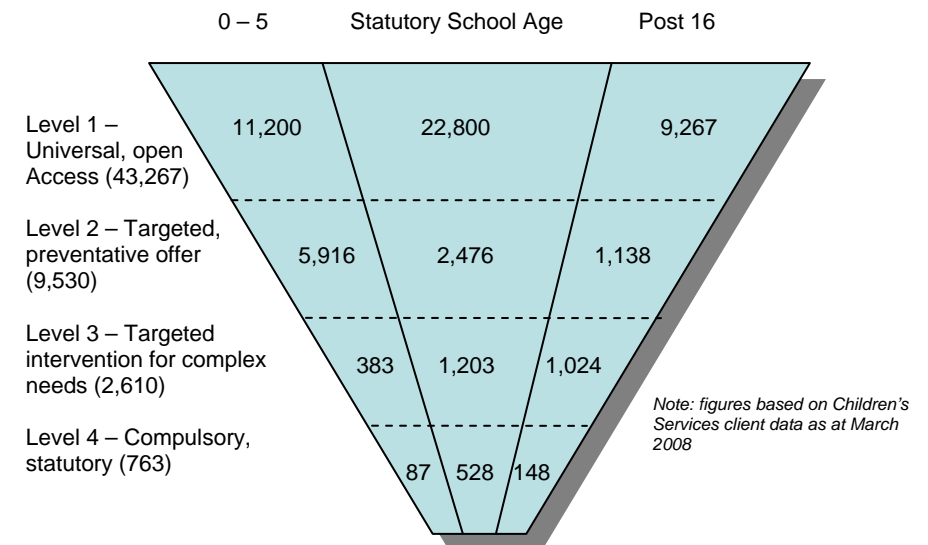
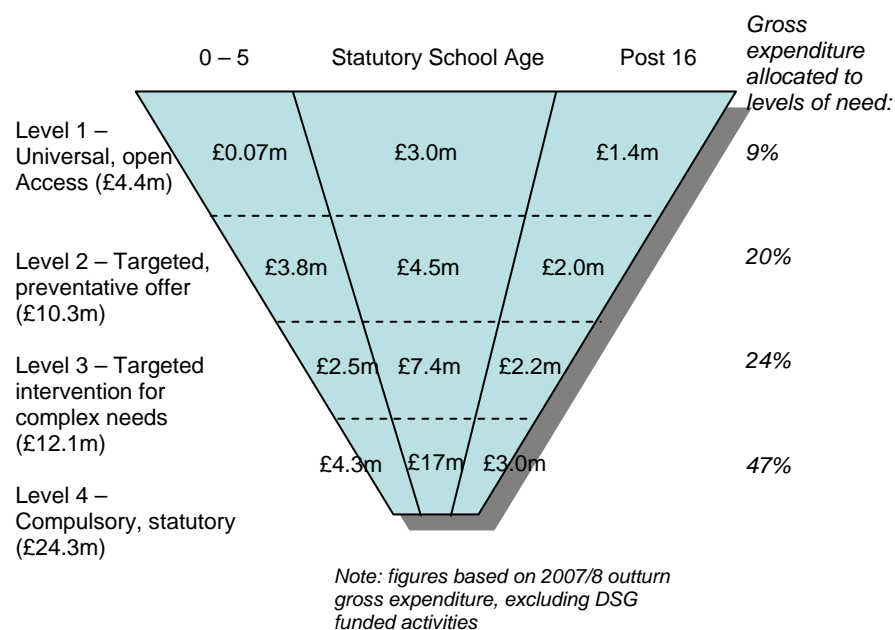


Figure 6 (below) identifies the level of spend broken down by each of these segments. The costs examined are 2007/08 actual gross expenditure, excluding DSG funded activity and business support costs.

Figure 6: Spend by segment



From this information, we are able to identify an approximate cost per child within each age group and level of need for city council funded children's services. This is presented in figure 7.

Whilst the information presented here presents a high-level overview of spend and activity within each segment, this process is being refined to allow for a more detailed analysis that can be used within individual services to identify the most effective means of delivering services that meet the specific needs of groups of children and young people.

Figure 7: Cost per child by segment

Age segment	Level of Need			
	Level 1	Level 2	Level 3	Level 4
0-5	£6	£638	£6,564	£49,435
Statutory school age	£130	£1,819	£6,169	£32,235
Post 16	£149	£1,776	£2,122	£20,135

The Joint Area Review highlighted our value for money as adequate. Through moving towards ever more effective targeting of resources, integrated delivery, integrated processes and joint commissioning, Peterborough will deliver excellent value for money.

Joint Commissioning

Significant progress has been made during 2007/08 towards evidence-based, robust joint commissioning of services, supported by formalising the strategic partnership into a commissioning-based Children's Trust.

The Strategic Joint Commissioning Manager, jointly funded by the Primary Care Trust and city council, has been in post since July 2007. The Commissioning Team has developed through the transfer of staff from the former Specialist Services division, focussing on out of area placements, care and edge of care services, with support offered from the city council's Business Transformation Team via a procurement specialist.

A key project within the Children's Services Change Programme, and a priority for the new Commissioning and Performance division, has been the analysis of capacity required and development of the infrastructure needed to drive forward commissioning during 2008/09 and beyond. This work has been completed, the budget identified within the department's zero-based budgeting exercise and recruitment to the permanent team underway.

During 2007/08, Young Lives have been commissioned to provide infrastructure support for the wider voluntary and community sector (VCS), ensuring the VCS has the capacity to be commissioned from.

The Advocacy Service for children in care has been re-commissioned. This process involved young people at interview stage, providing a pilot for their engagement in future (re)commissioning processes.

Funding streams have been consolidated, including the Children's Fund and city council VCS funding, as a basis for the (re)commissioning of family support and preventative services. The development of outcome-focussed service specifications, based on the Children and Young People Plan priorities, LAA indicators, an enhanced understanding of outcomes gained through the customer segmentation project within the change programme, and drawing on the national and local evidence of impact, has been a major undertaking. Where possible and appropriate, parenting support is included in this process to build on effective work previously funded by the DCSF Parenting Fund. In addition, the commissioning of a specific edge of care intervention, Family Group Conferencing, is underway.

Two commissioning toolkits have been developed – one for current and potential service providers and one for the commissioners themselves – ensuring processes are clearly understood and fairly implemented.

The commissioning process has reached the invitation to tender stage with young people's engagement in decision-making planned for the interview stage.

This exercise has been extremely challenging and lessons learnt already on the need to communicate more effectively with service providers, both internal and external to the city council. The development of service specifications that are sufficiently clear on the strategic framework and (preventative) outcomes required whilst sufficiently flexible to encourage tenders firmly based on evidence of impact and innovative has been testing for all involved. A review of every stage of the process has been planned to ensure the lessons are learnt and processes improved in future commissioning rounds.

The partners within Peterborough's Children's Trust have signed a Memorandum of Agreement, establishing a firm base from which to align and potentially pool budgets in order to jointly commissioning all children and young people's services. The agreement in principle to go for a pilot section 75 agreement to pool CAMHS budgets and jointly commission preventative and community-based CAMHS services is currently being scoped and options appraised. A decision will be taken during 2008/09 on the timescale for this significant development.

Peterborough's Children's Services Change Programme

The Children's Services department within the city council has developed a major change programme aimed at ensuring that the department is able to deliver continuous improvement in outcomes for children and young people effectively and efficiently.

The principles below underpin the programme, supporting the vision, and help set out a blueprint for how the department will deliver services differently.

- A **preventative** service, focused on early intervention, improving outcomes and reducing demand for complex services
- **Segmentation** of customers, allowing us to meet the needs of specific groups of children and young people
- Delivering '**packages**' of **core services** to the majority, with additional services tailored to more complex needs
- A presumption towards **multi-disciplinary, locality based delivery** of services where possible
- **Outwardly facing, proactive services** shaped by local need and outcomes and supported by effective integrated processes
- **Commissioning-driven** service, supported by pooled budgets, with clear separation between commissioning and provision of services
- **Smart customer access**, with information and advice available in the most appropriate way
- A service that **runs as a business**, with effective finance, performance management and planning of services
- A highly skilled, effective **workforce** focussed on delivering the best possible outcomes for children and young people

Although the programme will deliver individual products and quick wins, the main focus is on creating the underlying business capabilities to support long term, sustainable improvement for the department and outcomes for children and young people. In this vein, it is putting in place the processes that are aligned to the City Council's new business management framework, known as Strategic Improvement

(more about this can be found in the 'Managing Our Performance' section).

In implementation terms, the programme is made up of a number of individual projects, some of which are phased to start later than others.

Customer Segmentation

By developing a comprehensive approach to how we segment our customers, we can better define the packages of services we offer. This helps ensure we meet customer needs, whilst also offering greater opportunity to improve value for money by feeding into the commissioning process.

Commissioning and Service Design

Aligning to customer segmentation work, this will put in place a process for reviewing and commissioning services, taking into account priorities from the Children's Trust and budget and legislative constraints.

Governance

This project will develop Peterborough's partnership and governance structures to fulfil the statutory requirement for children's trust arrangements.

Performance and Information

This project will improve the quality and use of performance management information within the department, Children's Trust Partnership Board and supporting partnerships. To support this, a review of the information architecture and future needs will be undertaken aligned to the development of integrated processes (eCAF, ContactPoint, lead professional role, integrated case management), ensuring these support effecting performance management and associated decision making.

Business Support

This project will create a centralised approach to business support, drawing together elements currently undertaken disparately across the department and unifying them, creating improvements in service whilst simultaneously reducing overall costs.

Leadership and Culture.

In recognition of the importance staff play in delivering services, this work will assess current practices and compare them to those found in the best performing authorities, developing a clear plan for improvement that will include such areas as succession planning and situational leadership.

Diversity

Peterborough Children's Trust Partnership Board is committed to ensuring that equality is central to everything we do in working to improve outcomes for children and young people. Our approach is based upon the principles set out within the Equality Act 2006

Each individual has an equal opportunity:

- to participate
- to achieve their potential

Each individual has a right to:

- respect for their dignity and worth
- respect for their human rights

Working with our partners, we will seek to:

- Promote and encourage good practice and an awareness of rights about equality, diversity and human rights and work to eliminate unlawful discrimination and harassment
- Promote an understanding of the importance of good relations between different groups (especially between different racial and religious groups) and between members of groups and others.

Whilst each organisation will adopt their own approach to ensuring that diversity and equalities are integrated into their work, there is an expectation that all partners will give diversity a high profile and importance throughout their work.

Managing our Performance

Effective performance management is essential in order to monitor the delivery of priorities. Performance management systems have been developed and refined for the Children and Young People Plan to allow for the effective scrutiny of performance, the early identification of areas of concern and the implementation of effective remedial action.

The performance management framework for the Children and Young People Plan brings together reporting for the Local Area Agreement (LAA), individual business plans and strategies and project management reporting including, for example, the change programme. This ensures that our priorities, actions and targets are co-ordinated, avoiding duplication and ensuring maximum effort is focussed on improving outcomes.

From 2007, a performance management system called Performance Plus has been used to monitor city council business plans, best value, CPA and APA performance indicators and key strategies. This system was also used to monitor the revised Children and Young People Plan, providing a more effective, joined-up system of performance monitoring.

Having effective performance data is merely one stage in ensuring that performance management is delivering effective results. A key initiative developed over the past year has been the development of Performance Dashboards. Originally piloted within the city council, before being extended to our partnerships, dashboards are interactive IT presentations which allow managers and key stakeholders to analyse key performance information, to ensure the effective identification of areas of risk, and the identification of potential remedial activity. The dashboards have allowed for more effective discussion of performance and have been universally welcomed by all partners.

Alongside the development of performance dashboards, further processes have been put in place to tackle areas of poor performance. These include 'cause and effect' clinics, where key individuals work to

examine the key causes behind poor performance and identify those stakeholders who need to work to remedy the poor performance; and 'deep dive' work, where particular issues are examined in close detail in order to present a clear picture of the area of poor performance.

Areas that have already gone through this process include teenage pregnancy and attainment at Key Stages 1 and 3. This process has helped inform improvement strategies for both areas. Similarly, a single performance indicator concerning under 19 victims of crime was highlighted through the partnership dashboard as performing poorly. Consequently, a significant amount of work and analysis has been undertaken by the police to understand the true picture more fully and this information will be used to inform activity over the coming year.

Central to the approach of performance management within Peterborough is the conviction that performance is not the sole preserve of strategic management. Instead, performance must be understood by all levels, with performance challenge, monitoring and improvement activity happening at all levels. The 2007 Annual Performance Assessment reflected that this approach has been adopted at management levels:

“Senior and middle managers have a good grasp of performance and a clear awareness of their roles in contributing to improved outcomes for young people. Through detailed needs analysis, they have a good understanding of the local context and their priorities reflect this.”
Peterborough’s Annual Performance Assessment Letter (2007:10)

An improvement project has been ongoing within the city council to promote the importance of challenge and improvement at all levels. The Business Excellence through Employee Engagement programme uses European Foundation for Quality Management (EFQM) Excellence Model to allow groups of staff to investigate areas they are concerned about and identify improvements. The first two areas of focus have been the Annual Performance and Development (APD) process and investigating sickness absence within Children’s Social Care. Findings from the investigation into the sickness absence and

management process have been presented to the departmental management team and an action plan developed.

The development of programme and project management has been key in ensuring effective performance management. The Children and Young People Programme Board within the city council was developed in September 2007 to monitor and scrutinise projects delivering for children and young people. This board fed into Peterborough City Council’s Corporate Programme Board, ensuring co-ordination with other areas of work, such as the city’s growth agenda and support from legal, finance and HR services.

From 2008, this board will be subsumed into a Strategic Improvement Board. This is a new business management framework which is being implemented across the city council and is being piloted within Children’s Services. Strategic Improvement is underpinned by a number of principles, most fundamentally that it will improve alignment between strategy, performance and change activities and projects.

Project management processes are increasingly embedded within Children’s Services and there is a greater recognition of the benefits of using project management techniques in controlling projects, providing accountability and raising issues that may affect delivery. This has led to a feeling of greater support for project managers and the ability to tackle risks at an earlier stage. Work is ongoing with the council’s programme management office to build upon this success and fully embed and refine the systems for project and programme management so that they are efficient and effective.

Risk Management is another key element of performance management and one which has developed strongly over the past year and is being embedded within Children’s Services projects: For example, the Change for Children Programme had a risk management strategy and risk log that was monitored regularly by the programme manager and programme board.

Risks are monitored within individual organisations using their own risk management procedures. For example, within the council there is a

departmental risk log which feeds into a corporate risk process. However, more work needs to be done in developing partnership risk management.

The importance of effective performance management is well understood within the Children's Trust Partnership. Within the city council's Children's Services, a new Performance Management and Information team was launched in April 2008, with work ongoing to recruit a new head of service and additional performance management capacity.

Work is underway to develop integrated multi-agency performance management arrangements. For example, work is ongoing to develop a Performance Hub which will bring performance managers and information analysts together from across agencies to develop a single clear performance analysis across Peterborough's services, which can then be used across the Greater Peterborough Partnership to identify and address areas of risk and underperformance. The Performance Hub will be augmented by the development of a new Solution Centre. The Solution Centre builds upon the city council's 'risk clinic' work and will bring partners together to investigate, assess and develop effective responses to challenging issues. Teenage Pregnancy is being used as a pilot for the first Solution Centre.

A central element of delivering effective performance management is the ability to effectively measure the impact of activity upon outcomes. Peterborough has secured funding to work with the Institute of Technology, University of Cambridge to deliver a programme of work within schools to evidence the impact of provision upon the five every child matters (ECM) outcomes. The programme consists of four tools:

- ECM Perceptions – rapid analysis of the impact of ECM on each young person in a school
- ECM Curriculum Contributions – mapping of ECM outcomes for all curriculum areas
- ECM Profile – whole staff profiling of personal confidence in delivering ECM

- ECM Core Skills – a full set of professional development materials mapped to individual staff needs

Delivery of the programme is being co-ordinated alongside the delivery of the successful Healthy Schools Programme.

For performance management to be effective, it is important that information is timely, robust and accurate. An improvement project is underway within to develop a clear information architecture for Children's Services over the coming years. Examining the systems that are required for integrated processes, such as eCAF and ContactPoint, as well as existing information, performance management and case management systems, this project will ensure that information can be efficiently and effectively managed, stored and analysed.

Peterborough's Annual Performance Assessment

Peterborough received its latest Annual Performance Assessment (APA) in Autumn 2007. This looked at all the services that are delivered to children and young people in Peterborough, making recommendations about areas where there could be improvement. The APA examined Peterborough's progress in delivering against our Joint Area Review (JAR) of 2006.

Details of service improvements in response to APA and JAR recommendations are contained in the relevant every child matters annexes.

In response to the Joint Area Review, an action plan was developed. This action plan contained 59 performance indicators to assess progress in meeting the recommendations. The 2007/08 end of year report highlighted that of the 59 indicators, 57 had shown improvement, with 2 showing steady performance and none showing deterioration. 51 of the indicators had a RAG status of green, with 8 a RAG status of amber.

The following recommendations were made in the 2006 Joint Area Review to improve Service Management:

- The council and its partners should implement joint commissioning arrangements to enhance service provision and value for money and, in particular, to reduce the numbers of agency placements.
- The council should strengthen recruitment and retention processes to reduce high numbers of vacancies of qualified social workers
- The council and its partners should improve information about the needs and whereabouts of children and young people to support service planning, and to evaluate the effectiveness of joint initiatives and their impact on outcomes.

Pages 18-19 (above) detail the developments over the past year in implementing Joint Commissioning. A Strategic Joint Commissioning Manager is in place, advocacy services have been re-commissioned and significant progress has been made in the (re)commissioning of family support and preventative services. The Access to Resources Team has been established to provide a responsive system of gate-keeping children at risk of coming into care as well as strong procedures around the procurement of placements. The number of children in agency foster care has fallen from 106 to 88 over 2007/08.

Page 14 outlines how vacancy rates for social workers have dropped significantly since the Joint Area Review through the effective implementation of a Workforce Development Strategy.

In respect of the principal case management system used to support the social care process (RAISE), continued development and progress is evident. The system was further upgraded to version 3.1 in March 2008, which will bring full compliance to the latest DCSF Integrated Children's System framework.

The department is also committed to the development of an Integrated Case Management System (ICMS). An options appraisal has been

conducted during 2007/08. Currently, there is not a suitable product in the market place. However, the department has commenced a project to ensure that systems are effective and appropriate to allow for opportunity for future adoption of systems once available. Key tasks within this project include auditing the current systems in use across Children's Services and, where appropriate, rationalising or developing existing systems through, for example, the adoption of a 'middleware' solution to improve the flow of information between different systems.

A robust and effective needs assessment has been developed as part of the Children and Young People Plan review process.

The following recommendations were made in the 2007 Annual Performance Assessment:

- Ensure that the work of local services keeps children, young people and vulnerable children safe.
- Ensure that the clear strategic objectives, targets, actions and resources set out in the CYPP lead to significant improvements in achievement

Peterborough's Safeguarding Children's Board (PSCB) is the driving mechanism for the multi agency response to ensuring children, young people and vulnerable children are safe.

Robust policies are in place, including a training policy and strategy. PSCB has trained 885 staff from across the PSCB partnership including voluntary agencies.

All the core agencies of PSCB were asked to complete a S11 self assessment questionnaire in 2006. These were analysed and agencies that were felt not to have demonstrated their commitment adequately were contacted. Agencies conducted a further review in June 2007. The PSCB met with Ambulance Service in Sept 2007 who now have dedicated Children and Vulnerable adult coordinators and more

recently with the Fire Service who are developing their Child Protection procedures.

Pages 32-36 of the Stay Safe annex outlines the processes that are in place to ensure agencies collaborate to keep children safe.

Raising standards in educational attainment lies at the heart of the Children and Young People Plan, and also within the city's new Local Area Agreement. It is acknowledged that in order for children to achieve their potential, they need to be healthy, safe, and economically secure. The Enjoy and Achieve annex details in detail activities that are being undertaken to improve educational outcomes.

Conducting the Review of Peterborough's Children and Young People Plan

Objectives of Review

Before the review of the Children and Young People Plan took place, a review of the lessons learnt from the 2007 plan was conducted. From this, six key objectives for the review were identified, which were to:

- Review the needs assessment, ensuring that our priorities are still appropriate, and that we have plans in place to meet the changing needs of children and young people in Peterborough
- Ensure that the CYPP can be delivered effectively, with clear links to business and service plans, key strategies and action plans that will impact upon outcomes for children and young people
- Support planning at a locality level by providing locality-based information
- Provide an assessment of progress that is being made towards improving outcomes in Peterborough, meeting the requirements of the Annual Performance Assessment

- Detail developments in ensuring children's trust arrangements are being met in Peterborough
- Communicate the plan and any key changes to all key stakeholders

How the review was conducted

It was important that as many people as possible had the opportunity to be involved in developing the new Children and Young People Plan. The views of children and young people are central to this plan, but it was also important that professionals who work with children, parents and carers, schools, voluntary and community organisations and the general community all had an opportunity to take part. It was particularly key that those groups who often find it hard to have their voices heard were able to contribute to the plan.

Consultation

A number of different consultation techniques were used in reviewing the plan, including:

- A large scale parenting survey
- The continuum survey of children and young people in schools
- Focus groups with vulnerable children and young people including:
 - Young mums
 - Children whose parents suffer from substance misuse problems
 - Children from ethnic minority groups
 - Children with disabilities
- Focus groups with children aged 0-13
- Consultation with the Youth Council
- Web survey
- Survey of schools
- Survey of voluntary sector organisations
- Consultation via Partnership Meetings

In all, over 3,300 children, young people and adults contributed to this plan. These views were used to inform the priorities and key areas of focus within this plan, and summaries of this consultation activity, along with other surveys and consultations, can be found in the Needs Assessment.

Data Collection

As well as consulting widely, data and statistics were used to inform the review. For the first time, a large amount of data has been brought together into a stand alone Needs Assessment, providing the most comprehensive assessment of the needs of children and young people ever undertaken in Peterborough. This process is being linked in with the city's Joint Strategic Needs Assessment JSNA to ensure effective use of resources and to avoid duplication.

The JSNA for Peterborough 2007 was published in December 2007. The needs assessment work undertaken was produced jointly between Peterborough Primary Care Trust and Peterborough City Council, with Children's Services a major stakeholder. 57 recommendations were made. Of these nine were specifically relating to Children's Services but others were about services as a whole across our whole population including children. Relevant recommendations are noted in our Annex documents. The future process of JSNA has been established with the JSNA Steering Group meeting quarterly. All needs assessments will be received by this group and information published appropriately. The JSNA Steering Group will feed in to PPCT Senior Management Team, Professional Executive Committee and Board and PCC Council Management Team via the jointly appointed Director of Public Health.

The evolving nature of Peterborough's many communities mean that needs analysis must to be an ongoing process aimed at improving understanding of needs at individual, locality and neighbourhood levels. The city profile was examined, looking at issues including poverty, child safety, health, education and behaviour. This will help all services to target risk factors in order to improve outcomes for all children.

This year, data has begun to be captured at a more local level based around our localities. This allows for better decisions to be made about the needs for services and more extensive targeting of resources. There is insufficient information to have this level of detail in all areas and this is something that we will address. The Needs Assessment identified key areas where additional information needs to be sought over the coming year.

Key Strategies and Consultations

A number of key strategies and consultations were used to inform the review. As already outlined, it is essential that there are clear links between this plan and key strategies so that duplication is minimised. Further details about the key strategies can be found within each annex, and on our website, www.peterborough.gov.uk/cypp.

Inspection Reports and Self-Assessment

The outcomes of the 2006 Joint Area Review, the Council's Corporate Performance Assessment process and 2007 Annual Performance Assessment are key to the evaluation and development of this revised plan and in formulating the priorities for Peterborough. The learning that we have acquired through these processes has given us a better understanding of what we need to improve in the future.

Vulnerable Groups

It was important that all groups had an opportunity to contribute to the review of the plan. To help achieve this, an equality impact assessment was conducted for the review of the plan. When this was reviewed after the consultation, it was found that most of the targets for engaging with vulnerable groups had been met. However, there is still more to do to engage faith groups, special schools, very young children and older teenagers. The Equality Action Plan will be revised in order to ensure these groups are engaged more effectively in the future.

Major changes to the 2007/2010 Children and Young People Plan

This Children and Young People Plan has developed from the previous version of this plan. Following feedback and a review, the 30-page, public facing young people-friendly document has been retained, with further information contained within the annexes. For the first time, a separate Needs Assessment has been produced.

It is hoped that this approach will allow any reader the ability to find the level of detail they need, be they a child, a parent, or a professional.

The ten broad outcome focussed priorities have been retained, although the areas of focus that sit beneath these have been updated to reflect the changing needs of children and young people in the city.

Finally, much work has gone into ensuring that there are effective links between the Children and Young People Plan and the recently revised Local Area Agreement. In addition, this plan has clearer links with key strategies, action plans and business plans to ensure delivery against the identified priorities.

Overall, this plan is a clearer document that will provide a strong framework to help improve the lives of children and young people.

Further Information

If you would like further information about the Children and Young People Plan, please visit our website at www.peterborough.gov.uk/cypp

Alternatively, please contact:

Stephen Sutherland
Children's Services
Peterborough City Council
Bayard Place
Broadway
Peterborough
PE1 1FD

If you have any other enquiries, please call Peterborough Direct on 01733 747474.

Glossary

These terms might be found in this, or in other children's services documents:

A&E	Accident and Emergency	CPD	Corporate Parenting Dataset
ABC	Acceptable Behaviour Contract	CPG	Corporate Parenting Group
ADHD	Attention Deficit Hyperactivity Disorder	CP	Child Protection
ALSSG	Adult Learning and Skills Strategy Group	CPR	Child Protection Register
APA	Annual Performance Assessment	CRB	Criminal Records Bureau
ART	Access to Resources Team	CSCI	Commission for Social Care Inspection
ASB	Anti Social Behaviour	CSP	Children's Strategic Partnership
ASD	Autistic Spectrum Disorder	CYP	Children and Young People
ASBO	Anti-Social Behaviour Order	CYPP	Children and Young People Plan
BESD	Behaviour, Emotional and Social Difficulties	CYPSP	Children and Young People's Strategic Partnership
BIP	Behaviour Improvement Programme	CYPwD	Children and Young People with Disabilities
BME	Black and Minority Ethnic	DAAT	Drugs and Alcohol Team
BRAVE	Becoming Bold, Resilient, Assurance, Valued and Empowered – Peterborough's Anti-bullying Strategy	DART	Drugs and Alcohol Rehabilitation Team
BVPI	Best Value Performance Indicators	DCSF	Department for Children, School and Families
C4C	Change for Children Programme	DfES	Department for Education and Skills
CAF	Common Assessment Framework	DoE	Duke of Edinburgh Awards Scheme
CAFCASS	Child and Welfare during Court Proceedings	EPQA	Effective Practice Quality Audits
CAMHS	Child and Adolescent Mental Health Service	DIDA	Diploma in Digital Applications
CAPA	Choice and Partnership Approach	DTLAC	Designated Teachers for Looked After Children
CASH	Contraception and Sexual Health	DVF	Domestic Violence Forum
CCC	Cambridgeshire County Council	E2E	Entry to Employment
CDU	Child Development Unit	EAL	English as an Additional Language
CHPP	Child Health Promotion Programme	ECM	Every Child Matters
CIC	Children in Care	EIC	Excellence in Clusters / Cities / Care
CIN	Children In Need	EMA	Education Maintenance Allowance
CIS	Childcare Information Service	EMA	Ethnic Minority Achievement
CLLD	Communication, Language and Literacy Development	ENCAMS	Runs the Keep Britain Tidy Campaign
CME	Children Missing from Education	EP	Educational Psychology
CPA	Corporate Performance Assessment	EPS	Educational Psychology Service
		ESOL	English for Speakers of Other Languages
		ETLAC	Education Team for Looked After Children

EU	European Union	LAA	Local Area Agreement
EY	Early Years	LAC	Looked After Children
EYCT	Early Years and Childcare Team	LADO	Local Authority Designated Officers
EYFS	Early Years Foundation Stage	LDD	Learning Difficulties and/or Disabilities
FFT	Fischer Family Trust	LEAP	Learning, Education and Achievement Programme
FTE	Full time Equivalent	LIG	Local Implementation Grant
FSP	Foundation Stage Profile	LIP	Local Improvement Plan
FSM	Free School Meals	LPI	Local Performance Indicators
FSO	Family Support Officer	LPSA	Local Public Service Agreement
FWA	Family Welfare Association	LSC	Learning and Skills Council
GCSE	General Certificate in Secondary Education	LSCB	Local Safeguarding Children's Board
GDA	General Developmental Assessment	MARAC	Multi-Agency Risk Assessment Conference
GDP	Greater Dogsthorpe Partnership	MENA	Minority Ethnic New Arrivals
G & T	Gifted and Talented	MEND	Mind Exercise Nutrition Do It
GP	General Practitioner (doctor)	MLU	Midwifery Led Unit
GPP	Greater Peterborough Partnership	MST	Multi-Systemic Therapy
HA	Housing Association	MV	Millennium Volunteers
HASCAS	Health and Social Care Advisory Service	NACRO	National Association for Care and Resettlement of Offenders
HPV	Human Papilloma Virus Vaccination	NCOGS	the National Co-ordinators of Governor Services
HRBS	Health Related Behaviour Survey	NEET	Not in Employment, Education or Training
HYPAC	Health and Young Person's Advice Centre	NHS	National Health Service
IAG	Information, Advice and Guidance	NICE	National Institute for Clinical Excellence
ICM	Inclusion Charter Mark	NMS	National Measurement System
ICT	Information and Communications Technology	NOV	Note Of Visit
IRO	Independent Reviewing Officer	NSF	National Service Framework
ISSP	Intensive supervision and surveillance programme	NYR	National Year of Reading
IMAT	Integrated Multi-agency Autism Team	NVQ	National Vocational Qualification
IYFAP	In Year Fair Access Protocol	PA	Personal Advisor
JAR	Joint Area Review	PAGs	Partnership Agreements
JCP	Job Centre Plus	PARP	Pupil at Risk Panel
JSNA	Joint Strategic Needs Assessment	PAYP	Positive Activities for Young People
KS 1,2,3,4	Key Stage (1- age 7; 2- age 11; 3- age 14; 4- age 16)	PCAE	Peterborough College of Adult Education
LA	Local Authority		

PCC	Peterborough City Council	SIPco	School Improvements Partners Coordinator
PCSO	Police Community Support Officer	SIPs	School Improvement Partners
PCT	Primary Care Trust	SLA	Service Level Agreements
PCVS	Peterborough Council for Voluntary Services	SRA	Senior Regional Advisor
PE	Physical Education	SRE	Sex and Relationship Education
PEP	Personal Education Plan	STI	Sexually Transmitted Infection
PMLD	Profound and Multiple Learning Difficulties	TIDE	Teachers In Developmental Education
PPCT	Peterborough Primary Care Trust	TP	Teenage Pregnancies
PLO	Practical Learning Opportunities	UKVP	UK Youth Parliament
PPO	Parent Partnership Officer	UPAs	Universal Personal Advisers
PQS	Peterborough Quit Smoking?	VCS	Voluntary and Community Sector
PRC	Peterborough Regional College	VLE	Virtual Learning Environments
PREC	Peterborough Racial Equality Council	VSF	Peterborough Voluntary Sector Forum
PRS	Pupil Referral Service	WASP	Without Any School Provision
PRU	Pupil Referral Unit	YIP	Youth Inclusion Programme
PSCB	Peterborough Safeguarding Children Board	YISP	Youth Inclusion and Support Panel
PSE	Personal, Social and Emotional Development	YJB	Youth Justice Board
PWC	PriceWaterhouse Coopers	YMCA	Young Men's Christian Association
QMS	Quality Management System	YOS	Youth Offending Service
RAG	Red/Amber/Green	YOUS	Youth Drug and Alcohol Service (YOung USers)
RSLs	Registered Social Landlords	YPS	Young People's Service
RWI	Read, Write, Inspire	YPSP	Young People Strategic Partnership
SALT	Speech and Language Therapy		
SCR	Serious Case Reviews		
SEAL	Social and Emotional Aspects of Learning		
SEF	Self Evaluation Framework		
SEG	Self Employment Group		
SEN	Special Educational Needs		
SENCO	Special Education Needs Co-ordinator (in a school)		
SENDIST	Special Educational Needs Disability Tribunal		
SENIS	Special Educational Needs Information Service		
SHEP	Sexual Health Education Programme		
SHOP	Sexual Health Outreach Programme		

Service Management - Priority Actions

As with the five every child matters annexes, a number of priority actions have been identified relating to service management. These actions will be monitored by the Children's Trust Partnership Board, and will facilitate the delivery of improved outcomes through the more effective commissioning of services, the development of integrated processes, improved business management processes and improved children's services workforce. The actions are highlighted below:

Key Action	Responsible Partner and Officer	Source Strategy / Plan
<p>Develop effective integrated commissioning and governance structures for children's services within Peterborough:</p> <ul style="list-style-type: none"> • Develop a methodology for macro- and micro-segmentation of children's services' customers as a precursor to service design, specification and commissioning. • Scope and design infrastructure required for the new Joint Commissioning Team and Strategy and Planning Team and recruit teams. • Review Commissioning Strategy and complete Commissioning Toolkit, 2008/9 action plan and initiate commissioning process for 2008/9 priorities. • Set Value for Money / efficiency targets within Commissioning Strategy development. • Establish Children's Trust Partnership Board (CTPB) and supporting partnership arrangements. • Sign Memorandum of Understanding across CTPB, complete options appraisal for Section 10 / 75 agreements and prepare drafts. • Develop and deliver against an effective schedule for key planning and reporting activities (CYPP, APA, corporate plan, LAA, business and service plans). 	<p>Elaine Fulton</p>	<p>Commissioning and Performance Business Plan</p>
<p>Develop the systems, processes, practice and infrastructure to ensure more accessible, effective and efficient children's services:</p> <ul style="list-style-type: none"> • Design and establish an integrated Performance and Information Management team, linking to the Integrated Processes Project. • Deliver the Integrated Processes Project within a multi-agency environment (CAF / eCAF, Lead Professional role, information sharing, ContactPoint). • Develop and implement a performance and information management framework for children's services (building on the corporate performance management framework and including the performance dashboard). 	<p>Elaine Fulton</p>	<p>Commissioning and Performance Business Plan</p>

<ul style="list-style-type: none"> • Review and design the infrastructure resource required for effective project management across children's services (linking to the corporate framework). • Embed an effective risk identification and management process across children's services. • Design and implement a model for integration with PCT's Community Health Services. 		
<p>Deliver the Children's Services Change Programme in order to deliver an effective, fit for purpose Children's Services department:</p> <ul style="list-style-type: none"> • Customer Segmentation • Commissioning and Service Design • Governance • Performance and Information • Business Support • Leadership and Culture 	Howard Bright	
<p>Implement the Workforce Development Strategy for Peterborough</p> <ul style="list-style-type: none"> • Draw up action plan for delivery of strategy, identifying key priority areas • Consider options for governance arrangements for the overarching Workforce Strategy 	Jenny Sergeant	Workforce Development Strategy for Peterborough

These action plans are not intended to record the entirety of work that is planned within Children's Services in Peterborough for 2008/09, nor the entirety of the performance information that will be monitored by the Children's Trust Partnership. Instead, they are designed to identify the key workstreams and targets which will be the focus for scrutiny and monitoring at a partnership level.