

# Children and Young People's Departmental Strategy



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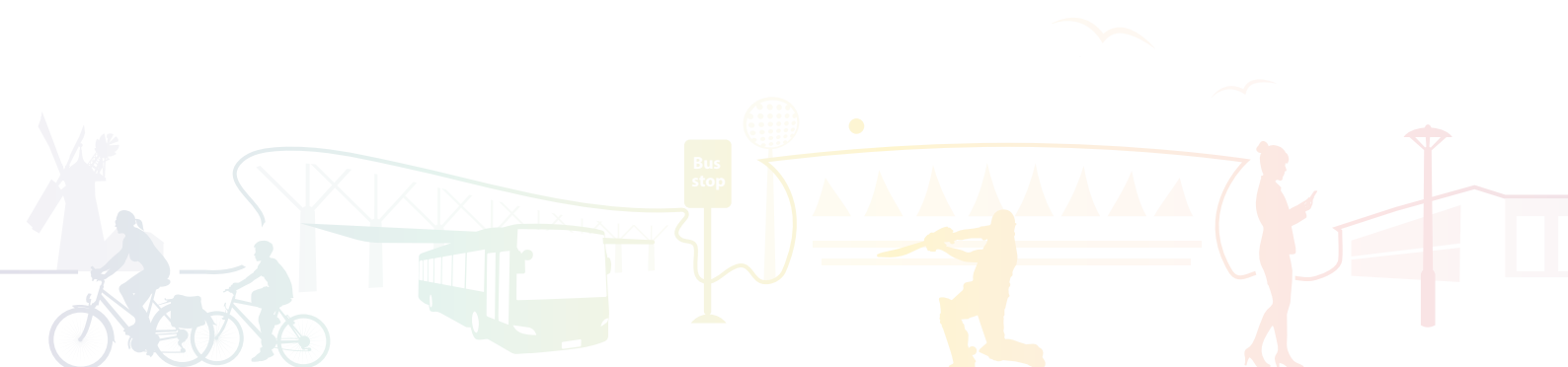
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# Introduction

# Your Nottinghamshire, Your Future

Our new Council Plan “Your Nottinghamshire Your Future” sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain. We want Nottinghamshire to stand out as:

- A great place to bring up your family
- A great place to fulfil your ambition
- A great place to enjoy your later life
- A great place to start and grow your business

As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council's role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

This Children and Young People's Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this. The Departmental Strategies will be refreshed on an annual basis.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

These strategies are agreed by the Council's Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these strategies enabling elected Councillors to ensure that the Council Plan is implemented effectively.

# Strategic Context and Commissioning Challenges

## Strategic Context

Nottinghamshire has one of the largest Children's Services departments in the country, serving upwards of 170,000 children and young people under the age of 19 across the County. The Department brings together a range of services for children, young people and their families, delivering a number of universal, targeted and specialist services to meet a continuum of need.

The Department fulfils a number of statutory duties placed on the authority to safeguard and promote the welfare of children and young people, as well as discharging the local authority's education functions. Under the terms of the Children Act 2004, the Director of Children's Services is principally charged with delivering these statutory functions.

Children's services operate within a rapidly changing landscape, both nationally and locally in Nottinghamshire. The demand on our services continues to grow, owing to rising populations, increasingly complex needs and greater aspirations. This is against the backdrop of increasing financial constraints, as we strive to deliver high quality services with reducing resources.

Education and children's services are undergoing significant reform, particularly in relation to the legislative frameworks within which they operate.

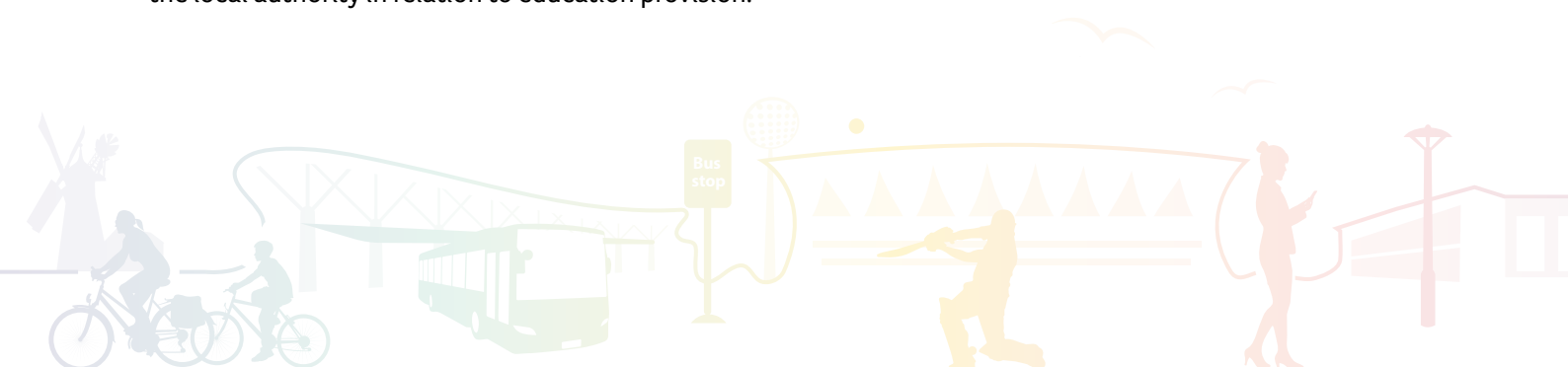
Government policies designed to radically alter how education is provided in England have directly impacted on the leadership and the delivery role of the local authority in relation to education provision.

This includes the expansion of the academy programme and the introduction of 'free schools'. The shift in national educational policy and funding has resulted in increased school autonomy, diversity of school provision, raised Ofsted expectations and increasing development of school led system leadership to promote school improvement.

The Government's ambition to radically reform the children's social care system, "A Vision for Change", continues to drive social care transformation in Nottinghamshire. This is supplemented by further reform programmes in the areas of adoption, residential provision and the support arrangements for children and young people with special educational needs.

Mounting pressure placed on social care, early help and youth justice services from government bodies such as Ofsted, the Care Quality Commission and Her Majesty's Inspectorate of Probation, continues to drive wholesale service development. Maintaining 'good' services for vulnerable children and young people under the Ofsted inspection regime continues to be a priority for the department.

The vision for Children's Services in Nottinghamshire is therefore to make best use of our reducing resources to deliver our core integrated safeguarding and educational services, whilst focussing upon safely meeting the needs of our most vulnerable children, young people and families.



A Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire supports the local authority and key partners to raise our collective, partnership ambition for our young people. As corporate parents for all looked after children and care leavers in Nottinghamshire, the Partnership Strategy supports the local authority to ensure that all partners recognise and act on their responsibilities for looked after children and care leavers.

## Partnerships

Nottinghamshire Children's Trust is a partnership of organisations that provide services to children, young people and families in Nottinghamshire. The Children's Trust focuses on improving outcomes through the representation of a number of key stakeholders; this includes Nottinghamshire Police, district and borough councils, clinical commissioning groups (CCGs), education trust boards and the NSCB. The Children's Trust is a commissioning sub-group of the Nottinghamshire Health and Wellbeing Board and is accountable for the delivery of the Children, Young People and Families Plan.

The NSCB is a statutory independent body established by Nottinghamshire County Council under Section 13 of the Children Act 2004. The Board agrees how relevant organisations co-operate to safeguard and promote the welfare of children and ensure the effectiveness of what they do. It also provides inter-agency training for staff working with children, young people, adults and families. The NSCB has representation from the local authority, health providers, health commissioners, Nottinghamshire Police, the National Probation Service, CAFCASS, district and borough councils, schools, and voluntary sector agencies. Progress and activity of the Board is captured within the NSCB Business Plan.

In the context of children and young people's health and wellbeing, effective partnership working is critical across health, social care and education services to address the health inequalities which exist across the county, and compared to the rest of England. The Health and Social Care Act 2012 increased the number of organisations responsible for commissioning health services for children, young people and families.

As a result, the Children's Integrated Commissioning Hub (ICH) was established, in order to ensure effective commissioning across these organisations and avoid the risk of fragmentation of service provision. Hosted within Adult Social Care, Health & Public Protection (ASCH&PP), the ICH works closely with the Department to support improved physical, mental and emotional health outcomes for children and young people, including working with families to address issues of domestic violence and substance mis-use.

The voice of the child features heavily in all aspects of service provision. The Department seeks the views of children, young people and their families in the design and delivery of our services, through active participation work, the Young People's Board and associated sub-groups, and co-production activity with service users.

## Outcomes

As outlined on the business plan on a page, the Department strives to achieve the following outcomes for children, young people and families in Nottinghamshire:

- Children, young people and families accessing our case holding services will see improved outcomes as a result of high quality, consistent assessments, clear and achievable plans, and appropriate interventions
- Looked After Children and Care Leavers will be supported through improved placement provision, health services and learning opportunities
- Children and young people at risk of 'emerging threats' will be appropriately identified, supported and protected
- Children, young people and families will experience a seamless service when moving between Early Help and Children's Social Care
- Children, young people and families will benefit from a stable and skilled Children's Social Work workforce
- Children, young people and families will experience improved physical and mental health outcomes as a result of the development and re-commissioning of key services
- Children will be able to access sufficient early years and school places in their local communities
- More children and young people will attend good or better schools in Nottinghamshire compared to the national average
- Vulnerable children and young people will see their educational outcomes improve at a greater rate than others, will be less likely to be missing education, and will be more able to progress into higher level education, employment and training
- Young people with disabilities will have improved pathways to support their preparation for adulthood
- Children and young people will be able to access a broad range of youth work-led, positive activities.

## Commissioning challenges

The changing landscape for education and children's services presents a number of future challenges in relation to our commissioning arrangements, for both internally and externally delivered services. These include:

### Growing demand on our services, against the backdrop of limited resources:

Demographic data indicates that the child population in Nottinghamshire continues to grow which coupled with the increasingly complex needs of many children and young people places further pressures on our front-line case-holding services.

- Two forecasting models have been developed to predict the future population of looked after children (LAC) and children with disabilities in Nottinghamshire. By assessing accurate demand, we will be better placed to provide care arrangements that deliver effective outcomes for children at the best value price







## Departmental Operating Model

All children, young people and families will have different levels of need, which may change over time. Services for Children and Young People in Nottinghamshire support all levels of need: from universally-accessible services for all children and young people to specialist social care and SEND services for the most vulnerable. Services are available from conception to 19 years (or 25 years if the young person has a learning difficulty or disability).

Nottinghamshire's Pathway to Provision supports the identification of a child, young person and/or family's level of need, and describes the referral pathways to the most appropriate service to provide support. The four identified levels of need – Universal, Early Help, Targeted Early Help and Specialist – are accessed through different referral routes or 'front doors'. Whilst Universal Services are openly accessible to all young people, the Early Help Unit is a direct contact point for children and young people at Levels 2 and 3 of the Pathway to Provision. Where there are safeguarding concerns about a child or young person, the Multi-Agency Safeguarding Hub (MASH) is the single point of contact for referrals at Level 4.







# Section Three

# Section Three

## Priorities and Key Activities that Support the Delivery of the Council Plan

**The Department will have responsibility for delivering the following commitments, as set out in the Council Plan, over the next four years:**

Commitment	Success measures	Activities	Council Plan Key Measures of Success
<b>A great place to bring up your family</b>			
<b>Commitment 1:</b> Families prosper and achieve their potential	<p>Young people will have improved physical and mental health</p> <p>More children will achieve a good level of development by the end of reception year</p>	<ul style="list-style-type: none"> <li>Implement a newly commissioned Healthy Families Programme for 0-19 year olds and their families which integrates with children's centre services</li> <li>Working with CCGs, continue to transform our specialist community health services for children and young people (CCYPS)</li> <li>Implement the Future in Mind Plan to improve services for children and young people with emotional and mental health difficulties</li> <li>Continue to implement the Young People's Health Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Numbers of children and young people accessing Outdoor and Environmental Education</li> <li>Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service</li> <li>Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics)</li> <li>School Readiness: all children with free school meal status achieving a good level of development at the end of reception as a percentage of all eligible children</li> </ul>

Commitment	Success measures	Activities	Council Plan Key Measures of Success
<b>Commitment 2:</b> Children are kept safe from harm	<p>Children at risk are appropriately identified, supported and protected</p> <p>Improved outcomes for children, young people and families accessing our safeguarding and family services as a result of high quality interventions</p> <p>Looked after Children (LAC) and care leavers are well supported through improved placement provision, health services and learning opportunities</p> <p>Continued good quality, targeted youth services</p>	<ul style="list-style-type: none"> <li>• Continue to review our social work practice in Nottinghamshire, including services for Looked After Children and Care Leavers, to ensure that we are delivering high quality social care at the best possible value</li> <li>• Sustain the culture of embedding assessment tools as part of front line practice, and evaluate the impact</li> <li>• Continue to deliver a comprehensive set of recruitment and retention activities to enable further reductions in the number and cost of social work agency staff</li> <li>• Further improve the integration of social work and early help services so that families receive a more coordinated service and have the right level of support at the most appropriate time</li> <li>• Review and implement a revised short-break offer in Nottinghamshire for children and young people with disabilities</li> <li>• Co-ordinate the delivery of a multi-agency SEND Strategic Action Plan, ensuring the continuous improvement of services for children and young people with SEND and their families</li> <li>• Remodel our commissioning arrangements for vulnerable children and young people's education and care provision</li> <li>• Continue to remodel our early help services, including youth services and children's centre provision, to improve outcomes and achieve best value</li> <li>• Ensure that we continue to meet the requirements of external inspection frameworks across children's services</li> <li>• Transform our safeguarding board arrangements in accordance with the recommendations set out in the Wood Review</li> <li>• Cooperate with other East Midlands authorities to improve timeliness for children and young people waiting to be adopted</li> <li>• Cooperate with other East Midlands authorities to contribute to the improvement of social work training and social work practice across the D2N2 Teaching Partnership</li> <li>• Launch a Social Impact Bond to help young people remain out of care and/or to transition from residential to foster care placements</li> </ul>	<ul style="list-style-type: none"> <li>• Child and Family assessments for Children's Social Care carried out within statutory timescales</li> <li>• Percentage of LAC (for at least 12 months) who have had their annual health assessment</li> <li>• Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist</li> <li>• Percentage of (LAC) remaining in long-term placements</li> <li>• Percentage of care leavers in education, employment or training aged 19-21</li> <li>• Percentage of care leavers in suitable accommodation</li> <li>• First time entrants to the Youth Justice System aged 10-17</li> </ul>



# Children and Young People's Improvement and Change Portfolio

**Senior Responsible Officer: Corporate Director for Children and Young People.**

**Lead Member: Chairman of Children and Young People's Committee.**

**Description:** A series of improvement and change programmes, focussed on improving service delivery and outcomes for children and young people in Nottinghamshire, including services for vulnerable children and their families.

The change programmes report to Children and Young People's Committee and the Improvement and Change sub-committee as appropriate.

There are four programmes of work that will support this portfolio.

## Programmes

### 01 Remodelling Social Work Practice

The objective of Remodelling Social Work Practice is to ensure that our social work practice in Nottinghamshire supports the delivery of the vision for Children's Social Care:

"To give the most vulnerable children and young people in Nottinghamshire the support and protection they need to be safe, secure, happy and to achieve their full potential"

This programme is divided into three components:

- **Practice & Systems:** Creating the right environment for excellent practice and innovation to flourish
- **People & Leadership:** Bringing the best people into the profession; developing leaders equipped to nurture practice excellence
- **Governance & Accountability:** Making sure that what we are doing is working and developing innovative new organisational models with the potential to radically improve services.

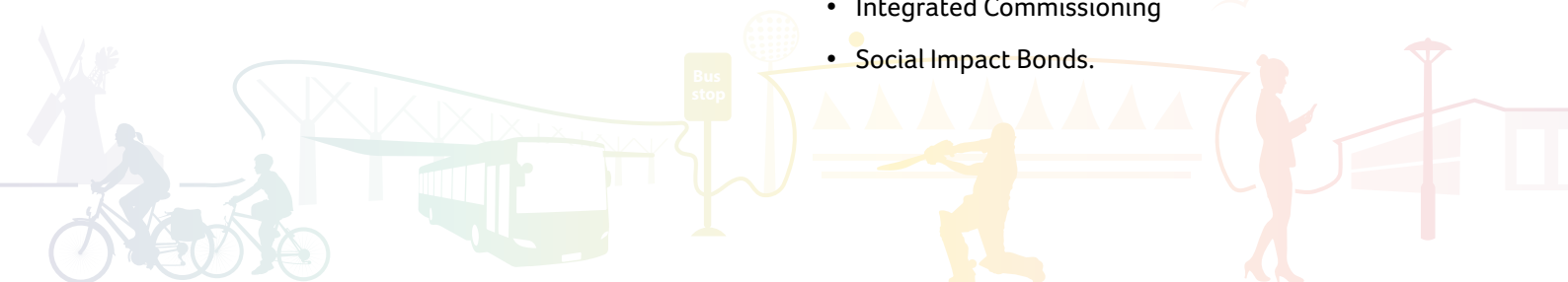
**Key milestones for the next year include:**

- ▶ Managing Demand in the Multi Agency Safeguarding Hub - Implement new structure and launch of new MASH website and online referral form by March 2018
- ▶ Review of recruitment and retention initiatives by March 2018.

### 02 Remodelling Children's Care

The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision. This programme will involve six areas of project activity:

- Residential care for children with disabilities
- Residential care - Specialist residential homes
- Fostering
- Short Breaks
- Integrated Commissioning
- Social Impact Bonds.



### Key milestones for the next year include:

- ▶ The new operational structure agreed for the Integrated Placement and Commissioning Service by Autumn 2018
- ▶ Growth of internal fostering placements achieved by April 2018
- ▶ New price structure for Children's Disability Homes determined April 2018
- ▶ Social Impact Bond Edge of Care - Procurement process completed May 2018 and launch of project September 2018
- ▶ Social Impact Bond Care Leavers – outcome of submission for funding known by January 2018
- ▶ New Short Breaks offer that has been co-produced with families by Summer 2018.

## 03 Future of Education Support

This involves undertaking a review of our current service provision in relation to education. This includes the following activity:

- Further strengthening of partnership working to improve outcomes for all pupils (attainment and progress)
- Ensuring that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision by 2020
- Opening new schools as a result of housing developments
- Reviewing the high needs budget in the context of Alternative Provision frees schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most

- Supporting schools to work in closer partnership with parents to raise standards for all
- Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents.

### Key Milestones for the next year include:

- ▶ Review of Academisation Support and preparation work for the implementation of recommendations undertaken by April 2018.

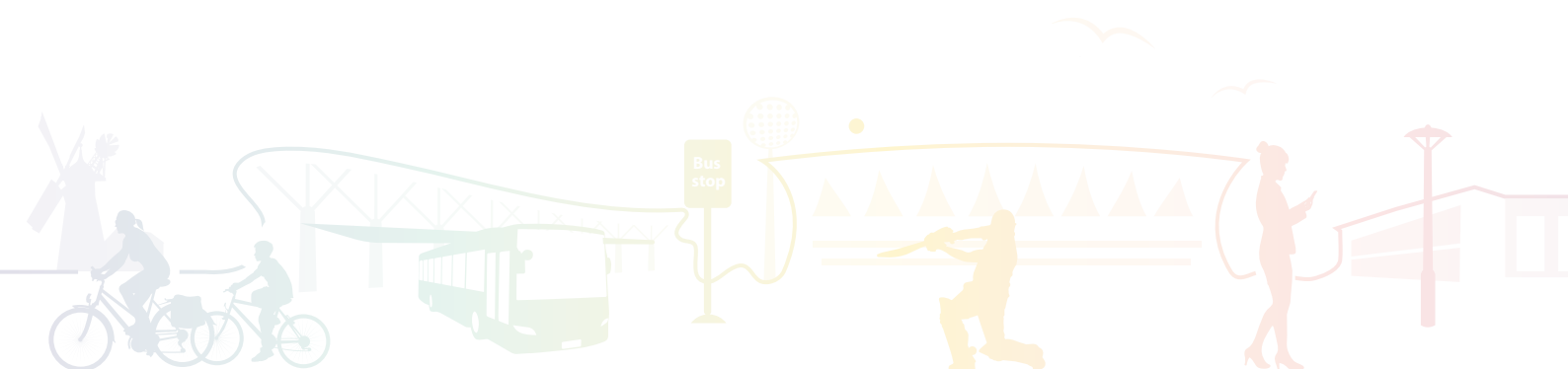
## 04 Remodelling Early Help

This involves undertaking a review of our Early Help provision in Nottinghamshire and includes the following activity:

- The introduction of the new funded childcare entitlements
- Developing an employability strategy to support young people with disabilities to gain employment opportunities
- Delivering a multi-agency SEND Strategic Action Plan
- Undertaking a short review of the Integrated Children's Disability Service (ICDS) structure to assess its effectiveness and inform any recommendations.

### Key Milestones for the next year include:

- ▶ Continue to monitor and maximise take up of new childcare entitlements
- ▶ Implement the review of the ICDS structure by April 2018.



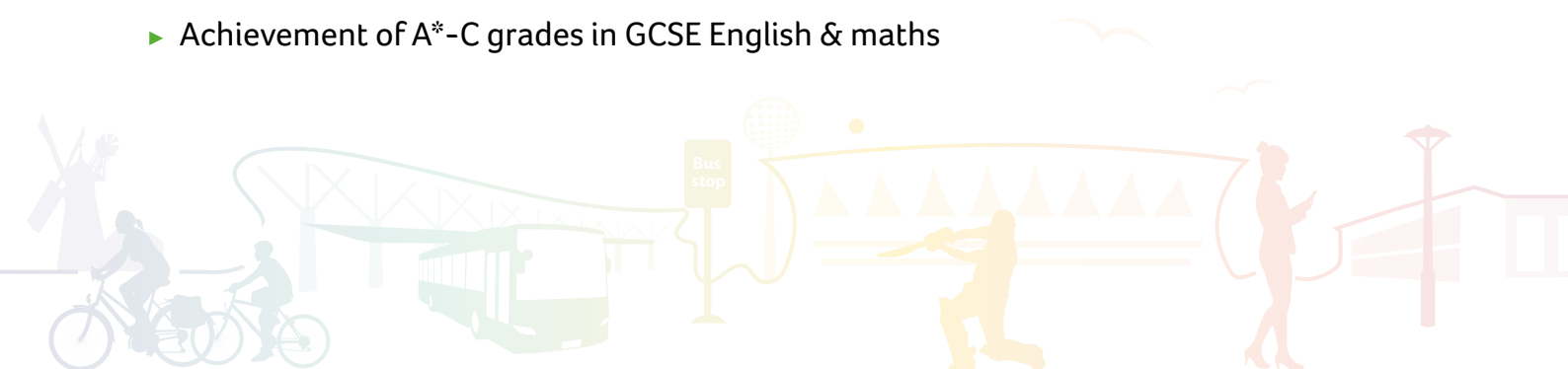
## Departmental Core Data Set

- ▶ Child and Family assessments for Children's Social Care carried out within statutory timescales
- ▶ Percentage of child protection cases reviewed within timescale
- ▶ Children subject to a Child Protection Plan – rate per 10,000
- ▶ Children who are subject to a child protection plan for 2 years or more
- ▶ Children becoming the subject of a child protection plan on more than one occasion
- ▶ Average Strengths and Difficulties Question (SDQ) score per LAC (for at least 12 months)
- ▶ Percentage of LAC (for at least 12 months) with up to date immunisations
- ▶ Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist
- ▶ Percentage of LAC (for at least 12 months) who have had their annual health assessment
- ▶ Percentage of LAC (for at least 12 months & under 5) whose development assessments are up to date
- ▶ Percentage of LAC (for at least 12 months) identified as having a substance misuse problem
- ▶ Percentage of LAC (for at least 12 months) convicted or subject to a final warning or reprimand
- ▶ Percentage of school-age LAC with an up-to-date Personal Education Plan
- ▶ Percentage of LAC permanently excluded
- ▶ Percentage of LAC with at least one fixed term exclusion
- ▶ Percentage of LAC classed as persistent absentees
- ▶ Percentage of young people qualified to Level 3 (2 passes at A-Level or equivalent) by age 19
- ▶ Percentage of LAC achieving expected standard at KS2 in Maths
- ▶ Percentage of LAC achieving A\*-C GCSEs in both English & Maths at KS4
- ▶ Percentage of LAC achieving expected standard at KS1 in Reading
- ▶ Percentage of LAC achieving expected standard at KS1 in Writing





- ▶ Percentage of LAC achieving expected standard at KS1 in Maths
- ▶ Percentage of LAC achieving expected standard at KS2 in Reading
- ▶ Percentage of LAC achieving expected standard at KS2 in Writing
- ▶ Percentage of LAC who took up the opportunity to be consulted by their Independent Reviewing Officer (IRO) prior to the LAC Review Meeting
- ▶ Percentage of looked after children placed 20 miles or more from home
- ▶ Looked after children with 3 or more placements in any one year
- ▶ Percentage of looked after children remaining in long-term placements
- ▶ Average time between a child entering care and moving in with its adoptive family, for those adopted children
- ▶ Average time between a LA receiving court authority to place a child and deciding on a match to an adoptive family
- ▶ Percentage of Nottinghamshire LAC missing from placement by individual child
- ▶ Percentage of Return Interviews completed within timescale
- ▶ Percentage of care leavers in education, employment or training aged 19-21
- ▶ Percentage of care leavers in higher education aged 19-21
- ▶ Percentage of care leavers in suitable accommodation
- ▶ Number of primary schools in an Ofsted category (Inadequate)
- ▶ Number of secondary schools in an Ofsted category (Inadequate)
- ▶ Rate of permanent exclusions from school (primary, secondary and special schools)
- ▶ Percentage of overall absence in primary, secondary and special schools
- ▶ Primary schools judged by Ofsted as having good or outstanding standards of behaviour
- ▶ Secondary schools judged by Ofsted as having good/outstanding standards of behaviour
- ▶ Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics)
- ▶ Pupils achieving at least the expected standard in reading, writing & mathematics at age 11
- ▶ Achievement of A\*-C grades in GCSE English & maths



- ▶ Percentage of A level entries at A\*-E grades
- ▶ Percentage of A level entries at A\*-B grades
- ▶ Percentage of young people who have not attained a Level 2 qualification in English & maths at age 16 who go on to attain Level 2 or higher in both by the end of the academic year in which they turn 19
- ▶ Attainment gap for a good level of development in EYFSP between pupils taking free school meals and the rest
- ▶ Attainment gap at age 11 between pupils taking free school meals and the rest (FSM during past six years )
- ▶ Attainment gap at age 16 between pupils taking free school meals and the rest (FSM during past six years )
- ▶ Participation in education, employment and training (EET) aged 16-17
- ▶ Percentage not in education, employment or training (NEET) aged 16-17
- ▶ Percentage whose destination is not known aged 16-17
- ▶ The percentage of SEN Statements transferred to EHC Plans (requirement for all statements to be transferred at 31 March 2018)
- ▶ Percentage of children aged 0-4 living in low income areas registered with children's centres (snapshot)
- ▶ Percentage of children aged 0-4 living in low income areas seen at children's centres (cumulative)
- ▶ Percentage of two year olds taking up their free entitlement
- ▶ Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service (cumulative)
- ▶ Numbers of children and young people accessing Outdoor and Environmental Education (cumulative)
- ▶ First time entrants to the Youth Justice System aged 10-17 (per 100,000)
- ▶ Numbers exiting substance misuse treatment in a planned manner
- ▶ Breastfeeding prevalence at 6-8 weeks, incl. mixed feeding methods (Nottinghamshire NHS)
- ▶ Breastfeeding prevalence at 6-8 weeks, incl. mixed feeding methods (Bassetlaw NHS)



**W** [nottinghamshire.gov.uk](http://nottinghamshire.gov.uk)  
**E** [enquiries@nottscc.gov.uk](mailto:enquiries@nottscc.gov.uk)  
**T** 0300 500 80 80

Nottinghamshire County Council, County Hall  
West Bridgford, Nottingham NG2 7QP

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