

The Childrens Improvement and Change Portfolio – December 2018 Update

Programme 1 - Remodelling Practice

Programme Outline: The purpose of the Remodelling Practice programme is to create a sustainable delivery model for services for vulnerable children and families which is high quality and financially sustainable. We aim to develop a positive working environment and provide our teams with the tools and support to do their jobs in the most effective and efficient way, enabling the improvement of outcomes for children and families.

Overview of progress: The set-up phase of the programme is now complete. A number of projects are in the implementation stage.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Framework for Practice <ol style="list-style-type: none"> 1. Develop future framework for practice 2. Hold framework for practice events 3. Embed framework for practice 	Launch – May 2019	<p>1. Youth, Families and Social Work Divisional Leadership team have developed a model of practice, vision and principles for the service, jointly with front line staff.</p> <p>A pilot is currently underway within Bassetlaw District Child Protection Team to introduce reflective group supervision. The focus of these sessions will be cases where there is potential drift or delay. The pilot will run until Easter 2019.</p> <p>2 and 3. A communication plan to launch and embed the new framework for practice is currently being developed. This will involve a variety of methods of communication including: face to face briefings and meetings, newsletters and new intranet pages. The project team are working closely with Social Work Practice Consultants, Communication and Digital on this project and the aim is to involve frontline colleagues in detailed development work.</p>

<p>Staffing Model</p> <ol style="list-style-type: none"> 1. Increase the SWSO capacity in safeguarding teams 2. Develop child and family facing non-Social Work qualified roles in Social Work teams 3. Developing options for introducing a multi-disciplinary approach to safeguarding teams 4. Review of capacity within the Court Team 5. Re-aligning the CAMHS Social Work Team with Social Care 	<p>January 2019 – Summer 2019</p>	<ol style="list-style-type: none"> 1. All new Social Work Support Officers are now in post and inductions have been undertaken. An evaluation of the roles will be undertaken in summer 2019. Workshops have been undertaken with the Assessment Service and Business Support to identify the support requirements of the Assessment Service. This identified that Business Support Administrator posts best fit with the service's support requirements. As such, CYP Committee agreed to a recommendation in January 2019 that previously approved funding for Social Work Support Officer posts will instead be used to create Business Support posts within Assessment Service. The service will now begin the recruitment process for these posts. 2. A pilot is currently underway in the Mansfield and Ashfield District Child Protection Teams to introduce Social Work Assistants into the skill mix of the team. The pilot will be evaluated in January 2019. Engagement work is currently underway with the Family Service, District Child Protection Teams, Children's Disability Service and their managers with the aim to identify the impact of the Family Service on cases of Level 4 of the Pathway to Provision and to recommend potential areas for improvements. A report will be presented to the Remodelling Practice Board in March 2019. 3. An options paper regarding introducing a multi-disciplinary approach to safeguarding teams will be presented to the Remodelling Practice board in February 2019. 4. A pilot is underway within DCPTs and the Court Team, the aim of which is to reduce drift and delay in the cases, provide more timely outcomes for children, and upskill Social Workers in Court work. The pilot will be evaluated in Summer 2019. 5. A workstream description and project plan are being developed regarding re-aligning the CAMHS Social Work team with Social Care. Early engagement has begun with the team.
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Business Intelligence <ol style="list-style-type: none"> 1. Develop workforce reporting 2. Develop caseload reporting 3. Develop performance dashboards 	Timescale TBC	<ol style="list-style-type: none"> 1. Work has begun to develop an interim workforce reporting solution. The timescale for this was November 2018, however, there has been a delay in the delivery of this and the expected timescale is now February 2019. This has been escalated to the Business Intelligence project team. 2. Development of the caseload reporting is pending the development of workforce reporting. 3. Work has begun to develop performance dashboards, however, there has been a delay in the delivery of this. This has been escalated to the Business Intelligence project team.
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Programme 2 - Remodelling Children's Care

Programme Outline: 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.

Overview of progress: A number of proposals are under development and implementation to achieve efficiencies, whilst maintaining good outcomes for children and young people.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
The new operational structure agreed for the Integrated Placement and Commissioning Service	Autumn 2018	In progress
Growth of the fostering service	Ongoing	<p>A revised payment and support offer is being developed which will support a significant campaign to recruit more foster carers to Nottinghamshire. The focus will be on carers who will look after children and young people with complex and challenging needs, who would otherwise be placed in a residential or agency foster placement. This strategy will help manage the need for costly external placements, reduce pressure on the placements budget, and provide loving family placements for Nottinghamshire children. A paper has been prepared for CYP Committee for February 2019 to describe the approach and the investment involved.</p> <p>Work is underway to improve the overall offer to foster carers. This includes investigating whether discounts can be obtained for leisure pursuits such as parks and leisure centres, travel etc. It will also explore the provision of stronger and more targeted support to stabilise foster placements.</p>

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		The recruitment campaign is in the early stages of design and has taken direction from examples of successful campaigns. Consultation is currently underway with foster carers so that the particulars of the improved offer will include their feedback.
Market management and cost control	May/June 2019	<p>A number of avenues are to be explored, including development of block contracts, a new provider framework agreement, and the development of an NCC-run home to care for children and young people with significant needs.</p> <p>A joint-working group has been set up across the D2N2 footprint to design ways of obtaining the best value for money by pooling requirements.</p> <p>A paper has been prepared for CYP Committee in February to outline the overall approach to joint working and the initiatives included in the scope.</p> <p>A paper will be prepared for Policy Committee in May/June 2019 to define the business case for the build or procurement of a new children's group home for Nottinghamshire County Council.</p>
Sale of excess disability beds	April 2019	A marketing strategy is in development to drive the sale of excess capacity in NCC residential homes, which will reduce unit costs and thereby reduce pressure on the residential budget. This is on target to deliver a reduction in budget from April 2019.
Social Impact Bond Edge of Care – Procurement process completed	September 2018	The procurement process has been completed as at September 2018.
Social Impact Bond Edge of Care - launch of project	May 2019	The implementation activities for the launch commenced in November 2018. However, the original investor has withdrawn from the process and the provider is now in discussions with alternative investors. The effective date for the service to be fully operational is now planned for May 2019, rather than April 2019.
New Short Breaks offer that has been co-produced with families	<p>Assessments: July 2018</p> <p>Applications: September 2018</p>	<p>Data from the initial review of the Short Break offer operations covering the period 3rd September to 28th November 2018 has been provided within a wider CYP report being taken by the Service Director, Commissioning & Resources.</p> <p>Furthermore, the initial operational data in conjunction with data taken from a customer satisfaction survey conducted in November 2018 was taken back to the Co-production working group on the 16th January 2019. Parents/carers felt that the results were very positive</p>

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		and wanted a further meeting in the following quarter when more data is available to get a more detailed picture. Now the project has transitioned into 'Business as Usual' the project board has been replaced by a service led board to monitor implementation issues and to lead on the continuous improvement process.
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Programme 4 - Remodelling Early Help

Programme Outline: A review of our Early Help provision in Nottinghamshire and includes the following activity

Overview of Progress: Project work is focused on provision of services to the most vulnerable.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Continue to monitor and maximise take up of new childcare entitlements	September 2017 – September 2018	<p>Parental awareness of the extended entitlement (30 Hours) has continued to increase since its launch in September 2017 this has been reflected in the increase in numbers taking up their entitlement. 3,634 children accessed extended hours at a Nottinghamshire early years provider in the first term (Autumn 2017), this Autumn this had increased to 4,450, a 22% increase. Early figures for this year's Spring term show that 5,617 children have taken up their entitlement.</p> <p>This year has also seen an improvement in take-up rates for eligible two year olds, with 77.49% (2,141 children) taking up a place (Autumn 2018), compared to 75.78% (2,178 children) in Autumn 2017.</p>
Implement the review of the Integrated Child Disability Service (ICDS) structure	March 2019	<p>Budget pressures will be included in the future budgets to acknowledge the projected increase in the population size who are likely to require a Education, Health and Care Plan.</p> <p>ICDS management structure and team job descriptions were revised in 2018 to increase capacity within the Assessment Team. A report is scheduled to be presented to the Children and Young Peoples Committee in March 2019 to establish permanent a ICDS Assessment Team Structure.</p>