

Children and Young People's Committee

Monday, 13 January 2014 at 10:30

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

AGENDA

- | | | |
|----|--|-----------|
| 1 | Minutes of the previous meeting held on 9 December 2013 | 3 - 8 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Adoption & Fostering Recruitment Campaign Evaluation | 9 - 20 |
| 5 | Social Work health Check 2013 | 21 - 74 |
| 6 | Child Sexual Exploitation Action Plan | 75 - 80 |
| 7 | The Troubled Families Programme in Nottinghamshire | 81 - 88 |
| 8 | Rota visits to Children's Homes: October and November 2013 | 89 - 92 |
| 9 | Schools Forum Officer Group Report | 93 - 96 |
| 10 | Establishment of a Premises Support Officer Post in the Early Years Service | 97 - 100 |
| 11 | Work Programme | 101 - 106 |

12 EXCLUSION OF THE PUBLIC

The Committee will be invited to resolve:-

That under Section 100 (A) (4) of the Local Government Act 1972 the public be excluded from the remainder of the meeting on the grounds that the Committee's remaining business involves the likely disclosure of exempt information as defined in the Local Government (Access to Information) (Variation) Order 2006, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Note

If this is agreed, the public will have to leave the meeting during consideration of the following item.

EXEMPT INFORMATION ITEM

13 Exempt minutes of the last meeting held on 9th December 2013

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Sara Allmond (Tel. 0115 977 3794) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

Meeting CHILDREN & YOUNG PEOPLE'S COMMITTEE

Date 9th December 2013 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

John Peck JP (Chairman)

Liz Plant (Vice-Chairman)

John Allin
Boyd Elliott
Kate Foale
Alice Grice
Keith Longdon

Philip Owen
Sue Saddington
Jacky Williams
John Wilmott

A Ex-officio (non-voting)
Alan Rhodes

CO-OPTED MEMBERS (NON-VOTING)

A Ms Gail Neill
A Mr James Parry
Mr David Richards JP
A Mr John Rudd

OFFICERS IN ATTENDANCE

Sara Allmond	Policy, Planning and Corporate Services
Jude Burgess	Children, Families and Cultural Services
Georgina Carnill	Children, Families and Cultural Services
Rachel Coombs	Children, Families and Cultural Services
Niki Coupe	Children, Families and Cultural Services
Mark Evans	Children, Families and Cultural Services
Chris Harrison	Children, Families and Cultural Services
Jon Hawketts	Children, Families and Cultural Services
Alison Holloway	Children, Families and Cultural Services
Anthony May	Children, Families and Cultural Services
Philippa Milbourne	Children, Families and Cultural Services
Janeen Parker	Children, Families and Cultural Services
John Slater	Children, Families and Cultural Services

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 11 November 2013, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

An apology for absence was received from Mr John Rudd (other reasons).

DECLARATIONS OF INTEREST

Councillor Alice Grice declared a private interest in item 12 – Annie Holgate Community Infant & Nursery and Annie Holgate Community Junior Schools, Hucknall – outcome of Sections 11 and 15 Notice: Schools Adjudicator's decision, as she was a Local Authority appointed Governor at the School.

A STRATEGY FOR CLOSING THE EDUCATIONAL GAPS IN NOTTINGHAMSHIRE – SIX MONTHLY REVIEW

Janeen Parker gave a presentation, showed a DVD on the Strategy for Closing the Educational Gap in Nottinghamshire and responded to questions and comments from Members.

RESOLVED 2013/084

- 1) That the success of the Closing the Gap Strategy be noted.
- 2) That the Committee continues to monitor the Strategy by receiving six-monthly review reports.

EDUCATION, HEALTH AND CARE (EHC) PLANS: UPDATE ON THE IMPLEMENTATION OF NEW ARRANGEMENTS FOR ASSESSING THE NEEDS OF CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND)

Chris Harrison, Mark Evans and Alison Holloway gave a presentation including an animation and demonstration of a Wiki and responded to questions and comments from Members.

RESOLVED 2013/085

That the progress in implementing the new arrangements for assessing and providing for the needs of children and young people with Special Educational Needs and Disability (SEND) in Nottinghamshire be noted, in particular in relation to the new Education, Health and Care Plan pathway.

SCHOOLS CAPITAL PROGRAMME – PROGRESS REPORT

Jon Hawketts introduced the report and responded to questions and comments from Members.

RESOLVED 2013/086

- 1) That the progress in delivering the Schools Capital Programme be noted.
- 2) That in addition to reports seeking approval from the Committee on specific issues relating to the capital programme as they arise, e.g. in relation to statutory consultation on school expansions, a further progress report on the implementation of the Schools Capital Programme be provided in six months' time.
- 3) That in the meantime, a new Capital Strategy be presented to the Committee for approval in the New Year.

ACHIEVING 2 YEAR OLDS FREE EARLY EDUCATION ENTITLEMENT

Jude Burgess and Niki Coupe presented the report and responded to questions and comments from Members.

RESOLVED 2013/087

That the development of the free early education programme for 2 year olds in Nottinghamshire and the plans to address capacity for the roll out of the offer for Nottinghamshire be noted.

UPDATE ON THE MULTI-AGENCY SAFEGUARDING HUB INCLUDING THE EARLY HELP UNIT

Anthony May introduced the report and responded to questions and comments from Members.

RESOLVED 2013/088

That the update on the Multi-Agency Safeguarding Hub and Early Help Unit be noted.

PROVISION OF FUNDING FOR HOME EXTENSION TO ENABLE FIVE LOOKED AFTER CHILDREN TO REMAIN WITH THEIR GRANDMOTHER AS THE SUBJECTS OF A SPECIAL GUARDIANSHIP ORDER THROUGHOUT THEIR CHILDHOOD

Dawn Godfrey introduced the report. Members expressed their thanks to the foster carer and all foster carers for their valuable work.

RESOLVED 2013/089

- 1) That approval be given for the extension to A's home to be carried out at an estimated cost of £42,000 up to a maximum cost of £45,000.
- 2) That a legal charge order be made, to ensure that the costs of the extension can be reclaimed/reimbursed if the children do not remain in this placement until adulthood.

THE NOTTINGHAMSHIRE OUTSTANDING ACHIEVEMENT 4UTH AWARD 2013

Chris Warren introduced the report and responded to Members comments and questions.

RESOLVED 2013/090

That the recent activity of the Young People's Service in facilitating the delivery of Nottinghamshire County Council's third annual Outstanding Achievement 4Uth Award be noted.

NOTTINGHAM AND NOTTINGHAMSHIRE FUTURES GOVERNANCE ARRANGEMENTS

RESOLVED 2013/091

- 1) That the amendment of the current Members Agreement for Nottingham and Nottinghamshire Futures to provide for the direct control by the Council over its proposed subsidiary company, Nottinghamshire NEET Reduction Service, be approved.
- 2) That the appointment of the Vice Chairman of the Children and Young People's Committee, the Chairman of the Economic Development Committee and the Service Director for Youth, Families and Culture to the Board of the proposed subsidiary company be approved.

ANNIE HOLGATE COMMUNITY INFANT & NURSERY AND ANNIE HOLGATE COMMUNITY JUNIOR SCHOOLS, HUCKNALL – OUTCOME OF PUBLISHED SECTIONS 11 AND 15 NOTICE: SCHOOLS ADJUDICATOR'S DECISION

RESOLVED 2013/092

That the decision by the School Adjudicator to approve the County Council's proposal to amalgamate Annie Holgate Infant & Nursery and Annie Holgate Junior Schools in their existing premises to form a single 3-11 primary school, including provision for early years education places, with effect from 1 September 2014 be noted.

WORK PROGRAMME

RESOLVED 2013/093

That the Committee's work programme be noted.

EXCLUSION OF THE PUBLIC

RESOLVED: 2013/094

That the public be excluded from the remainder of the meeting on the grounds that the Committee's remaining business involves the likely disclosure of exempt information as defined in the Local Government (Access to Information) (Variation) Order 2006 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

EXEMPT INFORMATION ITEM

The decision in relation to the following exempt information item is set out in the exempt minutes:-

Financial Support to Foster Carers.

The meeting closed at 12.43 pm

CHAIRMAN

M_9Dec2013

13 January 2014**Agenda Item: 4**

REPORT OF SERVICE DIRECTOR, COMMUNICATIONS & MARKETING

ADOPTION & FOSTERING RECRUITMENT CAMPAIGN EVALUATION

Purpose of the Report

1. To report on the evaluation results for the communications and marketing campaign 2012/13 to recruit foster carers or people willing to adopt.

Information and Advice

2. This evaluation report relates to activity carried out by the communications and marketing team in collaboration with the adoption and fostering services during 2012/13.
3. Reporting for 2012/13 was delayed to allow a more comprehensive evaluation of enquiry to approval conversions.

Background

4. The recruitment of foster carers is critical for the authority in order to minimise the cost of care and improve the quality of placements. There remains a shortage of foster carers with the number of children needing carers exceeding the number of Council-approved carers available. This has resulted in the use of private placements at a weekly cost of £802 per child [£41,704 per year] compared to £447 per week, per child, [£23,244 per year] for a Council-approved placement.
5. Previous marketing activity has seen fostering enquiries increased from 695 (2010/11) to 764 (2011/12).
6. In comparison, adoption enquiries declined. 130 (2010/11) to 109 (2011/12). It is important to reduce or reverse this trend to improve both the quality of life for children and reduce the Council's costs for care.
7. However, while the number of enquiries for adoption and fostering is important, the figure that matters most is the number of those enquiries who go on to actually foster or adopt. As a result, an approach was agreed with the adoption and fostering service to take a more targeted approach in order to improve the quality of enquiries. The intention was to improve the conversion rate i.e. the number of those that enquire that actually went on to complete the adoption or fostering process.

Brief and objectives

8. During 2012/13 four campaigns ran during key recruitment times (determined by spikes in enquiry): Fostercare Fortnight – May 2012; Back to school – September 2012; National Adoption Week – November 2012; New Year – February 2013.

9. The primary objective of activity was to achieve an overall enquiry to approval conversion of 10% across both adoption and fostering.
10. A secondary objective was to increase overall fostering and adoption enquiries by 2% compared with the figures from 2011/12 (873 adoption and fostering).

Research, planning and evidence

11. To support a more targeted approach, profiling information about potential carers and suitable adoptive families was used to identify the most likely audiences and also help target some groups who would have a greater potential fit for some of the harder to place children and young people.
12. The strategy included the delivery of four headline campaigns that were rolled out during key recruitment times. Thought was given about how to tailor the key messages and imagery in order to attract the target groups. At the same time there was a full review, redesign and rebrand of the service literature.
13. Campaign activity designed to deliver the strategy's objectives included: Facebook adverts; Google Adwords; digital TV screen advertising; case studies and testimonials of existing foster carers and adoptive families used in the local media; targeted advertising on bus shelters and bus backs; a distribution plan for service literature and campaign materials; internal communications; face-to-face recruitment events.
14. Some examples of the campaign artwork can be seen in appendix 1.

Evaluation and impact

15. After the 12 month campaign, evaluation has shown that there were a total of 753 enquiries and 101 approvals resulting in an overall enquiry to approval conversion of 13% - three percentage points higher than the primary objective target of 10% See Appendix 2 for a detailed breakdown and comparison.
16. The secondary objective was to increase the overall number of enquiries generated by 2%. Over the period of the campaign the total number of enquiries was 753 (adoption = 175; fostering = 578). This showed a decrease of 13% compared to the previous year. Despite this, approvals have increased as a result of improved targeting.
17. Compared to the previous year (2011/12), adoption enquiries have increased by 60% (2011/12 – 109 enquiries; 2012/13 – 175 enquiries).
18. Fostering enquiries decreased by 24% compared with the previous year (2011/12 – 764 enquiries; 2012/13 – 578 enquiries).
19. One of the service improvements has been much better tracking and monitoring of enquiries allowing conversions from specific activity to be made that will help inform improved targeted strategies in the future.

Value for money and cost effectiveness

20. The campaign was judged to be of high importance against the criteria that were agreed by members in the Transforming Communications and Marketing report to the Policy Committee (16 October 2013). The key criteria identified were its 'strength of potential to save money'.

21. A budget of £35,000 was set aside for the 12-month campaign which came in under budget with a total of £22,797 spent.
22. This represented £30.27 per enquiry received (753 enquiries during 2012/13).
23. There were 101 approvals across adoption (47) and fostering (54) representing £225.71 per recruit. This figure does not include salary costs for communications and marketing or adoption and fostering.
24. Based on 101 recruits, the overall potential savings for the council are as follows:
- ADOPTION: 47 recruits = approximately £18.3m*
Example savings made over 12 years through the successful adoption of a 6 year old is approximately £389,688 (figure calculated using an average cost for care per year).
- FOSTERING: 54 recruits = approximately £1m*
Example savings made over 1 year by reducing the number of external placements needed.
- *See appendix 3 for a detailed breakdown summary.
25. Comparing approvals for 2012/13 (during the campaign period) to the previous year (2011/12) there were an additional 17 approvals (1 fostering; 16 adoption) resulting in an increase in potential savings and avoidable cost of £538,044 per annum. This means for every £1 spent on the campaign, the council has potentially saved £23.60 (£538,044 divided by £22,797). However, over a 12 year period, this additional recruitment to adoption would save approximately £6.2m.
26. While the financial benefits of this campaign are clearly demonstrated, the longer-term benefits of successful adoption to the health and overall wellbeing of the child should not be underestimated. In addition, placing children with council fostering placements means they're closer to their own community – private placements tend to be in and around Nottingham City which can cause greater disruption to the child. Also, children are less likely to go missing.

Summary

27. The campaign achieved its primary objective to increase adoption and fostering approvals. This has resulted in a potential saving of £538,044 for 2012/13 and contributed to a longer term total potential saving for the County Council in excess of £18.3m.

Other Options Considered

None.

Reason/s for Recommendation/s

For information only.

Statutory and Policy Implications

28. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) The evaluation report is noted

Martin Done

Corporate Director Communications and Marketing

For any enquiries about this report please contact: Paul Belfield, Group Manager Marketing. Telephone 0115 9774542 or email paul.belfield@nottsc.gov.uk

Constitutional Comments (NAB 12.12.13)

29. The report is for noting only. There are no immediate legal issues arising. Children and Young People's committee is empowered to receive and consider the report.

Financial Comments (SEM 16/12/13)

30. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

Appendix 1



◀ **School
flyers**

**Campaign
posters** ▶





Roller banners

Vinyl banners



Campaign folders

Campaign stickers



Could you foster...

...during weekends or school holidays?



Web banners

Could you foster or adopt?



Digital screens

Could you foster...

...during weekends or school holidays?



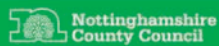
Could you foster or adopt?

We offer excellent packages of support including:

- Ongoing training and development
- Generous financial allowances
- 24 hour support



To foster **0845 301 8899**
To adopt **0845 301 2288**



[nottinghamshire.gov.uk/
adoptionandfostering](http://nottinghamshire.gov.uk/adoptionandfostering)

nottinghamshire.gov.uk/adoptionandfostering

0845 301 8899

Vehicle wraps



Evaluation and impact

Table to show fostering and adoption enquiries and approvals:

Financial year	No. of enquiries (adoption)	No. of approvals (adoption)	Enquiry to application rate (adoption)	No. of enquiries (fostering)	No. of approvals (fostering)	Enquiry to application rate (fostering)
2010/11	130	31	23.84%	695	34	4.89%
2011/12	109	31	28.44%	764	53	6.94%
2012/13	175	47	26.85%	578	54	9.34%

Savings summary

Information

Basic total cost for care per year: £447 per week (internal placement) x52 weeks = £23,244

Basic total cost for care per year £802 per week (external placement) x52 weeks = £41,704

Adoption

Minimum saving potential per week (internal placement)* = £447

Maximum saving potential per week (external placement)** = £802

Average saving potential per week = £624.50

(internal placement + external placement /2)

Example savings made over 12 years through the successful adoption of a 6 year old:

Average cost for care per year: £32,474 (£624.50 x 52)

Average cost of caring for this child until its 18th birthday = £389,688

(Average cost calculation: £32,474 x 12 years = £389,688)

Potential savings over 12 years based on 47 adoptive families recruited = approximately £18.3m

Potential savings over 12 years based on 16 adoptive families (increase in number of approvals from the previous year) = approximately £6.2m

Potential savings for 2012/13 year based on 16 adoptive families = £519,584 (£32,474 x 16 recruits)

Fostering

Example savings made each year through the successful recruitment of 1 internal foster carer:

Saving potential per week (external placement) = £355

(external placements cost the council £802 - £447 which is the cost of an internal placement, the council saves the difference because the child would be in placement regardless of internal/external)

Saving potential per year = £18,460 (£355 x 52)

£18,460 x 54 (no. of recruited foster carers 2012/13) = £996,840

Potential savings 2012/13 based on 54 foster carers recruited = approximately £1m per year

*Internal placement is a Nottinghamshire County Council foster carer

**External placement is a private or independent foster carer

13 January 2014**Agenda Item: 5**

REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE

SOCIAL WORK HEALTH CHECK 2013

Purpose of the Report

1. The report presents a summary of the responses to the Social Work Health Check Report 2013, the recommendations made and the action plan for noting. The report proposes that progress on the implementation of the action plan be reported to the Children's Social Care divisional leadership team.

Information and Advice

2. The final report of the Social Work Task Force, published in November 2009, asked employers of social workers to undertake a regular 'health check' with their workforce covering areas of:
 - Effective workload management
 - Pro-active workflow management
 - Having the right tools to do the job
 - A healthy workplace
 - Effective service delivery.
3. A summary of the responses made to the 2013 Nottinghamshire County Council Children's Social Care Social Work 'health check' is attached as **Appendix 1**.
4. The Action Plan 2013/14 is attached as **Appendix 2** and it is proposed that the Children's Social Care divisional leadership team monitors progress on the implementation of the Action Plan.

Other Options Considered

5. Production of the 'health check' is a best practice requirement. No other options were considered as resources in the Practice Support Service are annually allocated to the production of this report.

Reason/s for Recommendation/s

6. The implementation of the health check action plan will address the key issues identified by staff in Children's Social Care.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

8. Having an effective workforce of social workers will positively impact on vulnerable children and families.

Financial Implications

9. The recommendations of the action plan can be carried out within existing budgets. Where review is recommended, the outcomes of any review will be reported on separately if they have material financial implications for the authority

RECOMMENDATION/S

That:

- 1) the summary of the responses to the Social Work Health Check Report 2013, the recommendations made and the action plan be noted.
- 2) progress on the implementation of the action plan be reported to the Children's Social Care divisional leadership team.

Steve Edwards

Service Director, Children's Social Care

For any enquiries about this report please contact: Diana Bentley

Diana Bentley
Designated Principal Child & Family Social Worker, Children's Social Care
T: 01623 433252
E: diana.bentley@nottsccl.gov.uk

Constitutional Comments (LM 16/12/13)

10. The Children and Young People's Committee has delegated authority within the Constitution to approve the recommendation in the report.

Financial Comments (KLA 19/12/13)

11. The financial implications of the report are set out in paragraph 9 above.

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

All.

C0343

SOCIAL WORK 'HEALTH CHECK' REPORT 2013

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1. Acknowledgments

This report is the result of the input of social work staff across the children's social care division who have contributed by participating in a staff survey and focus groups.

Diana Bentley, Principal Child and Family Social Worker was supported by colleagues from the Social Work Practice support Service, Workforce and Organisational Development Team, Complaints and Information Team, Health and Safety Team, Executive Support, The Improvement Programme and the Management Information (HR-Pay & Learning and Development) Team.

The project was sponsored by Steve Edwards, Service Director for Children's Social Care.

Martin Sleath, Joint Branch Secretary, Notts Unison and Sandra Duckworth from GMB were made aware that the Health Check 2013 was going to be completed and advanced notice was given about the dates for the planned focus groups.



2. Executive Summary

The Social Work Task Force in its final report published in November 2009, asked employers of social workers to undertake a regular 'health check' with their workforce. This report is a summary of the responses made to the 2013 Nottinghamshire County Council, Children's Social Care social worker 'health check' and gives some insight into how child care social workers in Nottinghamshire perceive that they are being supported to undertake their work.

Health check's were completed by Nottinghamshire County Council, Children's Social Care in 2011 and 2012 which resulted in action plans being designed, agreed and implemented aimed at promoting the wellbeing of social workers, in Children's Social Care. This report will provide a comparison to previous data where useful. However it is acknowledged that a 'like for like' comparison is not possible in all areas due to changes to the operating model since the previous health check was completed.

To complete the 2013 health check the Principal Social Worker has ascertained the views of, and gathered current information from, practicing social workers. Information and statistical data has also been collated from a wide range of sources, including current available performance data, workforce data, a staff survey of all qualified social workers and targeted focus groups.

Since the health check 2012 was completed social workers working for Nottinghamshire County Council, Children's Social Care have been working extremely hard and meeting the challenge of increasing numbers of referrals, assessments, numbers of children subject of child protection plans and numbers of children who are looked after by the Council. During this period the Children's Social Care department has adopted a new operating model and increased the number of social workers working in the service.

The evidence collated for this report confirms that for many social workers this has been a demanding time. The data available suggests that nationally and regionally local authorities are struggling to recruit and retain experienced social workers to child care fieldwork posts. In Nottinghamshire we have been able to recruit Newly Qualified Social workers with a large proportion of these new employees gaining the experience and skills required to enable them to progress to Band B posts. Respondents to the staff survey have identified that workers starting new posts with the department are receiving better inductions than they did last year and have also commented that the support given via the Assessed and Supported Year of Employment (ASYE) scheme is good.

Social Workers in fieldwork teams have confirmed that there are relevant training opportunities available which they are able to access. Some more experienced social workers and workers in non-fieldwork teams commented that they would like to have access to more specialist and role specific learning opportunities.

Most social workers in fieldwork and non-fieldwork teams confirmed that they have timely and good quality supervision. The health check 2013 confirmed that



the grading for the quality and quantity of supervision given by staff was higher than the previous year; social workers also felt that managers were giving supervision a higher priority than last year and confirmed that less supervision sessions were now cancelled.

The health check 2012 identified that there was a need for a greater understanding of staff safety and as a result of this further information, guidance and team briefings have been provided. It was therefore disappointing that in 2013 fewer staff feel that there are adequate control measures to ensure staff safety than in either 2011 or 2012. This is therefore an issue which does require urgent attention.

The staff who contributed to the health check 2013 identified that to enable them to continue to give a quality of service to vulnerable children and families in Nottinghamshire they will need some additional help and support most notably with:

- Stability of workforce and retention of experienced staff
- Manageable and equitable caseloads
- Consistent working practices regarding the accruing and taking of time off in lieu (TOIL) and application of flexible working arrangements
- Consistent application of the Employee Performance and Development Review (EPDR) process
- Access to Nottinghamshire County Council IT systems where they are needed.

In order to provide the workforce with the support they need to undertake their duties and responsibilities a number of recommendations have been made:

1. Implementing and maintaining a long term and sustainable strategy to support workforce stability, including the retention of experienced staff, reducing the use of agency staff and the recruitment of new members of the workforce.
2. Development of an effective communication strategy so that staff feel engaged in discussions with senior managers rather than receiving e-mail correspondence.
3. Team Managers and Children's Service Managers for fieldwork teams to ensure that there is compliance with the completion of workload management scores, that they are used as a tool to monitor work allocation within teams / service areas and that quarterly returns are made to the social work practice support service.
4. Further exploration of how and when practice guidance regarding the consistent use of TOIL and flexible working arrangements can be disseminated.

5. The social work practice support service to explore how the current Nottinghamshire EPDR process can be developed to include the social work professional capabilities framework and how this can be used in a meaningful way to promote the development of the workforce and identify relevant learning and training opportunities.
6. Identification of appropriate learning and developmental opportunities for experienced social workers and social workers in specialist roles.
7. Social workers to be provided with the technology they require to do their job, including access to appropriate office space, touchdown facilities, home working and mobile technology.
8. Social work support service to collaborate with the Health and Safety Team to devise an implementation strategy to embed practice standards for the safety of the workforce into practice.
9. Social work practice support service to produce practice guidance regarding facilitating and managing effective team meetings. This should include learning from examples of well functioning team meetings and disseminating to all.
10. Engagement with Trade Unions with the implementation of the action plan.



3. Introduction and background information

This report is a summary of the responses made to the 2013 Nottinghamshire County Council, Children's Social Care social worker 'health check'.

The Social Work Task Force in its final report published in November 2009 asked employers of social workers to undertake a regular 'health check' with their workforce covering areas of:

- Effective workload management
- Pro-active workflow management
- Having the right tools to do the job
- A healthy workplace
- Effective service delivery

Rather than just a statistical analysis of data, it was suggested that the framework should be used as a tool to promote debate at all levels within the organisation, and recommended that staff should be involved in the response. The findings from the health check should be reported annually to the Portfolio Holder for Children, Families and Cultural Services.

Health check's were completed by Nottinghamshire County Council, Children's Social Care in 2011 and 2012 which resulted in action plans being designed, agreed and implemented aimed at promoting the wellbeing of social workers in Children's Social Care.

Readers of this report need to be aware that in December 2012 Nottinghamshire County Council, Children's Social Care implemented a new operating model which is designed to be sustainable and cost effective and to improve outcomes for children and young people. As a consequence some field work teams were re-configured and workflows changed. This report will provide a comparison to previous data where useful, however it is acknowledged that a 'like for like' comparison is not possible in all areas due to changes to the operating model since the previous health check was completed in 2012.

4. Health check project objectives and methodology

The aim of the health check has been to gather relevant information which can inform conclusions and recommendations to improve the working environment and health of our social workers. To complete the 2013 health check the Principal Social Worker has ascertained the views of, and gathered current information from, practicing social workers. Information and statistical data has also been collated from a wide range of sources.

Information is drawn from the following sources in completing this report:

- Current available performance data
- Workforce data
- A staff survey of social workers
- Targeted focus groups

In September 2013 an electronic staff survey was sent to all of 432 qualified social workers (including managers) working for children's social care in fieldwork teams and non-fieldwork teams. In total 167 social workers and managers responded to the staff survey, a response rate of 38.6% (an increase of 7% since 2012). Of these 121 were completed by fieldwork social workers and managers (from the Multi-Agency Safeguarding Hub (MASH), Assessment Team's, District Child Protection Team's, Children's Disability Service, Permanence Team, Looked After Children (LAC) Team, Court Team and Practice Support) and 46 by social workers and managers from non-fieldwork services including, the Adoption Team (including Support After Adoption), Aftercare, Fostering, Safeguarding and Independent Review, Group Homes and Child and Adolescent Mental Health Services (CAMHS).

It had been hoped that for the purpose of this 'health check' the corporate staff survey 2013 would have been available and that comparisons across divisions and departments could have been made. Unfortunately at the time of writing this report this information had not been distributed.

In 2013 88% of social workers who responded to the survey were permanent employees of Nottinghamshire County Council (compared to 92% in 2012).

Three focus groups were arranged in October 2013, and all of the 432 children's social care social workers and managers were sent invitations to attend these meetings. There was a disappointing participation rate in the focus groups compared to 2012. The participants all worked in fieldwork teams (District Child Protection) from three different localities, and although the views of the participants cannot be considered representative of the workforce, there was some interesting and useful suggestions were made during these focus groups which will be referred to in the report.

5. Effective workload management including vacancy rates and workload

Vacancy rate

The vacancy rate is reported at nil due to the use of agency (interim) staff to cover staff vacancies.

In March 2013 the Department for Education published a children's social care workforce report which showed that in England in December 2012 the majority (92%) of the children's workforce were directly employed by the local authority. The remaining 8% of staff were bank, pool and agency staff.

Over the last year Nottinghamshire County Council has used agency (interim) social workers to cover a wide range of social work posts. The use of agency workers has increased, in November 2011 there were 55 agency social workers (including managers) and in October 2013 there were 65 agency social workers (including managers) representing an 18% increase. This needs to be viewed in the context of an increased establishment of social worker posts. An additional 20 social worker posts were created as part of the Children's Social Care investment

plan in 2013/14, and Council policy is to maintain a safe service by using agency staff to cover vacancies and long term absence.

The table below gives a breakdown of the roles which agency social workers were filling and the reason for the vacancy on 1st October 2013.

Job Title	Additional Capacity	Long Term Sickness absence	Maternity Leave	Newly Qualified Social Worker support	Secondment	Suspension	Vacancy	Grand Total
Service Manager	1						2	3
Social Worker	10	2	9	9	2	1	17	50
Team Manager	3		1		1		7	12
Grand Total	14	2	10	9	3	1	26	65

Employment of agency social workers (including managers) at 1 October 2013

It is of note that on 1st October 2013 that 9 agency social workers were being employed to give “newly qualified social worker support”. This frees up the capacity of social work practice consultants who would normally undertake this role to deliver other targeted practice improvement support.

Nottinghamshire County Council, Children’s Social Care has continued to recruit to permanent vacancies, and have over the last three years succeeded in recruiting a significant number of Newly Qualified Social Workers (NQSW).

Permanent recruitment of experienced social workers (including managers) is a challenge faced by Nottinghamshire County Council, Children’s Social Care and nationally by all authorities. Gail Kinman, Professor of Occupational Psychology at Bedfordshire University, cited in Community Care January 2013 advised that research shows that the average practising social worker lasts just eight years on the frontline.

Nottinghamshire County Council provides an Assessed and Supported Year in Employment (ASYE) for newly qualified social workers who enter the workforce. The table below shows how many Newly Qualified Social Workers have entered the ASYE Programme (formally NQSW) over the last three years.

Completed NQSW Scheme	2011 - 2012	27
Completed NQSW (ASYE) Scheme	2012 - 2013	23
Entered NQSW (ASYE) scheme	2013	48
TOTAL NQSW recruited over 3 years		98

When social workers have approximately 3 or 4 years post qualifying experience they can make an application for progression from pay scale Band A to Band B. To make a formal application for progression social workers must put together a portfolio to demonstrate attainment of relevant competencies through learning and development, that they have satisfactory performance and conduct and are appropriately skilled and qualified to undertake more complex casework.

In 2011, 25 social workers successfully progressed from Band A to Band B. In 2012 19 social workers progressed and in 2013 there have been 27 qualified social workers who have progressed. This indicates that as well as recruiting newly qualified social workers, Nottinghamshire Children's Social Care has been able to retain many of these workers.

Stability of workforce

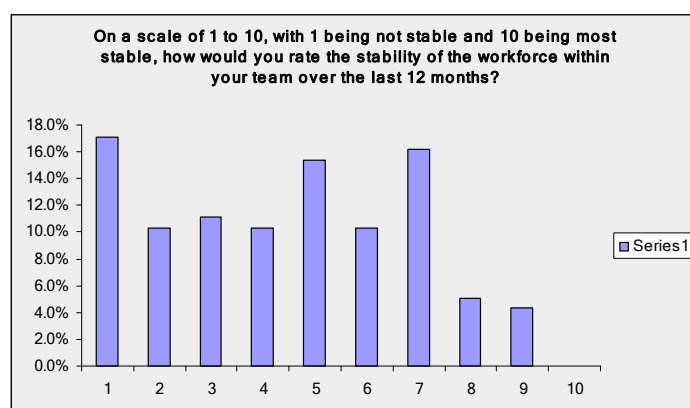
The table below identifies how many of the social workers who responded to the health check survey in 2012 and 2013 had worked for the department up to and over 12 months.

How long have you been in post?				
	Field work, social workers		Non-field work services, social workers	
	Response Percentage 2012	Response Percentage 2013	Response Percentage 2012	Response Percentage 2013
0 to 12 months	23.5%	25%	6.5%	13%
12 months +	76.5%	75%	93.5%	87%

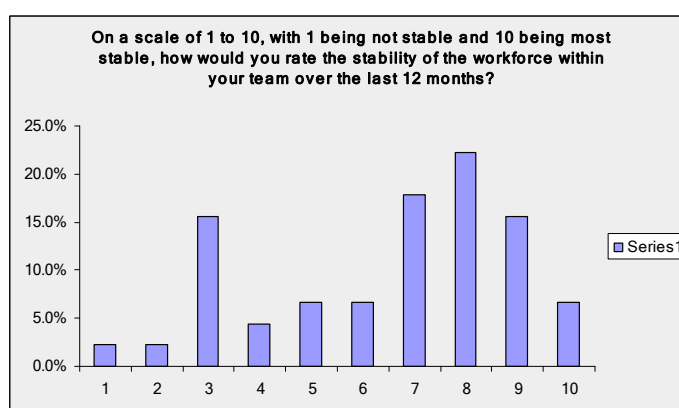
Health Check Survey 2012 and 2013

Respondents to the staff survey were asked to grade the stability of the workforce within their own team, 10 being the most stable and 1 being the most unstable.

Graph 1 below show the response received from social workers (including managers) in fieldwork teams and Graph 2 shows the response from social workers (including managers) in non-fieldwork teams. This shows that only 10% of respondents in fieldwork teams rated the stability of the workforce in their teams as 8/10 or higher, whereas the for non-fieldwork teams 44% of social workers rated the stability of workforce in their team as 8/10 or higher.



(Graph One) Social Workers – Field Work Teams
Health Check Survey 2013



(Graph Two) Social Workers – Non Field Work Teams
Health Check Survey 2013

(Graph 1) 117 respondents Fieldwork Teams – Survey 2013

49 social workers in fieldwork teams gave supplementary information about the stability of their team and the impact this has. These comments were largely consistent expressing concerns regarding the number of staffing changes and instability caused by permanent and experienced staff leaving, people being on

long term sick leave and a high turnover of agency social workers and agency managers.

It is also of note that workers from different fieldwork teams also made comment that the lack of consistency in management also has a negative impact on the stability and wellbeing of the workforce. Social workers have commented that high turnover of managers (including agency) and different management styles have exacerbated the difficulties.

Some workers also commented that the implementation of the new operating model in December 2012 caused some level of instability, which is continuing due uncertainty about future changes.

13 social workers in non-fieldwork teams also gave supplementary information about the stability of their teams. Most of these responses echoed the comments above about staff leaving, agency staff, maternity leave and sickness contributing to a feeling of instability in their teams. There however were some positive comments including:

“The team has a wide range of experienced managers who all work together to develop the work of child protection and child safeguarding.”

The small number of social workers who attended focus groups also commented on the feeling of instability within their teams which they feel is caused by high case loads, workers anxiety about the amount of work they have, and the turnover of staff.

The table below shows turnover of permanent staff in the 12 month period April 2012 to March 2013. This shows that in this period 19 more people left their posts than started. However it is positive to note that of those who left their posts 13 people (15% of leavers) did so because of promotion and continued working for Nottinghamshire County Council, Children's Social Care.

		Starters	Leavers		
		TOTAL Starters	Leaving NCC	Promoted to other NCC post	TOTAL Leavers (including promotions)
Fieldwork	Social Work Services	32	25	7	32
	Children's Disability Service	15	21	2	23
Non-fieldwork	Access to resources	18	24	1	25
	Safeguarding and ind. review	2	3	3	6
TOTAL		67	73	13	86

BMS - Children's Social Care

Further statistics provided for the period April 2013 to July 2013 show that an additional 22 people have been promoted to new posts within the department.

The table below identifies the reasons why people left their posts 01/04/2012 – 31/03/2013

Reason for Leaving	Number of Workers 01/04/2012 – 31/03/2013
Retirement Early	2
Retirement Normal	7
Resign Job Related Reasons	17
Resign Personal Reasons	38
Retirement Ill Health	4
Resign Following Career Break	1
Dismissal Capability	3
Resign Not Known	2
Dismissal Conduct/Gross Conduct	1
Redundancy Compulsory	1
Resign Education/Retraining	4
End Fixed Term Contract	4
TUPE Transfer	1
Other	1
TOTAL	86

BMS - Children's Social Care

The recruitment and retention of permanent and experienced social workers (including managers) does continue to be a challenge faced by all local authorities. However, despite the feeling in some fieldwork teams that there are no or fewer experienced social workers when answering the social work survey, 25% of respondents from fieldwork services had been in their post for over 5 years and 42% of non-fieldwork services social workers had been in their post for over five years.

It is acknowledged that the use of temporary agency staff and potential subsequent changes can and lead to some team members feeling unsettled. However it is essential that social work posts are filled to ensure the Council is able to provide a safe service in children's social care. It also needs to be recognised that in the broader context the staffing establishment has increased, which is positive, but some posts have had to be filled by agency staff until we are able to recruit permanent staff. It is anticipated that the work being planned and undertaken as part of the Children's Social Care Transformation Programme will have a positive impact in helping to fill current vacancies with permanent staff. This work includes reviewing our marketing materials, facilitating recruitment events and producing a recruitment and retention strategy for the division.

Workloads

The table below identifies how many cases (individual children) were open to an allocated social worker in Children's Social Care on 12th October 2013, which teams these cases were open to and whether the child was the subject of a child in need assessment or plan, a child protection plan or a looked after child.

Group	No. of Cases	%	CIN	CPP	LAC
Assessment North	235	5%	26		6
Assessment South	262	6%	11		2
CDS	383	9%	243	36	45
District CPT	2,268	53%	933	647	85
MASH	2	0%			
Other	17	0%	6	2	2
Through Care	1,110	26%	26	15	788
Total:	4,277	100%	1,245	700	928

Business Objects Caseloads 12th October 2013

Due to the changes in team configuration and workflow it is not possible to do a direct comparison with data from the health checks completed in 2011 and 2012. However it is possible to compare the total number of open cases at the time of each health check.

This shows that in the 16 month period from 7 March 2011 to 12 July 2012 there was a 5.8% increase in the number of allocated cases within fieldwork teams. From 12 July 2012 to 12 October 2013 there has been a 22% increase in the number of cases with an allocated social worker.

	Open Case 07.03.2011	Open Cases 12.07.2012	Open Cases 12.10.2013
Total number of children with an allocated social worker	3228	3417	4277 – 105 (cases with more than one allocated worker) = 4172

The number of allocated cases only offers a crude measure of the work being undertaken and does not represent the complexity of the work, the skill required to do it and the time scale in which it should be completed.

A workload management (WLM) tool is in operation in fieldwork teams with managers expected to complete scores regarding the workloads of individuals on a monthly basis. These scores take into account the number of cases as well as the complexity, risk, time and type of work undertaken by each worker.

A point system is used to indicate the likely demand of a social workers caseload:

- Caseloads of 75 to 95 points = Sustainable workload
- Caseloads of 96 to 110 points = Demanding workload
- Caseloads of 111+ = High Workload

The ideal score for social workers would be in the sustainable range, although competent and experienced social workers can, at times, have case weighted scores that fall within a higher range. The WLM scores should be used by managers to chart the workload for the individual workers over time and also how one social worker's workload compares with colleagues.

On a quarterly basis (March, June, September, December) WLM scores for all teams are collated by the Social Work Practice Support Service so that a service wide analysis of workflow and case allocation can be charted.

The table below offers a summary of the workload management scores for Reception and Assessment Teams (R&A) and Assessment Teams June 2012 to June 2013. This shows that in the teams where reports have been completed the majority of workers have 'sustainable' caseloads.

R&A TOTALS		'sustainable' (75 to 95 points)	'demanding' (95 to 110 points)	'high' (110+ points)
June 2012	20 SW Staff	13 (65%)		7 (35%)
September 2012	15 SW Staff	14 (93%)	1 (7%)	

Assessment TOTALS		'sustainable' (75 to 95 points)	'demanding' (95 to 110 points)	'high' (110+ points)
December 2012	14 SW Staff	11 (79%)	2 (14%)	1 (7%)
March 2013	3 SW Staff	2 (67%)		1 (33%)
June 2013	25 SW Staff	23 (92%)	2 (8%)	

The table below offers a summary of the workload management scores for Children's Services Teams (CST) and District Child Protection Teams (DCPT) June 2012 to June 2013. Since December 2012 this shows an increase in the number of workers with a 'demanding' caseload.

CST TOTALS		'sustainable' (75 to 95 points)	'demanding' (95 to 110 points)	'high' (110+ points)
June 2012	95 SW Staff	62 (65%)	23 (26%)	10 (11%)
September 2012	95 SW Staff	60 (64%)	26 (27%)	9 (9%)

DCPT TOTALS		'sustainable' (75 to 95 points)	'demanding' (95 to 110 points)	'high' (110+ points)
December 2012	68 SW Staff	57 (86%)	3 (5%)	6 (9%)
March 2013	53 SW Staff	39 (74%)	9 (17%)	5 (9%)
June 2013	59 SW Staff	44 (75%)	14 (24%)	1 (1%)

The table below offers a summary of the workload management scores for the Children's Disability Service (CDS) June 2012 to June 2013, which shows an increase in the numbers of workers who have 'high' caseloads.

CDS TOTALS	Social work role	'sustainable' (75 to 95 points)	'demanding' (95 to 110 points)	'high' (110+ points)
June 2012	15 SW Staff	14 (93%)	1 (7%)	
September 2012	15 SW Staff	13 (87%)	2 (13%)	
December 2012	16 SW Staff	13 (81%)	3 (19%)	
March 2013	11 SW Staff	8 (73%)	2 (18%)	1 (9%)
June 2013	15 SW Staff	10 (67%)	2 (13%)	3 (20%)

The table below shows the workload management scores for the Court Team since December 2012 (when the team was created). The figures available show that the majority of social workers in the Court Team have either 'demanding' or 'high' caseloads.

Court TOTALS		'sustainable' (75 to 95 points)	'demanding' (95 to 110 points)	'high' (110+ points)
December 2012	15 SW Staff	2 (13%)	1 (17%)	12 (80%)
March 2013	10 SW Staff	1 (10%)	2 (20%)	7 (70%)
June 2013	No Return			

The table below offers a summary of the workload management scores for the Permanence Team, which also shows an increase in the numbers of workers who have 'high' caseloads.

Permanence TOTALS	Social work role	'sustainable' (75 to 95 points)	'demanding' (95 to 110 points)	'high' (110+ points)
June 2013	13 SW Staff	8 (62%)	5 (38%)	
September 2012	14 SW Staff	10 (71%)	4 (29%)	
December 2013	15 SW Staff	12 (80%)	2 (13%)	1 (7%)
March 2013	15 SW Staff	10 (67%)	3 (20%)	2 (13%)

Despite some workers in some teams having demanding or high caseloads the overall analysis shows that the majority of workers do have sustainable caseloads.

The health check 2011 identified that the WLM system should be used consistently to ensure workloads are equitable and help reduce the level of Time Off in Lieu (TOIL) accrued by staff. In the 2012 and 2013 social work surveys field work social workers were asked whether or not their managers use the workload management tool as a part of their supervision session.

Does your manager use the workload management tool as a part of your supervision session?				
	Response 2012		Response 2013	
	Percentage	Number	Percentage	Number
Yes	55%	41	40%	48
No	8%	6	12%	14
Sometimes	16%	12	26%	31
N/A	21%	16	12%	14
TOTAL		75		120

Social Work Health Check Survey 2012 and 2013

This identifies that in 2012 just over half of the social workers in fieldwork teams were regularly having a workload management score completed in their supervision. However in 2013 this figure has significantly reduced to only 40% of fieldwork Social Workers regularly having a workload management score completed in supervision.

Lack of compliance with the WLM score system makes this an unreliable representation of the workload of the workforce as a whole. It has been recognised that following the implementation of the new operating model in December 2012 the WLM score system did not fully represent the work which is now being undertaken in different teams. To address this from October 2013 a new WLM score system was implemented which should now be used by all fieldwork teams.

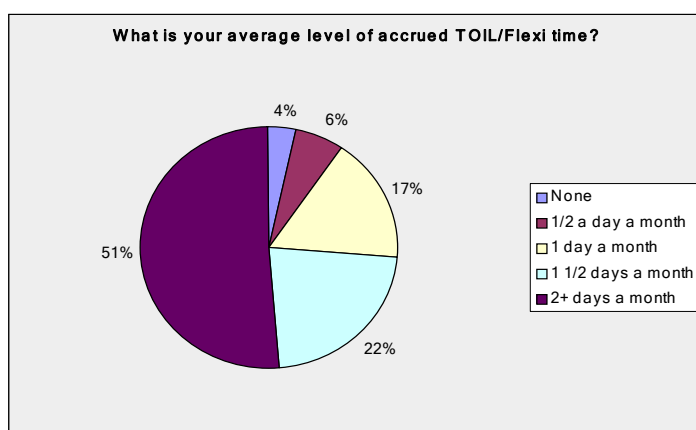
Future compliance with the completion of WLM returns by managers will be monitored by the divisional leadership team so that action can be taken if managers do not complete them.

Average hours worked by staff on a weekly basis

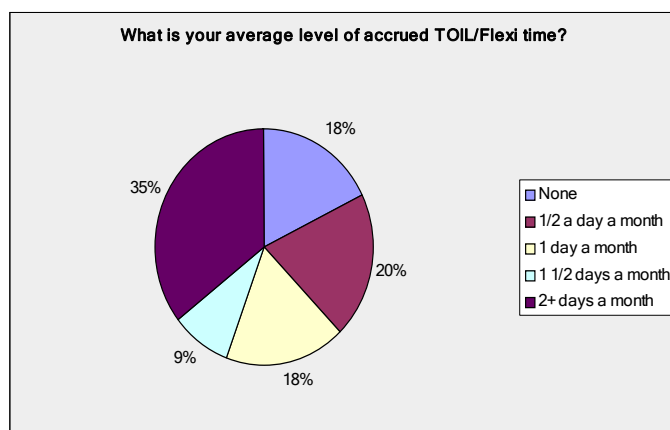
Findings from the 2013 staff survey show that 51% of our social workers from field work teams (58 people) and 36% of our social workers from non-fieldwork (16 people) stated that they normally worked in excess of 2 additional days per month.

In 2013, 39 of the 167 respondents (23%) felt that they were normally able to take TOIL / flexi time within one month of accruing it, a 10% reduction since 2012 when 33% gave this answer. It is notable that the response rate for social workers in fieldwork teams is similar to 2012, however social workers in non-fieldwork teams feel less able to take TOIL/flexi leave than they did in 2012.

The diagrams below show average levels of TOIL / flexi time accrued each month for social workers in fieldwork and non-fieldwork teams.



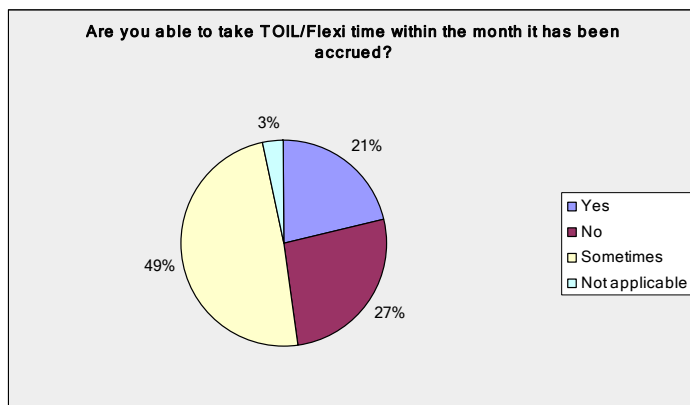
Social Workers – Field Work Teams
Health Check Survey 2013



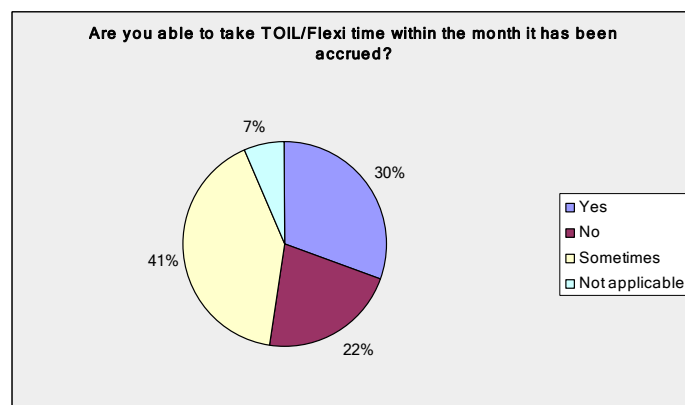
Social Workers – Non Field Work Teams
Health Check Survey 2013

89% of social workers who responded to the staff survey confirmed that they had to get prior agreement before they were able to take TOIL / flexi time. Workers who did not always have to get prior agreement stated that they record TOIL/flexi leave on the 'whereabouts' system so that everyone knows what they are doing. It was reported that in some teams workers were not expected to formally book TOIL unless they were taking either a half day or full day off. If small amounts of time were taken then workers would be expected to manage this themselves.

Following the health check completed in 2011 and 2012 inconsistencies in practice were identified and it was recommended that practice guidance regarding TOIL and flexi leave should be issued to children's social care staff. A Managers Information and Guidance document regarding working patterns / time off provisions was developed with Trade Union and HR colleagues, and formal guidance on the use of TOIL was issued to staff and managers in November 2013.



Social Workers – Field Work Teams
Health Check Survey 2013



Social Workers – Non Field Work Teams
Health Check Survey 2013

The Health Check survey 2013 continues to identify that the majority of social workers regularly work additional hours with (as detailed in the diagram above) a significant number never, or only sometimes, able to claim back the hours they had worked. The issue of managers practice guidance needs to be re-considered so that managers are able to consistently apply support the workforce.

Annual leave

The annual leave year runs from 1 April to 31 March each year. Every social worker has a paid annual leave entitlement which is worked out according to the individual's terms and conditions of employment and number of year's service for the department. Leave entitlement should normally be taken during the appropriate leave year, but up to 3 days may be carried forward to the next leave year. Carrying forward in excess of 3 days is only permitted at the discretion of the line manager.

111 (70%) of social workers who responded to the survey confirmed that at the end of the last annual leave year they did not have any more than 3 days annual leave to carry over. This represents a 14% reduction since 2012 in the numbers of social workers who carried over more than 3 days annual leave to the next financial year.

Of those who had not been able to take their annual leave entitlement within the year, 4 social workers from non-fieldwork services (9.3%) and 10 social workers from fieldwork teams (8.6%) advised that this had been due to personal choice. 10 social workers (23%) from non-fieldwork services and 38 social workers (32%) from field work teams reported that they had had to carry over more than 3 days annual leave due to their workload. This shows a slight shift from the response in 2012, with fewer workers in fieldwork and more workers in non-fieldwork teams having more than 3 days annual leave to carry over in 2013 than in 2012.

Some social workers provided additional information about their ability to take their annual leave during the financial year. Three workers confirmed that they did not taken their annual leave due to having periods of sickness, but a further 14 people identified that they had between 5-10 unused days annual leave, and in some of these instances the social workers lost some of this entitlement.

Induction

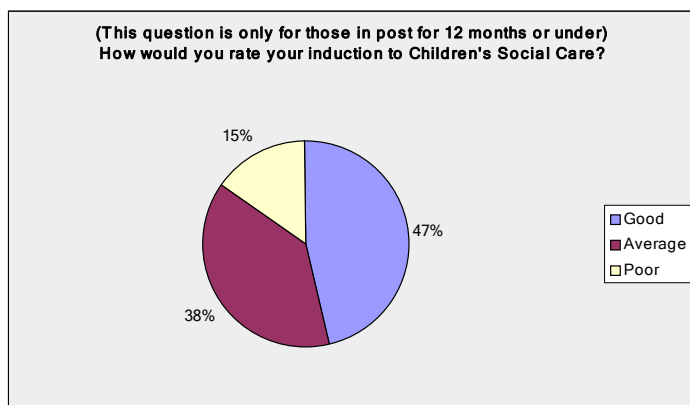
A good induction is absolutely vital as it ensures that starters are settled and feel confident in their new role.

In 2012 Newly Qualified and other social workers newly appointed to the department who participated in focus groups identified a varied experience of induction. Some experienced a well-planned and informative induction period, while others had an extremely poor experience.

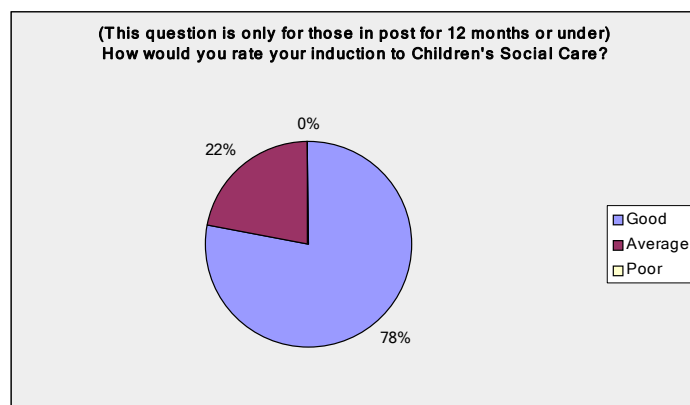
For this reason the 2012 action plan identified the need to improve the induction process for new starters and for managers to be advised of their responsibility toward new starters. Since this time a new Children's Social Care induction pack has been developed which should be given to all new starters to the division. The social work practice support service has also started to facilitate fortnightly induction workshops for new starters.

The diagram below represents the response of 39 social workers who responded to the health check survey 2013 who had started a new post in a fieldwork team, and 9 workers who started a post in a non-fieldwork team during the last 12 months.

In the fieldwork teams 47% (18 people) graded their induction as good, 38% (15 people) as average and 15% (6 people) as poor. In the non-fieldwork teams 78% (7 people) of the new starters graded their induction as good, 22% (2 people) graded their induction as average and no one felt their induction was poor.



Social Workers – Field Work Teams
Health Check Survey 2013



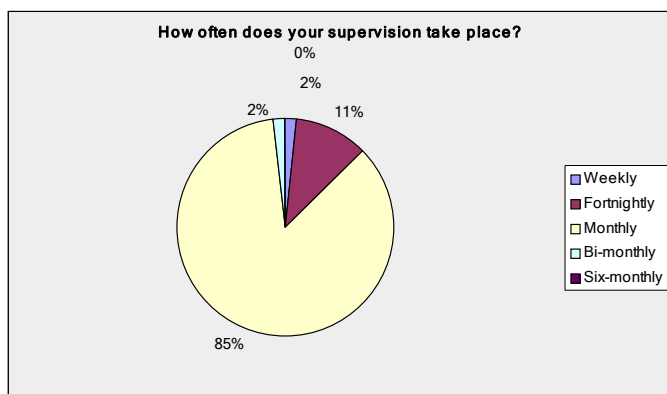
Social Workers – Non Field Work Teams
Health Check Survey 2013

There remains some room for further improvement but the feedback received regarding inductions does indicate that there has been an improvement in the quality of the induction given to social workers starting a new post.

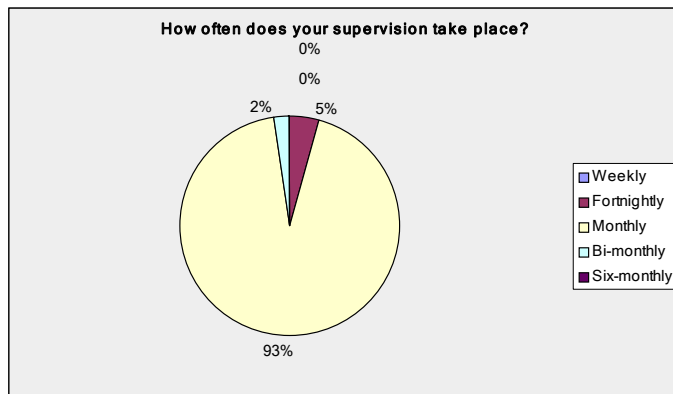
Staff supervision and development

Nottinghamshire County Council, Children's Social Care has a formal supervision policy and additional practice guidance outlining expectations for supervision. The social work health check survey 2013 showed that social workers feel that the frequency and quality of supervision they receive is continuing to improve.

98% of the social workers who responded to the survey confirmed that their supervision takes place at least on a monthly basis, with some of these having fortnightly supervision and the remaining 2% of respondents reported that they had bi-monthly supervision. This shows a 6% increase from 2012 when 92% of social workers had supervision at least on a monthly basis.



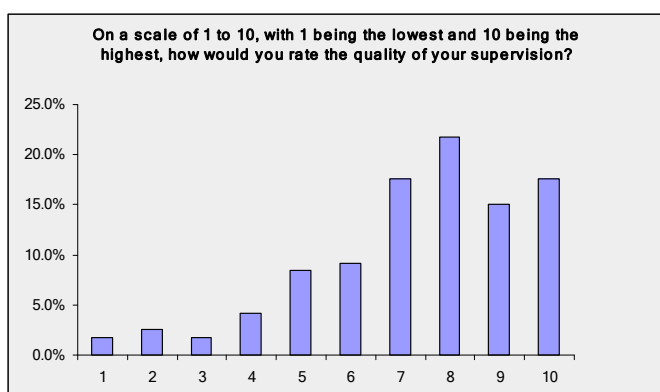
Social Workers – Field Work Teams
Health Check Survey 2013



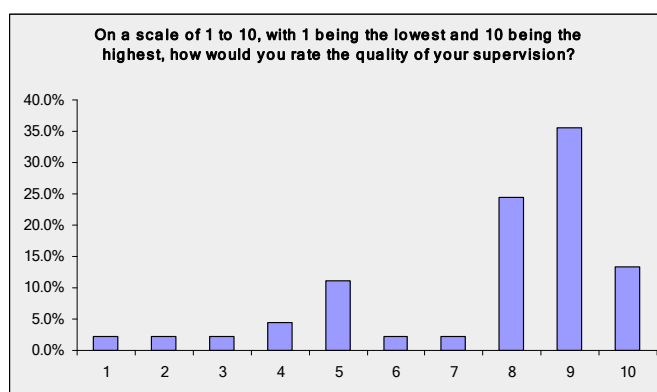
Social Workers – Non Field Work Teams
Health Check Survey 2013

The results of the 2013 survey identify that fewer supervision sessions are cancelled than in 2012. 72% of fieldwork social workers reported that if supervision is cancelled it was re-arranged immediately. In non-fieldwork services supervision was re-arranged immediately in 97% of cases.

61% of social workers who completed the survey rated the quality of their supervision to be 8/10 or higher. The graphs below show 54% of respondents from fieldwork teams and 73% of respondents from non-fieldwork teams rated the quality of supervision as 8/10 or higher, with only 6% of respondents (10 people) from across the service rating the quality of their supervision as 3/10 or lower.



Social Workers – Field Work Teams
Health Check Survey 2013



Social Workers – Non Field Work Teams
Health Check Survey 2013

Nottinghamshire County Council has a formal Employee Performance and Development Review process (EPDR). The table below shows that staff feel the identification of their training needs through the EPDR process has reduced over the last three years, from 32% in 2011 to 26% in 2012 and 8% in 2013.

Are your training needs identified through the EPDR process?							
	2011	2012			2013		
	All staff	Fieldwork	Non-Fieldwork	All staff	Fieldwork	Non-Fieldwork	All staff
Most	32% (42 people)	31% (21 people)	24% (10 people)	26%	9% (9 people)	7% (3 people)	8%
Some	53% (70 people)	46% (37 people)	50% (21 people)	49%	60% (63 people)	29% (12 people)	51%
None	14% (19 people)	23% (19 people)	26% (11 people)	25%	31% (33 people)	63% (26 people)	40%
	TOTAL 131 respondents	TOTAL 119 respondents			TOTAL 146 respondents		

Social Work Health Check Survey 2011, 2012 and 2013

These trends suggest that, although the frequency and quality of staff supervision is increasing, less meaningful EPDR's are taking place year on year.

During the staff focus groups one group of social workers confirmed that they did have EPDR's completed by their managers on a regular basis. These workers felt that these were largely paper exercise and did not have any impact.

79% of respondents to the social work survey in 2013 were aware of the Nottinghamshire County Council Competency Framework and the levels appropriate to their role.

The social work health check survey confirmed that, despite training needs not being identified during the EPDR process, 91% of social workers in field work teams and 71% of social workers in non-fieldwork teams still felt that there were relevant training options open to them. However, once booked onto training events 45% of field work social workers reported that they had previously needed to cancel training or Continuous Professional Development (CPD) events due to re-prioritisation of their workload. 22% of non-fieldwork social workers also had to cancel training and CPD events for the same reason.

Social workers who attended focus groups confirmed that they had access to the correct training for their roles. Including comments from one worker that "there is some really good training (which is) not hard to access". Another social worker also supported this view and confirmed that "managers are always supportive" when you want to go on training. One worker in one focus group commented that despite their being some useful training available they have not been able to take advantage of this due to being "overworked".

During the focus groups social workers commented that for the first 2 or 3 years of their social work career there are good training courses and opportunities for learning. However for more experienced workers there seem to be less opportunities and no specific career development opportunities for social workers who want to remain working in fieldwork teams, but do not want to become managers.

Some experienced social workers take on additional responsibilities by acting as practice educators to support students on placements, being mentors for Newly Qualified Social Worker's undertaking their Assessed and Supported Year of Employment (ASYE), being members of Adoption Panel or Fostering Panel, and representing the department in other forums.

The Workforce and Organisational Development Team have confirmed that in the 12 month period April 2012 – March 2013 Nottinghamshire County Council, Children Families and Cultural Services hosted 24 social work placements for students from 7 local universities (Nottingham Trent University, The University of Nottingham, Sheffield Hallam University, University of Sheffield, University of Lincoln, University of Derby and the University of York)

These placements took place in Bassetlaw, Browtowe, Gedling, Mansfield and Ashfield Children's Services Teams, South Reception and Assessment Team (prior to the new operating model), the Youth Offending Service, Children's Disability Service, Fostering Team, Clayfields Secure Residential Unit, Permanence Team, Court Team and Mansfield and Ashfield District Child Protection Teams.

The Workforce and Organisational Development Team report that year on year it is becoming more difficult to identify Practice Educators within teams who are able to supervise and assess students whilst on placement. Historically there have been a group of experienced social workers and trained practice educators who have undertaken this role. However due to a variety of factors there are fewer trained Practice Educators now available within the department. Factors which have impacted on the availability have included; workers who have undertaken the practice educators training being promoted to Team Manager or Social Work Practice Consultant Posts, staff becoming mentors to social workers completing their Assessed and Supported Year in Employment not being able to act as a practice educator at the same time, some practice educators have left the department, some have not completed their enhanced training and some people have reported that due to pressures of work they have not been able to be a practice educator this year.

As a result most of the student placements were supervised by a practice educator from outside the host team.

Two newly qualified social workers (not NCC trainees) who attended a social work focus group commented that whilst at university they had specifically wanted to do their final placement in a statutory child care team. However due to a lack of availability of placements they (and some of their fellow student colleagues) had been forced to accept placements in other settings. They commented that this now means that they have begun working for the department without the full range of skills and experiences they should have.

Students who have positive placements with us are also more likely to want to come and work for the department on a permanent basis in the future, and in this scenario they will come equipped with a good awareness of departmental policy, procedure and work systems.

For many social workers having additional or new responsibilities are often rewarding, and give additional development opportunities. Of those that responded to the social work survey 2013 only 30% (48 people) reported that they were able to undertake additional duties and responsibilities. When giving supplementary information several people reported that they would like to be able



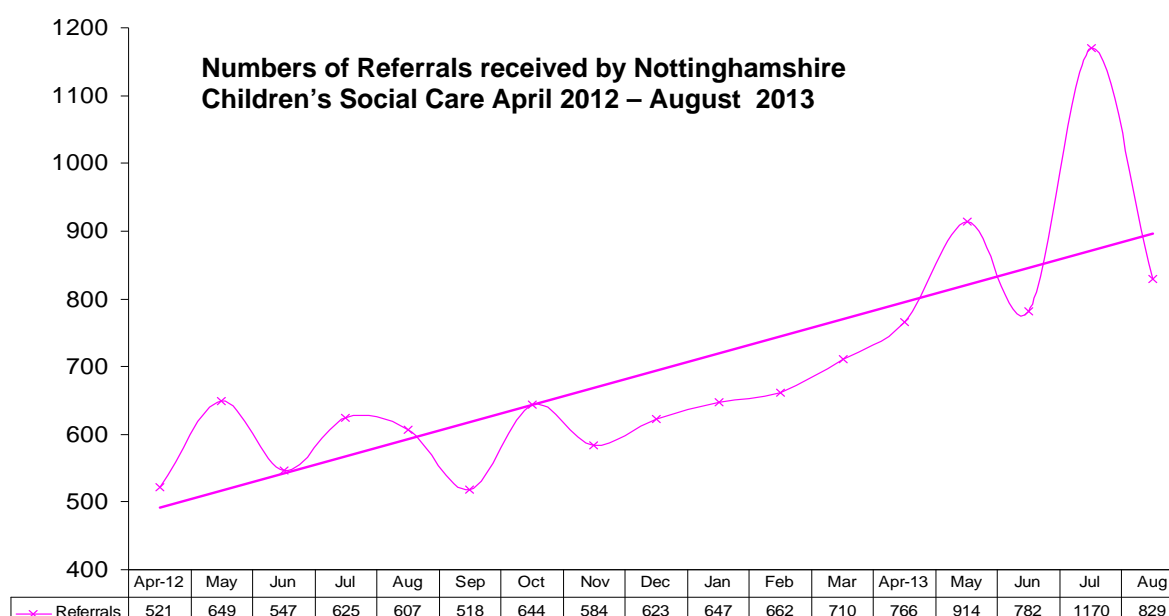
to undertake additional responsibilities, but were unable due to pressure of work in their team at the current time

Following the health check completed in 2012 a recommendation was made that further work was needed to evaluate the number of workers who are able to act as practice educator. Practice educator training is being made available for appropriately experienced staff and further work is being undertaken to support social workers to take on this role..

6. Proactive Workload Management

Number of unallocated cases

During the period since the last health check was completed there has been continuing pressure on the service with numbers of referrals, assessments being undertaken and cases open to children's social care continuing to increase.



In recognition of the additional pressures there has been an increase in the number of social worker posts, most of which have either been appointed to or have been filled by interim (agency) social workers. This means that there are currently no unallocated cases within children's social care.

31% of social workers reported that due to the nature of their duties they did not need to transfer cases to other teams. Of those who did need to transfer work 62% confirmed that cases were always or regularly transferred at an agreed point in a timely manner. The table below shows that the case transfer process has improved overall since 2011.

Are you able to transfer cases in a timely manner at agreed points?			
	2011	2012	2013
Always	4.5%	20%	14%
Regularly	42%	52%	48%
Occasionally	21%	9.5%	23%
Rarely	32%	16%	12%
Never			3%

Re-referral rates

The table below demonstrates that, although there has been a steady increase in the number of referrals taken by children's social care, the average number of re-referrals has remained fairly consistent between 25% and 27% (April 2011-Oct 2013)

Fiscal Year	Type	No Of Referrals	No Of Re Referrals	% of Re-Referrals
2011/12	Pre MASH	7,156	1,948	27
2011/12	Total:	7,156	1,948	27

Fiscal Year	Type	No Of Referrals	No Of Re Referrals	% of Re-Referrals
2012/13	MASH	2,711	628	23
	Pre MASH	4,822	1,221	25
2012/13	Total:	7,533	1,849	25

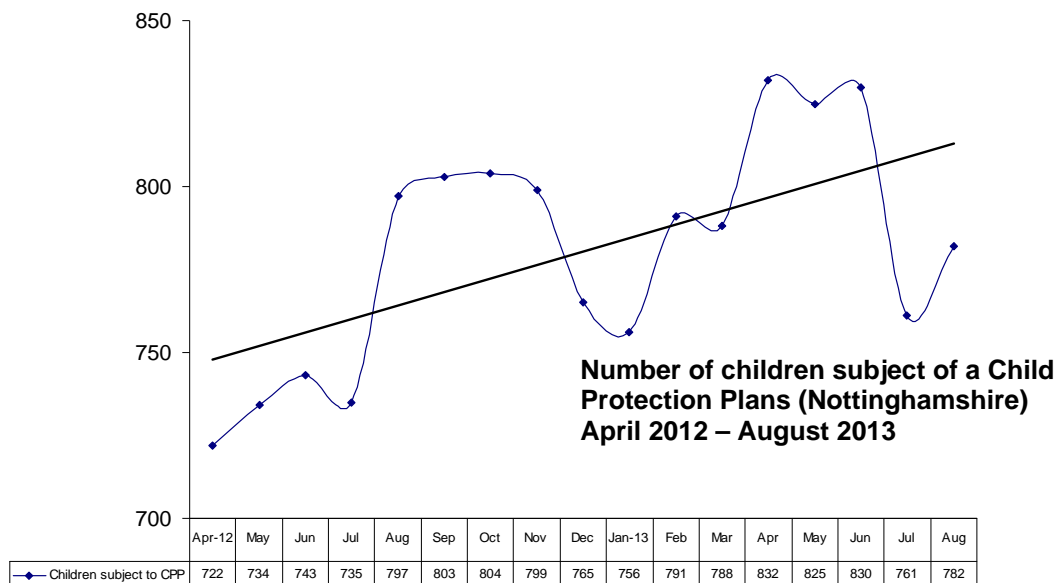
Fiscal Year	Type	No Of Referrals	No Of Re Referrals	% of Re-Referrals
2013/14	MASH	5,458	1,357	25
2013/14	Total:	5,458	1,357	25
Total:		20,147	5,154	26

Business Objects 12th October_2013

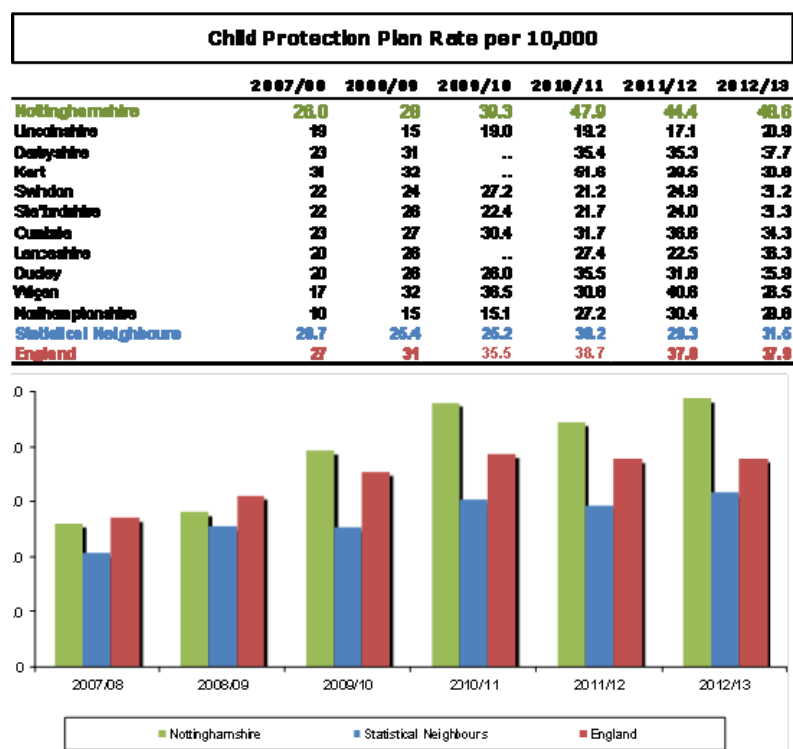
Change in workflow over time (peaks and troughs)

The following graphs illustrate the level of work being undertaken by children's social care workers.

Over the 18 month period April 2012 – August 2013 there have been fluctuations in the numbers of children subject to child protection plans.

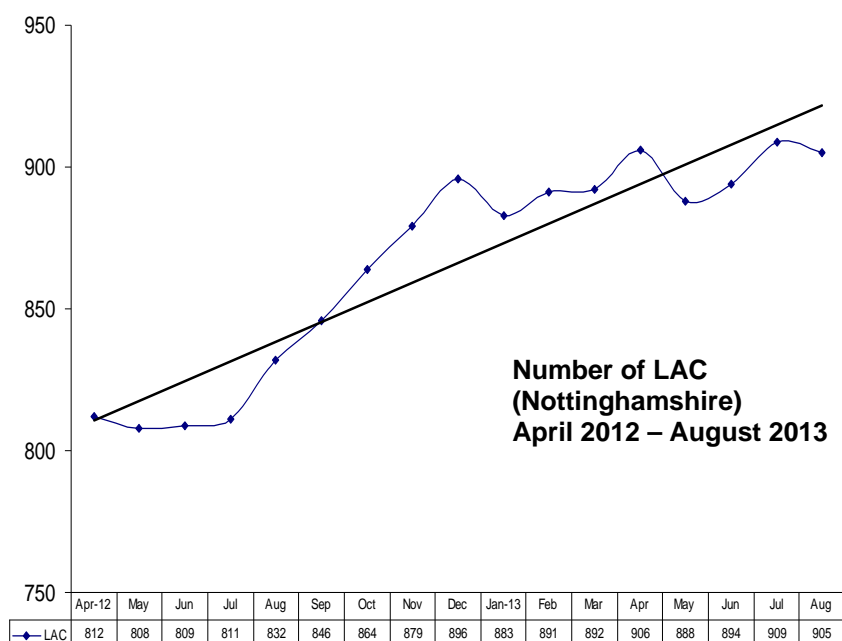


This reduction in the number of child protection plans does begin to bring Nottinghamshire back towards the levels in our comparable councils (statistical neighbour authorities) and with the average for England:



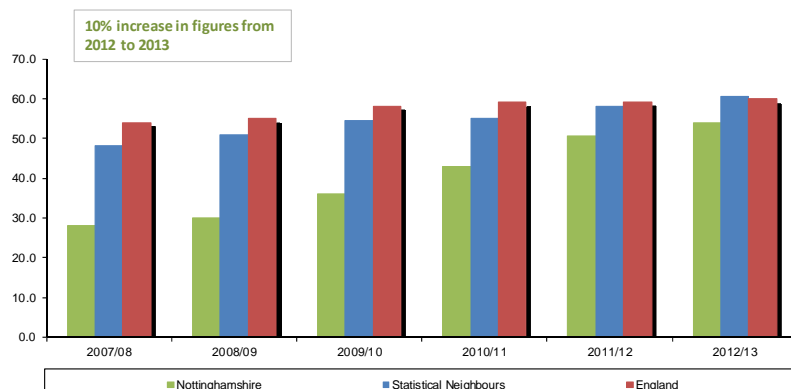
DfE Statistical First Release 2012-13

The number of children who are looked after by the local authority continued to rise to a peak in April 2013, but since this time has remained fairly constant.



Nottinghamshire has traditionally had lower numbers of Looked After Children (LAC), which might be taken as an indication that some children were not being appropriately taken into the care in the past. Central government has recently voiced it's support for local authorities to bring more children into care when it is appropriate to do so. Comparison with our statistical neighbours and the average for England does show that we are now approaching LAC numbers which are more in line with what might be expected in a county like Nottinghamshire.

Looked after children per 10,000						
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	28.0	30.0	36.0	43.0	50.5	53.9
Lincolnshire	38.0	39.0	38.0	35.0	36.0	41.0
Derbyshire	34.0	35.0	40.0	42.0	45.0	43.0
Kent	44.0	46.0	47.0	54.0	56.0	56.0
Swindon	52.0	55.0	56.0	53.0	54.0	53.0
Staffordshire	38.0	41.0	44.0	47.0	51.0	56.0
Cumbria	48.0	45.0	52.0	53.0	63.0	66.0
Lancashire	51.0	50.0	52.0	53.0	54.0	61.0
Dudley	76.0	82.0	93.0	93.0	100.0	108.0
Wigan	64.0	73.0	77.0	71.0	71.0	75.0
Northamptonshire	36.0	42.0	46.0	48.0	51.0	46.0
Statistical Neighbours	48.1	50.8	54.5	54.9	58.1	60.5
England	54.0	55.0	58.0	59.0	59.1	60.0



DfE Statistical First Release 2012-13



Efficiency of commissioned services, relationships with other agencies, transfer between teams / services

On the 6th September 2010 (Revised 2012) the Nottinghamshire Pathway to Provision was implemented providing guidance for the children's workforce regarding multi-agency thresholds for service provision.

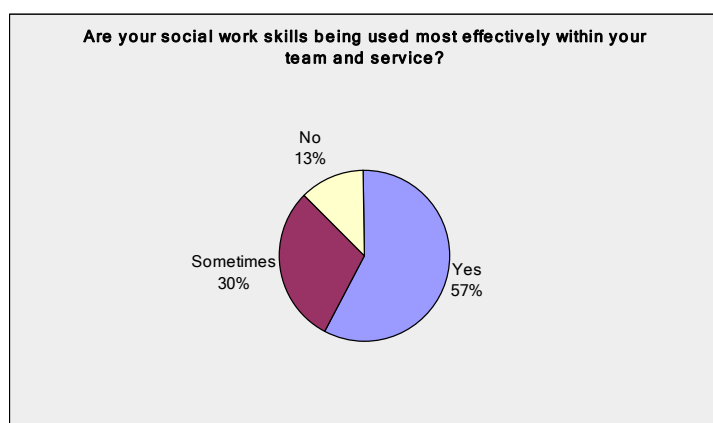
Within focus groups social workers commented that they felt that the “step down process” for identifying a lead professional when a social worker was no longer needed was often problematic, with few professionals from other agencies wanting to take this role and other agencies often feeling that children's social care should continue to be the lead agency.

In November 2013 a revised version of the Pathway to Provision was approved by the Nottinghamshire Safeguarding Children Board. This latest version has been updated to reflect the establishment of the Early Help Unit as a front door to core early help services. The development of the Early Help Unit will support the relationship between early help and statutory services, giving greater clarity around step down processes.

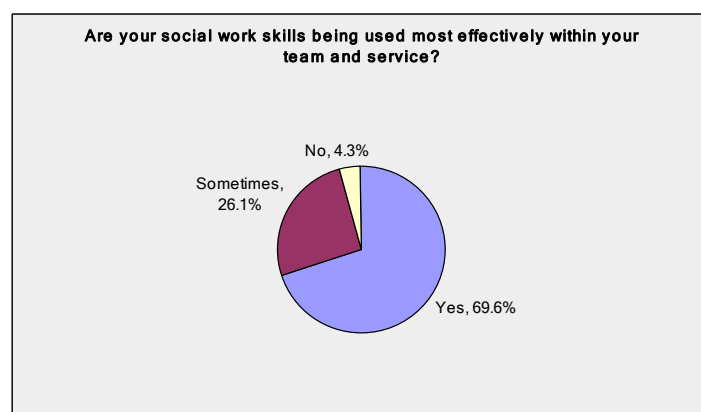
Efficient use of skills

As part of the health check staff survey 2013, social workers were asked whether the most efficient use of their skills was being utilised within their team and the wider service.

In 2012 social workers in fieldwork teams and non-fieldwork services were very similar, showing that 75% of social workers did feel that their skills are being effectively used in their teams. In 2013 fewer workers feel that their skills are being used most effectively, with the most significant reduction being in fieldwork teams where 57% (69 people) feel that their skills are being effectively used.



Social Workers – Field Work Teams
Health Check Survey 2013



Social Workers – Non Field Work Teams
Health Check Survey 2013

83% of social workers in fieldwork teams (a 10% increase since 2012) and 58% of social workers working in non-fieldwork services (a 3% decrease from 2012) felt that some of the tasks they do could be undertaken by someone else.

102 respondents gave additional information. One person identified that in their team / service area there had recently been 2 new business support appointments which would now address this deficit, whereas the other 101 respondents expressed a consistent view that further business support was needed to complete basic, yet time consuming and important, administrative tasks e.g. typing documents, typing and sending letters, scanning and uploading documents, shredding and disposal of confidential waste, minute taking and printing documents for meetings. Respondents also identified that there was a need for more specialist administrative support such as that which was previously offered by the Team Support Worker, which included completing authorised services for financial payments, direct payments and payments to foster carers, sending out and logging medicals and personal education plans.

Some staff attending a focus group commented that since the new operating model was implemented and specialist countywide social work teams in the Through Care Service had moved to Ollerton, social workers in other districts were having to provide a duty service for service users who attended their local offices whilst their own social worker are now based in Ollerton.

Some social workers identified that they could be supported by having more people who could arrange and supervise contact between children and their parents and some managers suggested that there should be more support with administration for the recruitment process. A review of the Contact Service has now commenced and recruitment support is being offered within the Children's Social Care Transformation Programme.

7. Having the right tools to do the job

Access to equipment, professional support services and resources

Respondents to the survey were asked where they access NCC IT to do their work. The table below shows the answers given by social workers in both fieldwork and non-fieldwork teams.

	Field work, social workers		Non-fieldwork services, social workers	
	Response Percentage	Response Count	Response Percentage	Response Count
Home	71%	84	78%	36
Mobile device	9%	11	18%	8
My work base	94%	112	96%	43
Touchdown zones	63%	75	53%	24
Any other NCC building	30%	36	44%	20
Other		9		2
TOTAL		119 answered question		45 answered question

This highlights the fact that social workers regularly use their work base, but due to the mobile nature of their job, they also access work based computers from a variety of settings.

These figures show that since 2012 there has been a decrease in the number of social workers who are accessing NCC IT systems at home (22% decrease in non-fieldwork and 16% reduction in fieldwork). At the same time there has been a 10% increase in the numbers of fieldwork social workers who are accessing NCC IT systems at "Touchdown Zones". There was also further comment from a number of social workers suggesting that more touchdown facilities are required.

30% of fieldwork and 18% of non-fieldwork social workers advised that they were not always able to access NCC IT systems when they needed it. Several respondents commented that they had requested home working, but this was not possible either because they did not have internet access at home or did not have a personal laptop they could use for work purposes. Some other respondents commented that home working was not always efficient because the system performance was too slow to use, and for some there have been issues due to incompatibility between home working and personal computers which was outside the remit of NCC ICT.

Comments were also made that internet access was often slow at office bases and that IT systems were in need of upgrading. This issue will hopefully be addressed in due course as the Council's Computer Equipment Replacement Programme is rolled out to upgrade all PC's and laptops to the Windows 7 platform.

Social workers in both fieldwork and non-fieldwork teams identified that better IT access when "on the move" would be very useful. Suggestions were made regarding more use of Wi-Fi in offices and via hot spots, further roll out of the i-pad / tablet trial and more staff being allowed access to smart phones.

Comments were made in a focus group that rather than the use of i-pads, NCC should explore other tablets which are cheaper to purchase and also compatible with existing IT systems. One social worker commented that there were issues with worker/desk ratios This is being addressed by the NCC Ways of Working Programme as it completes audits of all major office bases and implements new ways of working for all staff.

Social workers were asked whether or not they have access to the right professional support for their work, such as legal advice and translators:

	Field work, social workers		Non-Field work, social workers	
	Response Percentage	Response Count	Response Percentage	Response Count
Yes	90.5%	105	85%	34
No	9.5%	11	15%	6

Health Check Survey 2013

9 people advised that the translator / interpreters service is not available at short notice and therefore often not able to support with unplanned or urgent visits, and on occasion when an interpreter has been booked they have not always turned up. In contrast one person did comment that there was an "excellent translator service - they are very quick in responding to requests".

Non-fieldwork social workers who gave supplementary information suggested that better support and advice regarding access to adoption records, medical advice

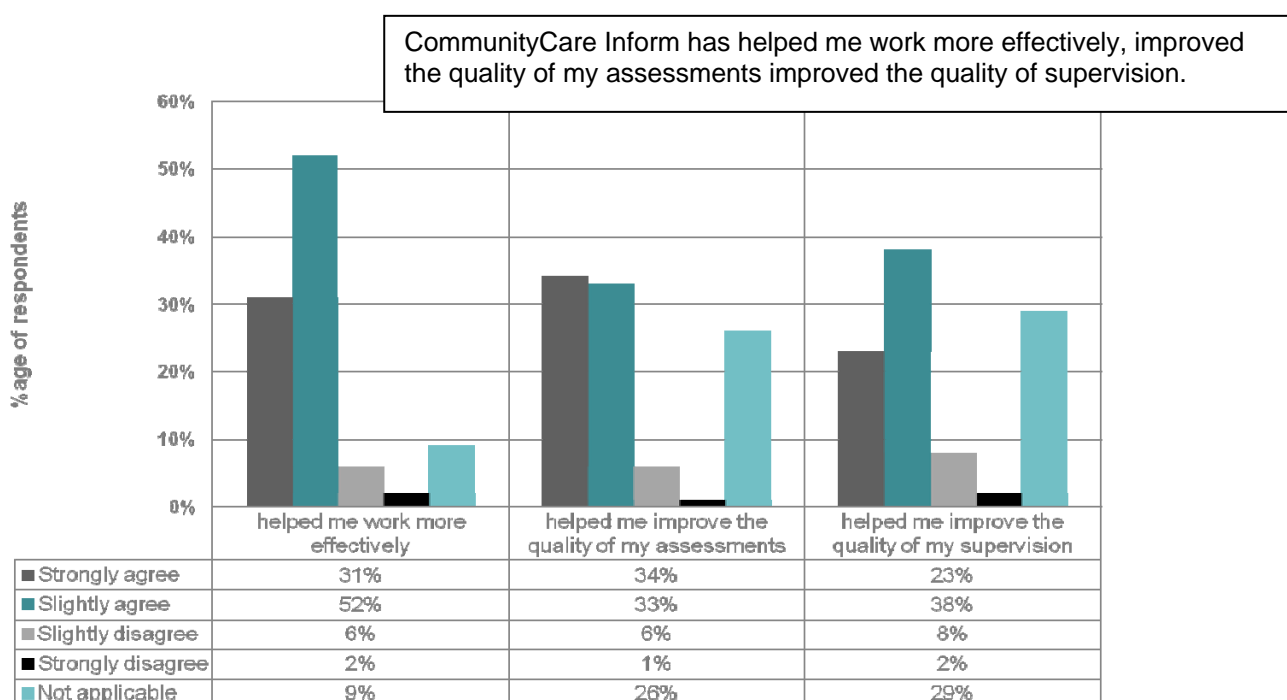
for the fostering service and better consultation with experts (mental health, autism and therapists) would be welcomed.

67% of fieldwork social workers who responded to the 2013 health check survey reported that they had access to resources for research, a 7% increase since 2012. 85% of social workers in non-fieldwork teams felt that they had the right access to resources for research, and 20% of the social workers who gave supplementary information advised that they have found 'CommunityCare Inform' to be a valuable resource to use.

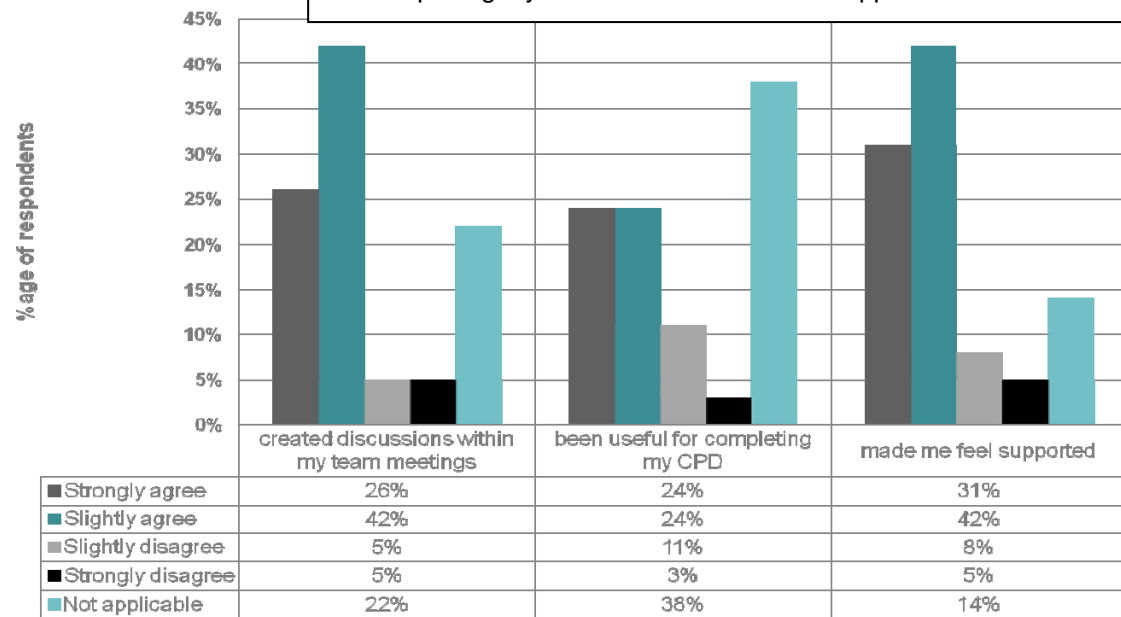
Following the health check 2012, Nottinghamshire County Council entered into a contract with CommunityCare Inform, a subscription based website which provides specialist resources, legal advice and research for children's social care workers. For the period Sept 2012 to Oct 2013 Children's Social Care purchased 220 individual licences which were distributed to practitioners across all teams and service areas.

In September 2013 40% of CommunityCare Inform users responded to a survey, the results of which are detailed in the graphs below.

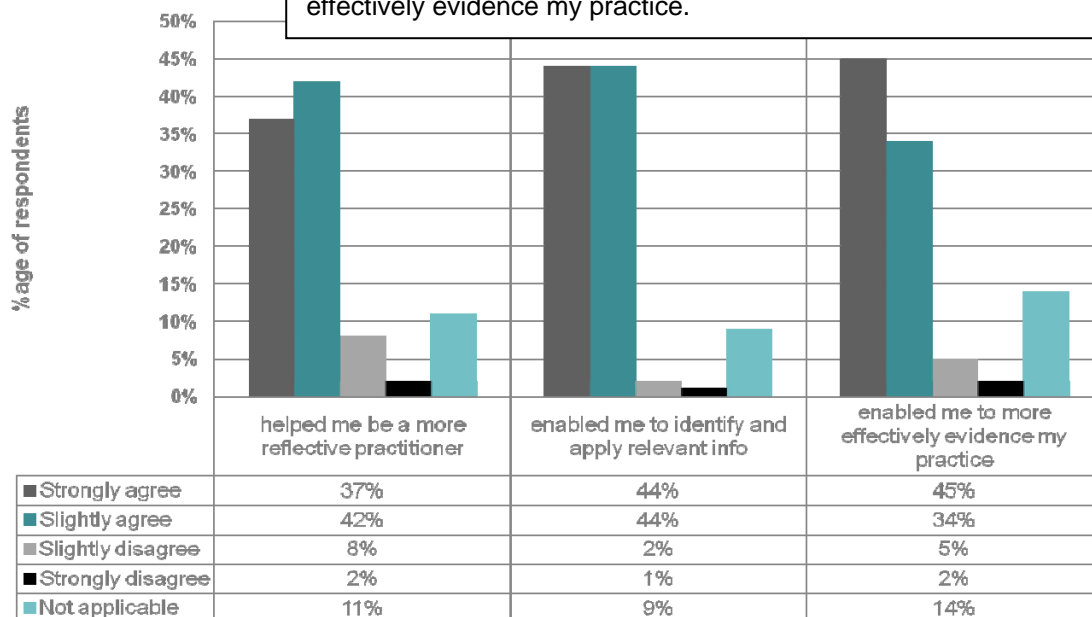
These show that the vast majority of users feel that this resource has supported their personal development, the quality of their work and helped to improve supervision.



CommunityCare Inform has created discussion within my team, been useful for completing my CPD and made me feel supported.



CommunityCare Inform has helped me be a more reflective practitioner, enabled me to identify and apply relevant info, and enabled me to more effectively evidence my practice.



Due to the positive impact of having access to CommunityCare Inform a decision has been made to extend this contract for a further year.

In the Health check 2012 social workers felt that the department should produce guidance and tools which are available to all staff to support the completion of assessments, and communication with children and families. The social work practice support service has now established an intranet site where resources and tools can be accessed by all employees of the department. In the next 12 months it is hoped that this work will be developed further with more practice briefings and dissemination of resources and tools to social workers.

8. A Healthy Work Place

Arrangements for monitoring levels and quality of supervision

The Quality Management Framework – Supervision Frequency guidance requires all managers to submit a quarterly return that reports the frequency of supervision for the workers they supervise.

The Quality Management Framework Supervision Frequency Report for July to September 2013 shows that based on the 54 returns received, 1,164 supervision sessions were expected over the quarter.(assuming that all staff would receive supervision once every four weeks in line with policy. In total, 1,068 supervision sessions were achieved (92%). The principal reason provided for the 96 missed supervision sessions was annual leave.

Arrangements for staff appraisals

Nottinghamshire County Council introduced a new corporate EPDR and competency framework, which became mandatory for all employees from April 2012.

The health check social work survey 2013 identified that 40% of social workers did not have any of their training or developmental needs identified during the EPDR process, which suggests that the EPDR process is not being effectively or consistently applied.

The Quality Management Framework – Supervision Frequency audit tool asks the manager to confirm whether their staffs have a current EPDR on file. Of those who responded (July – Sept 2013), 61% of staff have a current/up-to-date EPDR. From the remainder 6% are indicated as being agency staff, 5% are noted as scheduled to happen in the next quarter and 6% are noted as being new staff with their EPDRs to be arranged. Twenty-two staff (5%) are noted as “Relief Workers, no EPDR required”. A further 2 staff were noted as leaving, so it was not worth updating their EPDR. This leaves 17% of the staff without an explanation for there being no current EPDR, or no planned EPDR date.

During the social work focus groups 2 workers who had only been appointed to the department within the last two months did not know about the EPDR process. They did confirm that as part of the Assessed and Supported Year of Employment (ASYE) they were expected to complete a training plan with their mentor and maintain a continuing professional development record which they felt was the equivalent of an EPDR and would not want to duplicate this.

Other workers did confirm that they did have a current EPDR but were not convinced of the value of the process or that there was sufficient follow-up.

Following the completion of the health check in 2012 a recommendation was made that managers should have EPDR training. Some managers did attend the corporate EPDR training but found that it did not meet the specific needs of Social Work Team Managers who manage social workers who have their own set of professional capabilities as well as the corporate competency framework. Further



consideration needs to be given to how the NCC EPDR process can be consistently used to reflect the social work professional capabilities framework.

Employee welfare system and access

Nottinghamshire County Council, Occupational Health (OH) Services has a dedicated team of skilled and experienced OH professionals who are able provide confidential and impartial advice and support on matters relating to employees work, working environment and health. They aim to enable and support employees achieve and maintain a fit and healthy lifestyle, and advise and support managers on providing a safe and healthy working environment.

Managers can refer employees to OH or for counselling if they are concerned that their health is affecting attendance, performance or conduct, or equally if work is affecting the health of an employee. Staff who are returning to work following long terms absence are also assessed to ensure they are fit for work and receive the necessary support to enable them to return to work safely.

Team meetings

The table below shows that since 2012 the overall the frequency of team meetings for field work teams has slightly reduced, whereas the frequency of team meetings for non-fieldwork teams has remained almost the same.

How often to team meetings take place?				
	2012		2013	
	Fieldwork	Non-Fieldwork	Fieldwork	Non-Fieldwork
Weekly	3%	0	0	0
Fortnightly	17%	19%	9%	16%
Monthly	70%	64%	84%	66%
Bimonthly	4%	0	7%	14%
Six monthly			1%	4.5%
Never	0	2%	0	0

Health Check Survey 2012 and 2013

In 2013 89% of respondents to the survey stated that they felt their team meetings were held regularly enough, the same response rate as in 2012.

87% of respondents reported that all team members were required to attend team meetings. 35 social workers gave supplementary information. In non-fieldwork teams most of the responses indicated that when possible team members did attend their team meetings. People were sometimes not able to attend due to part time working and having appointments they could not cancel. In fieldwork teams there were the same reasons cited for non-attendance, and also that it was not always possible to prioritise team meetings.

In 2013 89% of respondents felt that they always had an opportunity to contribute to the team meeting agenda, which is a reduction from 97.5% in 2012..

100% of respondents in non-fieldwork teams confirmed that actions arising from team meeting were always recorded. In field work teams 87.5% of actions were *always* recorded, with 10% of teams *sometimes* recording the agreed actions.



Despite records of agreed actions being taken at most team meetings, there is perception (especially in fieldwork teams) that the agreed actions are not carried out. The table below shows that in fieldwork teams there has been a 16% reduction (since 2012) in agreed actions being carried out.

Are actions given at team meetings carried out?				
	Fieldwork, social workers		Non-Fieldwork, social workers	
	2012	2013	2012	2013
Yes	54%	38%	71%	77%
No	3%	6%	0	0
Sometimes	43%	56%	29%	23%

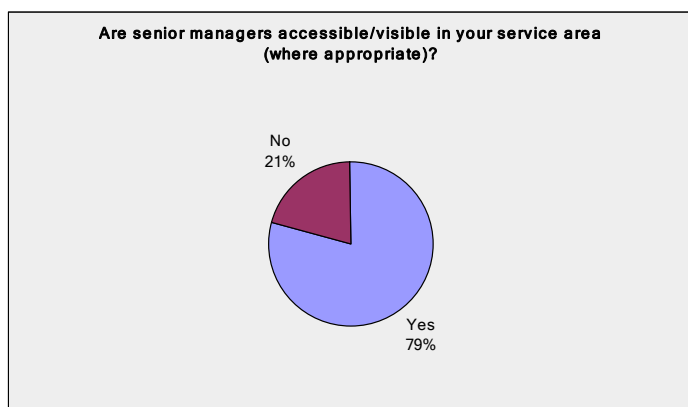
Health Check Survey 2012 and 2013

Information provided indicates that the value of team meetings within Fieldwork Teams has declined, with less workers feeling the need to attend and less meaningful actions actually happening following the team meetings.

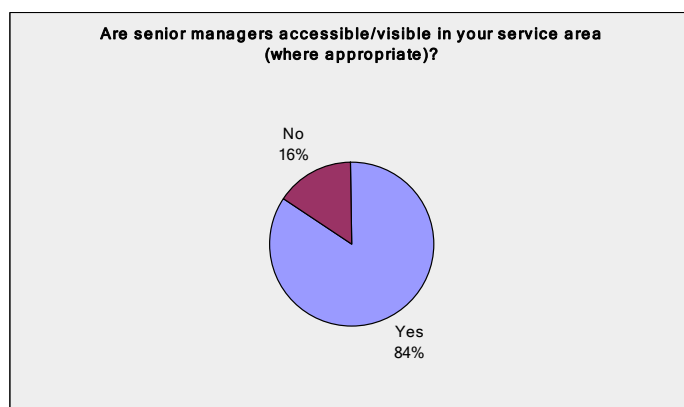
Effective Team Meetings assist in engaging team members and can help to create a shared understanding / ethos, boost morale, provide an opportunity for learning and development, increase effectiveness, predict future staffing / workflow issues, and create a smoother running team. Further work needs to be undertaken to learn from examples of good and well-functioning team meetings and for this to be disseminated across the whole of children's social care.

Accessibility to senior managers

Evidence from the survey indicates that the majority of child care social workers (80%) feel that senior managers are accessible and visible within their service.



Social Workers – Field Work Teams 2013



Social Workers – Non Field Work Teams 2013

The table below shows that most respondents to the social work survey believe that senior managers do have input in cases at appropriate times.

Do senior managers have input into cases at the appropriate point?		
	Fieldwork	Non-fieldwork
Yes	87.5%	84.4%
No	8.3%	2.2%
Not applicable	4.2%	13%

Health Check Survey 2013

Some social workers did supply additional information which did highlight some frustrations with delayed decision making from Service Managers regarding finance. Issues were raised regarding Service Managers not being based in the

same building or available to communicate directly with social workers, referring them to their line management through the Team Manager.

In fieldwork teams 69% of social workers felt that there were effective lines of communication between the workforce and senior managers and in non-field work teams 87% of social workers felt that there were effective lines of communication.

Although these are generally positive responses there is scope for lines of communication between the workforce and senior managers to be improved. Suggestions were made that senior managers could try to be more interactive and have discussions with social workers rather than sending e-mails via team managers which are often issued in response to a particular event or practice issue. A series of social worker forums has been introduced to give senior colleagues, including the Chief Executive, Corporate Director and Service Director, the opportunity to hear from front line staff in Children's Social Care and work with them on a range of issues.

Whistle-blowing policy

Whistleblowing is the term used to describe the situation where an employee raises a concern about "a problem" within the County Council which could threaten customers, colleagues, the public or the County Council's own reputation. If anyone has a concern about wrongdoing or malpractice within the County Council, they are encouraged to report this in accordance with the County Council's Whistleblowing Policy. The Whistleblowing Policy is available on-line and all new starters to the authority should be made aware of this during their induction.

89% of respondents to the survey confirmed they were aware of this policy.

Processes for ensuring staff safety whilst working away from the office base including out of hours

Nottinghamshire County Council is required to provide a safe environment, safe equipment and safe systems of work for its employees and those who may be affected by their work. These requirements are applicable to all work situations and particular attention must be paid to situations where staff work alone or outside normal working hours.

Over the last three years social workers have been asked whether there are effective processes in place to monitor their personal safety. The table below shows the response rate for all social workers to this question, and shows that there has been a 14% reduction since 2011.

Do you feel that we have effective processes in place to monitor personal safety?			
	2011	2012	2013
Yes	61%	51%	47%
No	39%	49%	53%



Following the health check 2011 and 2012 action was taken to try to improve the processes within teams to monitor personal safety. This has included joint planning with the Health and Safety Team, Social Work Practice Consultants providing briefings to teams about personal safety, Team Managers being issued with guidance regarding assessing risks to the workforce, the revision of the lone working policy for Children's Social Care and the inclusion of personal safety planning in induction workshops, for all new starters.

The table below shows that there is a significant difference between workers in fieldwork and non-fieldwork teams, with far more social workers in non-fieldwork teams feeling that there are adequate safeguards in place to monitor their personal safety whilst at work.

Do you feel that we have effective processes in place to monitor personal safety?				
	Fieldwork		Non-Fieldwork	
Yes	40%	47	67%	28
No	60%	71	33%	14

Health Check Survey 2013

Nottinghamshire County Council has a formal process in place where staff are expected to report incidents to their manager (and the Health and Safety Team) so that appropriate risk assessments can be undertaken. Reports should be made for a number of incidents including when there are road traffic collisions, near misses, physical violence, verbal abuse or threats, work-related Injury, work related illness or anti-social behaviour.

The table below shows how many incidents for these categories were formally reported by all Children's Social Care staff in the period April to September 2013

Incident Type	No. of Incidents
Work-related Injury	16
Near Miss	13
Road Traffic Collision	1
Work-related Illness	1
Anti Social Behaviour	9
Physical Violence	101
Verbal Abuse or Threat	5
TOTAL	146

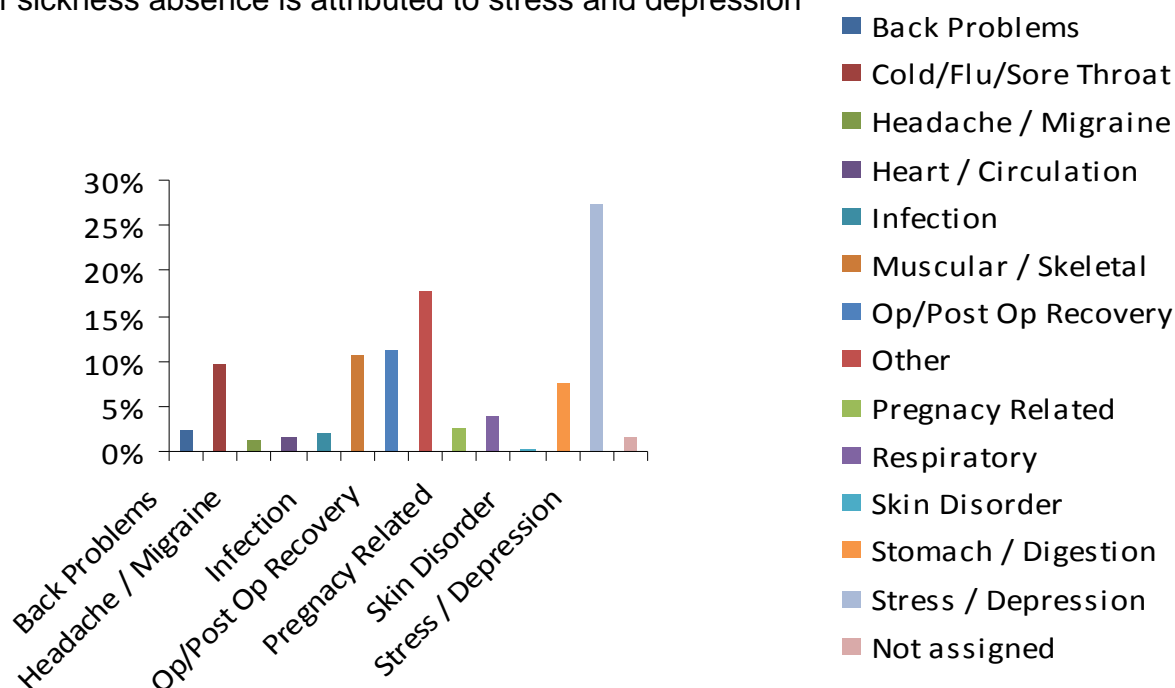
It is worth noting the vast majority of incidents of physical violence were reported by staff working in residential units, including our secure unit. These are environments in which 24 hour care is provided to some of our most challenging young people, but positively a higher percentage of staff felt safe than in fieldwork services. The table below shows the incidents which were formally reported during the same period by staff in fieldwork teams.

Incident Type	No. of Incidents
Work-related Injury	5
Road Traffic Collision	1
Work-related Illness	1
Verbal Abuse or Threat	1
TOTAL	8

The evidence received suggests that there is a mismatch between the concerns raised in field work teams that there are not appropriate measures in place to monitor personal safety, and the number of actual incidents which have been reported. This could be due to a number of reasons including the fear of violence or aggression being greater than the actual risk, under reporting of incidents or possibly greater awareness of lone working procedures increasing the feeling of vulnerability. Whatever the reason for the inconsistency there is a need to ensure that there are adequate control measures in place to promote the safety of staff and that staff are aware of these. A reminder about the need to have such measures in place was sent to managers at the end of November 2013, and all staff have been issued with a new Health and Safety tips booklet.

Absence Management

The following table gives a breakdown of the absence statistics relating to the period April 2012 to July 2013. Within Children's Social Care the greatest amount (28%) of sickness absence is attributed to stress and depression



Information provided in the staff survey suggests that there are currently many stress factors impacting on the workforce including the increasing numbers of referrals and assessments being completed and the retention of staff and balance of experience in fieldwork teams. . Although we are aware that effective management of stress is crucial to ensuring the effectiveness of the organisation

by improving well-being, reducing absenteeism, greater retention of employees and reduced costs, Children's Social Care does continue to have a high rate of sickness absence which is attributed to stress. Issues of health and safety, including monitoring and addressing levels of stress within the workforce, need further attention and will be addressed as part of the health check action plan.

9. Effective service delivery

Findings from compliments, comments and complaints

It is important to understand complaints in the context of whole service provision and the number referral and cases which are dealt with by Children's Social Care (see section 6 Proactive Workload Management).

The table below highlights there has been a small decrease in the number of complaints received by the Complaints & Information Team

Children's Social Care Complaints by Service Area	2010/11	2011/12	2012/13
Access to Resources	8	10	6
Social Work Services North	37	51	65
Social Work Services South	127	169	151
Children's Disability Service	18	18	17
Safeguarding & Independent Review	1	4	10
TOTAL	191	252	249

Complaints & Information Team 2012-13 draft annual report

A breakdown of the last three years categories of complaints in Children's Social Care are detailed in the table below.

Category of Complaint	2010/11	2011/12	2012/13
Assessment / Decision	33	69	84
Communication	46	77	61
Service Provision	62	42	33
Staffing	50	64	71
TOTAL	191	252	249

Complaints & Information Team 2012-13 draft annual report

The children's social care complaints process contains three stages and it is encouraging to note that in 2012/13 220 complaints were concluded at the first stage of the process.

The nature of the work in children's social care means that complaints are often specific to an individual family's circumstances. Issues arising from complaints have been regularly discussed at both management and team meetings, and

when there has been a specific need there have been amendments made to departmental policy and guidance.

83% of social workers who responded to the staff survey confirmed that they have previously received a personal compliment. The Complaints & Information Team have confirmed that over the last three years they have received a small number of compliments regarding Children's Social Care staff; 2010-11 (9 compliments received), 2011-12 (15 compliments received), 2012-13 (6 compliments received) and April to Aug 2013 (6 compliments received)

Additional information provided by workers who completed the survey identified that different managers choose to acknowledge compliments in different ways, the most common method of recognising a compliment was for this to be discussed in supervision by the line manager. Several of the respondents commented that they would like compliments to be acknowledged more formally by service managers or group managers.

10. Summary and concluding remarks

The health check report 2013 gives some insight into how child care social workers in Nottinghamshire perceive that they are being supported to undertake their work. This report also gives some comparison with the findings of previous health checks completed in 2011 and 2012.

Since the health check 2012 was completed social workers working for Nottinghamshire County Council, Children's Social Care have been working extremely hard and meeting the challenge of increasing numbers of referrals, assessments, numbers of children subject of child protection plans and numbers of children who are looked after by the department. During this period the department has adopted a new operating model and increased the number of social workers working in the service.

The evidence collated for this report confirms that for many social workers this has been a demanding time. The data available suggests that nationally and regionally local authorities are struggling to recruit and retain experienced social workers to child care field work posts. In Nottinghamshire we have been able to recruit Newly Qualified Social Workers with a large proportion of these new employees gaining the experience and skills required to enable them to progress to Band B posts. Respondents to the staff survey have identified that workers starting new posts with the department are receiving a better induction than they did last year, and have also commented that the support given via the Assessed and Supported Year of Employment scheme is good.

Social Workers in field work teams have confirmed that there are relevant training opportunities available which they are able to access. Some more experienced social workers and workers in non-field work teams commented that they would like to have access to more specialist and role specific learning opportunities.

Most social workers in field work and non-field work teams confirmed that they have timely and good quality supervision. The health check 2013 confirmed that the grading of the quality and quantity of supervision given to staff was slightly



higher than the previous year; social workers also felt that managers were giving supervision a higher priority than last year and confirmed that less supervision sessions were now cancelled.

The staff who contributed to the health check 2013 identified that, to enable them to continue to give a quality of service to vulnerable children and families in Nottinghamshire, they will need some additional help and support most notably with the:

- Stability of workforce and retention of experienced staff
- Manageable and equitable caseloads
- Consistent working practices regarding the accruing and taking of time off in lieu (TOIL) and application of flexible working arrangements
- Consistent application of the Employee Performance and Development Review process
- Access to Nottinghamshire County Council IT systems where they are needed

The health check 2012 identified that there was a need for a greater understanding of staff safety and as a result of this further information, guidance and team briefings have been provided. It was therefore disappointing that in 2013 fewer staff feel that there are adequate control measures to ensure staff safety than in either 2011 or 2013. This is therefore an issue which does require urgent attention.

11. Recommendations

1. Implementing and maintaining a long term and sustainable strategy to support workforce stability, including the retention of experienced staff, reducing the use of agency staff and the recruitment of new members of the workforce.
2. Development of an effective communication strategy so that staff feel engaged in discussions with senior managers rather than receiving e-mail correspondence.
3. Team Managers and Children's Service Managers for fieldwork teams to ensure that there is compliance with the completion of workload management scores, that they are used as a tool to monitor work allocation with in teams / service areas and that quarterly returns are made to the social work practice support service.
4. Further exploration of how and when practice guidance regarding the consistent use of TOIL and flexible working arrangements can be disseminated.
5. The social work practice support service to explore how the current Nottinghamshire EPDR process can be developed to include the social work professional capabilities framework and how this can be used in a



meaningful way to promote the development of the workforce and identify relevant learning and training opportunities.

6. Identification of appropriate learning and developmental opportunities for experienced social workers and social workers in specialist roles.
7. Social workers to be provided with the technology they require to do their job, including access to appropriate office space, touchdown facilities, home working and mobile technology.
8. Social work support service to collaborate with the Health and Safety Team to devise an implementation strategy to embed practice standards for the safety of the workforce into practice.
9. Social work practice support service to produce practice guidance regarding facilitating and managing effective Team meetings. This should include learning from examples of well-functioning team meetings and disseminating to all.
10. Engagement with Trade Unions with the implementation of the action plan.



CHILDREN'S SOCIAL CARE – SOCIAL WORK 'HEALTH CHECK' – ACTION PLAN 2013/14

Objective One	Success Measure	Actions	Responsible Person / Resources	Time Scale
Implementation of a strategy to support long term workforce stability, including the retention of experienced staff, reducing the use of agency staff and the recruitment of new members of the workforce.	<ul style="list-style-type: none"> • Health Check 2014 identifies that there has been a reduced reliance on agency (interim) social workers • Higher levels of stability within teams • Recruitment of new and experienced social workers • Fewer people resigning from their posts 	Implementation of a sustainable centralised recruitment strategy <ul style="list-style-type: none"> • Advertisements • Competency based interview questions / assessment centre 	Transformation Team initiating the strategy with SWPSS taking this over	Work has started
		Evaluation of event being attended to increasing profile of NCC Children Social Care <ul style="list-style-type: none"> • Job and recruitment fairs • Links with local universities • Use of media 	Transformation Team initiating the strategy with SWPSS taking this over	March 2014
		Analysis of incentives which could be used to encouraged experienced social workers to remain in field work positions, such as market supplements, "golden hello", and performance related pay.	Transformation Team	March 2014
		The consistent use of Social Work Practice Consultants to support and mentor NQSW's	Diana Bentley Team Manager - Social Work Practice Support Service	On-going within current placements

Objective Two	Success Measure	Actions	Responsible Person / Resources	Time Scale
Promoting effective communication between senior management and practitioners.	Social Workers (including managers) will feel engaged in discussions and decision making.	All service areas to have representatives on the Children's Social Care Practice Forum • Meetings for 2014 to be agreed and disseminated	Diana Bentley Team Manager - Social Work Practice Support Service	Initial Meeting took place on 24/10/13, future meetings will take place on 15/01/14, 29/04/14, 22/07/14 and 15/10/14
		Children's Social Care Practice Forum to be used as a forum for consultation regarding important issues affecting the workforce	Diana Bentley Team Manager - Social Work Practice Support Service	As above
		Dates for Team Manager Strategy days for 2014 to be agreed and disseminated in advance	Children's Social Care Service Director	January 2014
		Terms of reference for Team Manager strategy days to be agreed including when and how agenda for meetings will be distributed	Children's Social Care Service Director	January 2014
		Regular Newsletters to be distributed • Service Director • Social work Practice Support Service • Framework	As stated in action	Distribution time frame to be agreed and added to the communication strategy

Objective Three	Success Measure	Actions	Responsible Person / Resources	Time Scale
Ensure that there is consistent practice within service areas regarding arrangements for TOIL and flexible working arrangements	A shared understanding within service areas about the arrangements for TOIL.	Managers Information and Guidance document regarding working patterns / time off provisions disseminated to all managers	Children's Social Care Service Director	29 th November 2013
	Social Workers experience a consistent approach to TOIL within service area.			
	Clarity about the application of flexible working arrangements			
	Health Check 2014 will show that there is more consistency across the division regarding the accruing and taking of TOIL			

Objective Four	Success Measure	Actions	Responsible Person / Resources	Time Scale
Compliance with the completion of workload management scores, which are used as a tool to monitor work allocation and are collated on a quarterly basis by the social work practice support service to chart departmental case loads and case flow.	Supervision file audits will show that all fieldwork social workers will have a workload management score completed each month.	Workload management scores must be completed monthly and negotiated and agreed during supervision.	All Team Managers	From 01/10/13 and on-going thereafter
	Full compliance with sending quarterly returns to the social work practice support service	Managers to give feedback regarding the workload management tool which was revised in October 2013. Final tool to be circulated and published on the intranet	All Team Managers and Diana Bentley	December 2013
	When health check 2014 is completed social workers will confirm that workload management scores are being completed	Managers who do not complete the workload management quarterly return to be contacted and reminded.	Social Work Practice Support Service	Each quarter
		Children's Service Managers will ensure that they review the workload management scores for their teams and add comments about the actions they are taking to ensure equitable case loads.	Children's Service Managers	Each quarter

Objective Five	Success Measure	Actions	Responsible Person / Resources	Time Scale
Consistent use of the EPDR process to monitor performance and promote development in accordance with NCC competency framework and social work professional capabilities framework	Supervision audit will identify that social workers do have an up to date EPDR Health check 2014 will confirm that social workers have an EPDR where their training and developmental needs are identified. Identification of appropriate learning and developmental opportunities for experienced social workers and social workers in specialist roles.	Development of an EPDR process which incorporates NCC competency framework and social work national capability framework	Diana Bentley Principal Social Worker	March 2014
		Managers briefing to be developed to support managers undertaking this role	Diana Bentley Principal Social Worker	March 2014
		Individual training plans to be collated and used to inform the departmental training priorities and training plan for 2014 / 15	Children's Service Managers to collate and pass to the Social Work Practice Support Service	March 2014

Objective Six	Success Measure	Actions	Responsible Person / Resources	Time Scale
Social Workers should feel safe whilst undertaking their duties with appropriate risk assessments completed and control measures put in place.	Health Check 2014 shows a 10% increase in the numbers of social workers who feel that adequate control measures are in place to ensure their personal safety.	Each team to have a formalised system in place for “signing in and out”, which is understood by everyone.	All Team Managers	November 2013
		Safety of staff to be discussed at the Children’s Social Care Practice Forum so that staff can make recommendations about how to improve their safety	Members of the Children’s Social care Practice Forum	Initial Meeting took place on 24/10/13, future meetings will take place on 15/01/14, 29/04/14, 22/07/14 and 15/10/14
		All social care staff to be provided with a pocket guide regarding safety	Social Work Practice Support Service	Draft to be circulated to CSC Practice Forum November 2013
		Social work support service to collaborate with the Health and Safety team to devise practice standards for the safety of the workforce. Including <ul style="list-style-type: none"> • Individual and Team Risk Assessments 	All Managers	Ongoing

		<ul style="list-style-type: none"> • Implementation of lone working risk assessment • Safety planning • Incident reporting 		
		All managers to access the Health and Safety Learning and Development Programme and ensure that workers are booked onto relevant personal safety training for their role	All Managers	Ongoing
		Learning from good practice regarding staff safety <ul style="list-style-type: none"> • Physical safety • Emotional Safety (health) ie serious incident debrief 	Diana Bentley and the Social Work Practice support Service to incorporate into a good practice guide	Draft to be circulated to CSC Practice Forum December 2013 to be discussed at next CSC Practice Forum January 2014
		Induction workshop to continue to introduce new staff to lone working and staff safety issues.	Diana Bentley and the Social Work Practice Support Service	Workshop's to be facilitated fortnightly
		Children's Social Care to re-engage with the Lone Working Technological Solution Project to identify if there are any devices being used within Nottinghamshire CC	Diana Bentley and the Social Work practice Support Service	December 2013

Objective Seven	Success Measure	Actions	Responsible Person / Resources	Time Scale
Social workers will have the technology they require to do their job, including access to appropriate office space, touchdown facilities, home working and mobile technology.		Review of “touchdown” facilities which can be used by social workers – considering the number of spaces available, the location of them and how suitable they are for social care staff that will need to have and receive telephone calls of a confidential nature.	Social Work Practice Support Service in consultation with ways of working	On-going from December 2013
		Engagement with the ways of working and IT solutions project to ensure that office space is allocated to children’s social care with a ratio of 7:10 ratio for desks	All Team Managers	On-going
		Review of which workers have access to NCC IT at home	Practice Support Officers	End January 2014
		Engagement with the mobilisation project including exploration of how and when it is appropriate for social workers to use mobile devices which they have purchased for work purposes.	Linda Ritson – Social Work Practice Support Service	Following evaluation of pilot from January 2014 onwards

		Exploration of how social workers who need it can access secure e-mail accounts.	Diana Bentley Principal Social Worker	End December 2013
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Objective Eight	Success Measure	Actions	Responsible Person / Resources	Time Scale
All Teams will have effective Team Meetings	Health Check 2014 will show that more social workers are experiencing regular and effective team meetings	Social work practice support service to produce practice guidance regarding facilitating and managing effective Team meetings.	Social Work Practice Support Service	March 2014
	Improved team morale			
	Consistent practice within teams	Learning from examples of well functioning team meetings and disseminating to all.	Social Work Practice Support Service	March 2014

13 January 2014**Agenda Item: 6**

REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE

CHILD SEXUAL EXPLOITATION (CSE) ACTION PLAN

Purpose of the Report

1. The purpose of this report is to update the Committee on progress with work undertaken by agencies within Nottinghamshire to respond to the risk to children and young people of child sexual exploitation. Previous reports were submitted to the Children and Young People's Committee on 5 November 2012 and 10 June 2013. It is proposed that a further report be provided to the Children and Young People's Committee in six months.

Information and Advice

2. Child sexual exploitation (CSE) remains a high profile area of safeguarding children work and is likely to be a focus of any Ofsted inspection as well as the subject of media interest. Most recently this was demonstrated by the media focus given to the Office of the Children's Commissioner's report into Child Sexual Exploitation in Gangs and Groups (November 2013). Locally, developments in this area of work are overseen by a cross-authority (Nottinghamshire and Nottingham City) group which has developed an action plan most recently updated in September 2013. This is an active document which monitors progress across agencies.
3. The CSE Cross-Authority Group (CSECAG) is chaired by a Detective Inspector from the Nottinghamshire Police Sexual Exploitation Investigation Unit and continues to meet quarterly with the aim of driving forward work within both Nottinghamshire and Nottingham City. This group is well attended and the chair reports regularly to the Nottinghamshire Safeguarding Children Board (NSCB) as children vulnerable to sexual exploitation is a key priority area for the NSCB.
4. At a recent meeting of the NSCB Executive, it was reported that Nottinghamshire Police were subject to a 'mock inspection' earlier this year by Her Majesty's Inspectorate of Constabulary. The outcome of this was to comment favourably on the work undertaken in Nottinghamshire to date to respond to the risks of child sexual exploitation.
5. The Joint Strategic Needs Assessment was updated in June 2013 regarding child sexual exploitation and summarised the position within Nottinghamshire. This also highlighted the connectivity between work focussed on children missing from home and care and that focussed on child sexual exploitation.

6. The key areas of work being taken forward within Nottinghamshire are: training and professional awareness; engagement with children, young people and their families; organisational issues and data collation. Further consideration will be given to the report into Child Sexual Exploitation in Gangs and Groups as part of this ongoing work to ensure that the operational and strategic framework proposed by that report is reflected in the work being taken forward.

Training and Professional Awareness

7. Four multi-agency training events have been held to date with more planned during 2014. Of the events held so far, approximately 240 professionals from a range of agencies have attended either a half day or full day course. The Nottinghamshire Safeguarding Children Board is also in the process of establishing a basic e-learning course aimed at a broad range of staff including, for example, park rangers. A multi-agency conference was hosted by the NSPCC in November 2013 which included key speakers from national organisations and was attended by approximately 50 professionals from within the County. The NSCB also provides regular 'What's new in safeguarding' events and these include an overview of the challenges of e-safety linked to child sexual exploitation. Newly qualified social workers within Children's Social Care also receive specific training regarding CSE and missing children as part of their dedicated learning events.
8. A new initiative is to provide a practice forum for professionals working with child sexual exploitation and the first of these events was held in December 2013, facilitated by the NSPCC. The forum provides an excellent opportunity for professionals to come together to discuss cases and share best practice and learning. The first of these events was well attended by professionals from agencies within Nottinghamshire and it is planned that further sessions will be held on a quarterly basis involving representatives from organisations with specialist knowledge of child sexual exploitation issues, for example those working with young boys at risk.

Engagement with children, young people and their families

9. Between November 2013 and January 2014, 10 senior schools and academies (20 performances) in Nottinghamshire have had the benefit of performances of a specially commissioned play about child sexual exploitation written, produced and performed by an educational theatre company aimed at increasing the awareness of young people of the risks of sexual exploitation. This includes a workshop for young people and feedback has been very positive. There is evidence that at least one young person has raised concerns regarding sexual exploitation as a result of this initiative. It is planned that this will be offered to all secondary schools during 2014.
10. In order to promote awareness with parents of the risks of child sexual exploitation, the potential of promoting free e-learning for parents is currently being explored and will be developed during the next few months. It is anticipated that this will involve engaging schools in supporting this initiative.
11. Additionally, work is being undertaken with the voluntary sector to strengthen specialist provision for young people and parents where child sexual exploitation has been identified as an issue of concern. Currently the NSPCC provides some services but

negotiations are underway with another national voluntary organisation to complement this work and provide additional support in this very challenging and specialist area of work. The importance of engagement with children and young people is one issue raised within the Office of the Children's Commissioner's report in terms of the need to have an understanding of children and young people's views of their needs and what would best help them.

Organisational issues

12. In July 2013 a report was considered by the NSCB with recommendations as to how the structural agency response to CSE could be strengthened. One option of moving towards a co-located multi-agency team was considered favourably as was the option of a CSE co-ordinator role. Following further consideration, the potential of developing a role of CSE co-ordinator within Nottinghamshire is being actively explored.
13. In addition to the work outlined above targeted at young people, further consideration is being given to how engagement with secondary schools can be further enhanced. There are a number of avenues through which schools are currently encouraged to address the subject of CSE either within their curriculum or as a safeguarding response to a particular situation. During the spring term of 2014, feedback from the Governors' Compliance Checklist, which is sent to all schools, will provide an overview of how many secondary schools, in particular, are actively doing this. Within Nottinghamshire, there is also the opportunity to access a Government funded initiative being run by the NSPCC between 2012/2015. Years 5 and 6 pupils, in all primary schools, are being provided with a session on 'keeping happy and safe' which includes an e-safety and exploitation angle. To date 86 schools have accessed this. The Nottinghamshire County Council anti-bullying co-ordinator also offers e-safety sessions to parents and schools, predominantly in the primary sector, providing approximately ten sessions a term. The aim of this training is to promote the embedding of e-safety within the curriculum, and the ethos of the school, by showing and recommending resources.
14. In addition to the developmental work being undertaken, there is a well-established response to individual cases. Multi-agency meetings are held for all cases where it is identified that children or young people are at risk of, or are experiencing, child sexual exploitation. These meetings are chaired by a child protection coordinator and all relevant agencies are involved in order to ensure appropriate sharing of information and effective action planning.

Data collation

15. National information would indicate that across all local authorities and police forces, data monitoring, collation and analysis is a challenge. Within Nottinghamshire a data monitoring tool has been adopted which was devised by the University of Bedfordshire and promoted by the Department for Education. The use of this is still being embedded and Nottinghamshire Police are currently developing a spreadsheet for use in collating and analysing the data gathered. This will be complemented by information management processes being developed within the County Council to assist with service planning and evaluation.

16. Between April and November 2013 there have been 70 child sexual exploitation strategy meetings held to consider the circumstances relating to 32 individual children. The children considered at these meetings may have been confirmed as being sexually exploited or at risk of being exploited. This is projecting an increase in numbers from last year. Whilst regrettable, this is seen as positive as it demonstrates a higher level of identification and referral to services.
17. The above numbers of course relate to a very small minority of the total child population of Nottinghamshire. However, these children and young people are vulnerable and will continue to be seen as requiring a high quality response from agencies within Nottinghamshire, both strategically and operationally.

Other Options Considered

18. As this report is for noting, it is not necessary to consider other options.

Reason/s for Recommendation/s

19. The Children and Young People's Committee should continue to have scrutiny and oversight of the developments to further develop the response to child sexual exploitation within Nottinghamshire.

Statutory and Policy Implications

20. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

That:

- 1) progress made regarding developments in the response to child sexual exploitation within Nottinghamshire be noted
- 2) a further report be provided to the Children and Young People's Committee in six months.

Steve Edwards
Service Director, Children's Social Care

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Constitutional Comments (LM 16/12/13)

21. The Children and Young People's Committee has delegated authority within the Constitution to approve the recommendation in the report.

Financial Comments (KLA 16/12/13)

22. There are no financial implications arising directly from this report.

Background Papers and Published Documents

Child Sexual Exploitation Action Plan – report to Children & Young People's Committee on 5 November 2012

Child Sexual Exploitation Action Plan – report to Children & Young People's Committee on 10 June 2013

Cross-Authority CSE Action Plan

<http://www.education.gov.uk/publications/standard/publicationDetail/Page1/DFE-00246-2011>

Joint Strategic Needs Assessment, June 2013

'If only someone had listened' – Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups, Final Report, November 2013

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

All.

C0340

13 January 2014**Agenda Item: 7**

REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE

THE TROUBLED FAMILIES PROGRAMME IN NOTTINGHAMSHIRE

Purpose of the Report

1. This report provides further information on the development of the Government's Troubled Families Programme in Nottinghamshire and seeks approval for the fixed term establishment of 1.5 full time equivalent Family Key Worker posts, along with an additional full time District Coordinator post, to support the Programme.

Information and Advice

2. The Department for Communities and Local Government describes "Troubled Families" as "those that have problems and cause problems to the community around them, putting high costs on the public sector". The Government states that it is "committed to working with local authorities and their partners to help 120,000 troubled families in England turn their lives around by 2015". The aims of the current national Troubled Families Programme are to:
 - get children back into school
 - reduce youth crime and anti-social behaviour
 - put adults on a path back to work
 - reduce the high costs these families place on the public sector each year.
3. In April 2013 Nottinghamshire County Council begin to take a proactive approach to identifying families with multiple and complex problems by creating a 'Troubled Families List' which matches hitherto separate information about children, young people and their families. Nottinghamshire County Council agreed to work with 1,580 families over the three years of the Programme (2012-2015)
4. Central government funding for the Programme consists of two separate streams:

An infrastructure grant - this pays for the coordination function to allow the relevant data and support to be provided to make the Programme viable.

An attachment fee - which is paid on a sliding scale, with an element paid by results on the declaration of agreed outcomes. The attachment fee plus the payment equal £4,000 per family and the element that is on a results basis will increase over time. Local agencies are expected to contribute the additional resources required to fully fund interventions.

5. Further information on the context and establishment of the Troubled Families Programme in Nottinghamshire is set out in previous reports to this Committee.
6. The Troubled Families programme in Nottinghamshire (known as “Supporting Families”) has been managed within the Targeted Support and Youth Justice Service since April 2013. Previously, the Programme was managed within the Children’s Social Care Division. The Programme therefore forms part of the Council’s overall Early Help offer for children, young people and families, and it is important to note that many families that do not meet the specific criteria for accessing the Troubled Families programme are supported through the broader early help offer. Early help interventions:
 - are for children and young people and families who are not at immediate risk.
 - will be lead by a key worker or lead professional who will co-ordinate the services involved with the child or young person and their family
 - are usually time limited (3 to 6 months)
 - involve an holistic assessment (usually the Common Assessment Framework) being completed with the child, young person and their family leading to an action plan
 - are reviewed regularly with the child / young person and family.
7. The Council’s key early help support for children up to age 12 years and their families is delivered through Children’s Centres across Nottinghamshire. This service is provided by the Nottinghamshire Children and Families Partnership (NCFP). Specific elements of this service include:
 - universal services including play sessions, health support, and opportunities to train and volunteer
 - more focused support for families with: challenging behaviour; communication difficulties (Home Talk Programme); mother’s mental health needs; diet and nutrition; domestic abuse; housing and debt issues
 - parenting programmes and interventions including: Strengthening Families; Incredible Years; the Parent / Child Game; and Theraplay.
8. The wider Targeted Support and Youth Justice Service provides early help support for families with vulnerable children aged 8 to 18 years, typically in one or more of the following categories:-
 - at risk of or actually offending
 - missing from home/homelessness
 - substance misuse
 - problems with attendance (including the prosecution of parents or carers)
 - defiant behaviour issues at home or school
 - emotional health difficulties that do not meet CAMHS criteria
 - support with finding work, training or re-entering education
 - young carers.
9. Both Services work in close partnership with primary health provider services such as health visiting and school nursing.

Performance of the Troubled Families Programme in Nottinghamshire

10. In November 2013 the Department for Communities and Local Government (DCLG) released the latest local and national statistics for the Programme. A summary of performance compared to the most similar county areas is attached as **Appendix 1**. District level data is not yet available but is being collated and will be available in future reports.
11. Nottinghamshire exceeds national averages in three of the five performance indicator sets published. At the end of September 2013 Nottinghamshire had identified 79% and was working directly with 62% of the 1,580 families required. This represents good performance when compared with similar areas with a large cohort of families. Similarly, performance on “continuous employment” (i.e. a member of a workless family returning to work and sustaining it for six months) is amongst the best in the country. This speaks to a highly productive relationship which has developed locally with staff from the Department for Work and Pensions. Nottinghamshire is being pointed to as an area of good practice in this regard.
12. In order to “turn around” the specified number of families it is necessary to identify families in excess of the cohort as the use of historical data makes it inevitable that some families will have moved from Nottinghamshire and that some will not be turned around in the timescale due to the entrenched nature of their difficulties. We have therefore revised our local criteria for selection to widen the pool and have procured the services of an intelligence analyst to speed the identification of eligible households. We have also refined our model for allocating key workers for each family, making use of existing resources within the Youth Justice Service and Targeted Support Teams. We have also sought to make use of the private and voluntary sector to deliver support to these families through externally commissioning some elements of intensive family work. The performance of external providers has been unsatisfactory, and the current contractual terms present an increasing financial risk to the Council in view of the Payment by Results model described in paragraph 4 above. As a result these external commissioning arrangements are to cease, and it is proposed that the additional posts described later in this report are established to enable the Council to deliver the required work satisfactorily.
13. Conversely, the percentage of families “turned around” in Nottinghamshire at the end of October 2013 totalled 13% and the number meeting the “crime, anti-social behaviour and education” outcome was at 9%. Payment by Results for this performance totals £130,636. These figures place Nottinghamshire performance below the national average at present in these performance categories, although Nottinghamshire is rated nationally by the Youth Justice Board as an exceptional performer in terms of youth crime reduction work, and school persistent absence rates are in line with national averages.
14. The data set out in paragraph 11 reflects the following: (i) local authorities have the ability to make historic claims for Troubled Families outcomes against previous work undertaken by their Family Intervention Programmes (FIP). For some local authorities, these historic claims represent a significant proportion of their claims to date. In Nottinghamshire however, the FIP (now incorporated within the Supporting Families Programme) was a relatively small programme and focused on very long term work with a small number of highly problematic families. It has therefore yielded relatively small numbers of historic claims; (ii) in Nottinghamshire, families were allocated on to the Programme from October

2012 onwards. In some other areas, local authorities redirected families in receipt of existing services onto the Programme from April 2012. This has resulted in a greater number of earlier claims in some other areas.

Sanctions for Non-Engagement

15. An important element of the Troubled Families Programme is the use of sanctions when a family will not engage, drops out of the Programme or fails to make sufficient effort to effect change. Sanctions may take many forms and may be undertaken by a range of agencies, for example:
 - Commencement of assessments by Children's Social Care where children are at risk of neglect and the family will not engage to address its issues
 - Issuing of an Education Penalty Notice or commencing prosecution for school non-attendance
 - The imposition of a Parenting or Acceptable Behaviour Contract or an application to Court for a Parenting or Anti-Social Behaviour Order
 - Withdrawal or reduction in benefits for refusal to engage in a DWP programme
 - Breach proceedings being issued in relation to a community based penalty or post-custody licence for a criminal offence
 - A housing based sanction such as notice or eviction.
16. In each case where there are concerns about engagement a Supporting Families Manager must consider sanctions with partner agencies. During the course of the Programme so far there have been 33 Parenting Contracts, nine Parenting Orders, two Individual Support Orders and 33 Parenting Contracts issued. There have also been 183 Court Hearings in respect of non-attendance at school.

Indications about the Troubled Families Programme from 2015 Onwards

17. Government has announced that the Troubled Families Programme will be extended until the year 2020 and that funding has already been identified for 2015-16. Whilst no official announcement has been made and consultations are ongoing, the DCLG has indicated that the next phase of the Programme is likely to focus on a larger cohort of families with less complex problems where the interventions required are less intensive and the unit cost per intervention lower. They have also cited an intention to focus more on families with primary age children as the current Programme has largely drawn in families with adolescents.

Business Case for Increased Staffing

18. Having examined the current performance of the Programme it has been calculated that a small increase in staffing will be offset by the increased number of outcomes and Payment by Results that would be generated by such a move. It is therefore recommended that a further 1.5 full time equivalent Family Key Worker (Scale 5) and 1 full time equivalent District Coordinator (Hay Band B) posts are established in the Supporting Families teams. The approximate cost is £81,200 inclusive of on-costs. These posts will be fixed term until September 2015.

Other Options Considered

19. An analysis of the impact on finance and performance has been carried out in relation to potential staffing reductions and maintaining staff at the current level. It has been calculated that based on current throughput the increase in staffing will lead to improved performance and that the costs will be offset by the increase in Payment by Results (PBR).

Reason/s for Recommendation/s

20. The recommendation in respect of staffing will deliver better performance and on current projections will be paid for by an increase in PBR payments.

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

22. The recommendation will increase the number of families who can be targeted through the Programme and assisted towards improved outcomes.

Human Resources Implications

23. There are no human resources implications arising directly from this report. If approval is given for the establishment of 2.5 FTE posts then these posts will initially be advertised internally and will be initially available for any staff at risk in other service areas.

Financial Implications

24. The annual cost of establishing the additional posts is £81,200. Funding for the additional posts has already been identified within the overall budget for the Troubled Families Programme.

RECOMMENDATION/S

That:

- 1) the update on the development of the Troubled Families Programme in Nottinghamshire be noted.
- 2) the establishment of 1.5 FTE Family Key Worker (Scale 5) and 1 FTE District Coordinator (Hay Band B) posts on a fixed term basis, initially until 30 September 2015 based within Targeted Support and Youth Justice Service, be approved.

Derek Highton

Service Director, Youth, Families and Culture

For any enquiries about this report please contact:

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Constitutional Comments (LM 12/12/13)

25. The Children and Young People's Committee has delegated authority within the Constitution to approve the recommendations in the report.

Financial Comments (KLA 12/12/13)

26. The financial implications of the report are set out in paragraph 20 above.

Background Papers and Published Documents

Troubled Families Programme - report to Children & Young People's Committee on 16 July 2012

Troubled Families Programme update - report to Children & Young People's Committee on 11 February 2013

The Troubled Families Programme in Nottinghamshire – report to Children & Young People's Committee on 16 September 2013

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972. **Electoral Division(s) and Member(s) Affected**

All.

C0339

**APPENDIX 1: TROUBLED FAMILIES - PROGRESS INFORMATION AS AT THE END OF SEPTEMBER 2013
AND FAMILIES TURNED AROUND AS AT THE END OF OCTOBER 2013**

Area	Total number of families	% of families identified as at the end of September 2013	% of families worked with as at the end of September 2013	% of families achieving crime/asb/education result as at the end of October 2013 ¹	% of families achieving continuous employment result as at the end of October 2013 ²	% of families turned around as at the end of October 2013 ³
Essex	2,220	55%	33%	8%	0%	8.33%
Nottinghamshire	1,580	79%	62%	9%	4%	13%
Staffordshire	1,390	63%	47%	12%	4%	16%
Lincolnshire	1,370	73%	52%	8%	0%	8%
Derbyshire	1,355	60%	53%	29%	0%	29%
Durham	1,320	88%	53%	23%	1%	24%
Cornwall	1,270	67%	62%	15%	1%	16%
Suffolk	1,150	100%	52%	10%	1%	11%
Cumbria	1,050	83%	83%	15%	0%	15%
Gloucestershire	900	87%	49%	12%	4%	16%
Worcestershire	900	69%	41%	7%	0%	9%
Oxfordshire	810	94%	69%	34%	3%	37%
Cambridgeshire	805	47%	45%	6%	1%	7%
Northumberland	650	53%	53%	6%	0%	6%
National	118,082	78%	53%	17%	1%	19%

¹ These figures represent the number of families achieving crime/asb/education results as claimed by local authorities up to the end of October 2013 and as defined within the [Troubled Families Programme Financial Framework \(March 2012\)](#).

² These figures represent the number of families in which one adult in the household has moved off out of work benefits and into continuous employment as claimed by local authorities up to the end of October 2013 and as defined within the Troubled Families Programme Financial Framework (March 2012).

³ These figures take account of **all** results for turning around families as claimed by local authorities up to the end of October 2013. This combines all crime/asb/education results and all continuous employment results since the start of the Programme. This does not include progress to work outcomes.

13 January 2014**Agenda Item: 8****REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****ROTA VISITS TO CHILDREN'S HOMES: OCTOBER AND NOVEMBER 2013****Purpose of the Report**

1. To inform the Committee of the outcome of six-monthly rota visits to Nottinghamshire County Council's children's homes that took place in October and November 2013.

Information and Advice

2. **Lyndene** – a report is not yet available on the visit to this home.
3. **Caudwell House** was visited on 17 October 2013 by Councillor Boyd Elliot. This visit was very positive, where Councillor Boyd noted that it was obvious to see that the children are made to feel as close to a home environment as possible. The home was described as very clean and welcoming with personalised bedrooms and he noted that there are definite cases where people are being helped to move on to semi-independence. Each child has a detailed care plan depending on the individual's capability, giving the chance to be independent. Children also take part in their reviews and all aspects of their lives at Caudwell. Councillor Boyd's recommendations of encouraging more information events and coffee mornings to lead to more awareness of the home, and encouragement of fund raising, parents' ideas and feedback forums are being addressed by the management team at the home, and embedded in their development plan for 2014.
4. **Minster View** was visited on 24 October, 2013 by Councillor Boyd Elliot. As in the last rota visit, the internal condition of the home was described as being maintained to a very high level. Young people's care plans and risk assessments keep them safe, and there was evidence that all the young people's health requirements are met. Councillor Elliot went on to note that due to the levels of dependency exhibited by many of the children, their movement to semi independence may be limited, but it is still supported and most definitely identified in all cases. Councillor Elliot's recommendation was more visits by himself or other councillors only to build up a sound relationship with the house, noting that the home should be extremely proud of its amazing efforts.
5. **Oakhurst** was visited by Councillors Colleen Harwood and Alan Bell on 15 October 2013. This was a very positive visit, where it was recorded that the home was in a lovely and welcoming condition and is well maintained. Support is given to the young people around staying safe on a one to one basis, with the staff having access to Child and Adolescent Mental Health Services (CAMHS) for consultation. Recommendations were

that the downstairs bathroom needs upgrading and the WiFi needs upgrading for the young people. The internet problem is being progressed.

6. **West View** was visited on 5 November 2013 by Councillor Philip Owen. He noted that staff were very helpful and enthusiastic, despite some challenging behaviours being presented by one of the young people in the home at the time of the visit. Councillor Owen noted that there are areas of the home that are requiring some attention and repair, and that the homes signage did not have NCC identified on it. Recommendations contained in the body of the report included noting that the issue of the Saniflo toilet identified in previous rota visits was still an issue, and that consideration should be given to delegate a proportion of the home's budget to the handyperson to improve the speed of repairs/decoration and be more cost effective. The recommendations for the improved signage (any without NCC logo), decoration and internal repairs are being addressed.
7. **The Big House** was visited by Councillor Jacky Williams on 7 November 2013. Councillor Williams recorded that the home is in a poor state of repair and is not fit for purpose, noting that the new build is being progressed. Councillor Williams went on to note that maintaining and managing safe behaviour is key to the service provided, and that the staff have a good knowledge and understanding of their client group. Each young person has a key worker and there is a strong focus on individualised care. There were no recommendations.
8. **Clayfields House** was visited on 8th October by Councillor Jacky Williams. Councillor Williams recorded a very positive visit, noting that the centre is awaiting a refurbishment programme and would like to revisit it once this has been completed. She noted that visits by family and friends are positively encouraged, and was shown correspondence relating to a very positive transition of one young person. Staff were extremely helpful and positive, and Councillor Williams was very impressed with their enthusiasm and commitment, noting staff have detailed knowledge of young people through their care plans. Aside from planning to re-visit, there were no other recommendations.
9. **Clayfields House** was also visited on 15 October by Councillor Liz Plant. This was an extremely positive visit, with the grounds described as being well looked after with the site being maintained to a high standard. Young people's health needs are taken very seriously and the unit offers a wide range of interventions to support young people in addressing their offending and high risk behaviours. She noted that staff were committed and rightly proud of the unit's achievements. Councillor Plant recorded that as she did not have time to meet with the young people on her visit she would like to re-visit the unit in the near future. There were no recommendations.

Other Options Considered

10. As this is a report for noting, it is not necessary to consider other options.

Reason/s for Recommendation/s

11. The report is for noting only.

Statutory and Policy Implications

12. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That the outcome of the six-monthly rota visits to Nottinghamshire County Council's children's homes that took place in October and November 2013 be noted

Steve Edwards
Service Director, Children's Social Care

For any enquiries about this report please contact:

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Constitutional Comments

13. As this report is for noting only, no Constitutional Comments are required.

Financial Comments (KLA 16/12/13)

14. There are no financial comments arising directly from this report.

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

All.

C0342

13 January 2014**Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR, EDUCATION STANDARDS AND
INCLUSION****SCHOOLS FORUM OFFICER GROUP REPORT****Purpose of the Report**

1. To advise Members of the Committee on the legal status, composition and constitution of the Schools Forum and update Members on its work.

Information and Advice

2. The Government requires that each local authority maintain a Schools Forum to represent its schools' views on matters relating to the total Schools Budget. There are national regulations which govern the composition, constitution and procedures of Schools Forums.
3. Schools Forums are made up of representatives from schools and academies, but with some representation from other non-school organisations, such as nursery and post 16 education providers. Schools and academies representatives should be roughly proportionate to the number of pupils in each sector. In Nottinghamshire the membership is reviewed annually to ensure that this proportional representation is maintained.
4. In Nottinghamshire, the current Forum membership is made up as follows:-

School and Academy membership (based on pupil population):

- 16 head teacher representatives - 1 maintained secondary school, 5 academies, 7 maintained primary schools, 2 maintained special schools, 1 pupil referral unit
- 4 governor representatives – 2 maintained primary schools, 1 maintained secondary school and 1 academy.

Non-school membership:

- 2 PVI early years representatives
- 2 Diocesan representatives – 1 Roman Catholic and 1 Church of England
- 1 14-19 partnership representative
- 2 trade union representatives (1 teaching union & 1 non-teaching union).

5. The Forum is chaired by an annually elected member and is required to meet at least four times a year.
6. The role of the Forum is to act as a consultative body on some issues and a decision making body on others.
7. The Forum acts in a **consultative** role for:
 - changes to the local funding formula and operation of the minimum funding guarantee
 - changes to or new contracts affecting schools
 - arrangements for pupils with special educational needs, in pupil referral units and in early years provision
8. The Forum is **responsible** for decisions on:
 - how much funding may be centrally retained within the Dedicated Schools Grant
 - any proposed carry forward of deficits on central spend from one year to the next
 - proposals to de-delegate funding from maintained primary and secondary schools
 - changes to the scheme of financial management.
9. The principal work of the Forum over each of the past two years has been around the reconfiguration of the budget shares between schools. The national reform and simplification of the local funding formula for schools, which were introduced from April 2013, have raised the profile of the work of the Schools Forum. Since the changes were announced in April 2012, the Forum has worked closely with officers to understand, consider and model the impact of the changes required to individual schools and academies and the Local Authority. The recommendations of the Forum, following detailed consultation with the schools and academies, have been accepted by Members as a reasoned and equitable response to the requirements of government to simplify the schools' funding formula in preparation for a move to a national formula early in the next Parliament. Owing to the time constraints imposed by central government, the recommendations of the Forum for the 2014/15 financial year were supported by the Chair of this Committee, and accepted unanimously by the Policy Committee on 13 November 2013, without prior approval of this Committee. However, the recommendations of the Forum were for the minimum possible change for the 2014/15 year, consistent with government requirements, following the significant alterations agreed by this Committee for the 2013/14 financial year.
10. Other work has included that of a sub group which has provided support and commentary on the reconfiguration of the 'Support to Schools' offer of the County Council, which includes all charged for services offered to schools and academies by the Council, including such major items as catering and cleaning. The Forum has also been instrumental in the implementation of the Social, Emotional and Behavioural Difficulties (SEBD) review, which has involved switching significant amounts of funding from the Department's budgets, and from the budgets of the three Pupil Referral Units (PRUs), to the schools in return for their retaining more of their most challenging students, and sharing responsibilities for such inclusion within partnership groups. In particular, the Forum unanimously approved the introduction of a Cost Recovery Mechanism (CRM) to enable the Local Authority to reclaim from schools who permanently exclude students, beyond agreed numbers, the cost of making alternative provision for these young people. This mechanism will ensure that the real costs of exclusion are more fairly shared between schools and the Department.

11. Members of the Forum have a responsibility to represent the interests of their peer group by whom they are elected, and can reasonably expect to be canvassed by schools and academies. Members are also expected to provide feedback to their peers.
12. The local authority's role is to ensure that there are suitable arrangements in place for the organisation and administration of the Schools Forum to ensure that it is effective in its operation. Part of this is to ensure that Forum meetings are open to the public and papers are made available on a public website.

Other Options Considered

13. None. The Schools Forums (England) Regulations 2012 govern the composition, constitution and procedures for Schools Forums.

Reason/s for Recommendation/s

14. The Council is legally required to maintain a Schools Forum for the purposes outlined in the report. The report advises Members of how the Forum is set up and the key features of its work.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

16. The operation of the Schools Forum is financed by a ring fenced budget held within the centrally retained element of the Schools Budget.

RECOMMENDATION/S

- 1) That the legal status, composition, constitution and recent work of the Schools Forum be noted.

John Slater
Service Director, Education Standards and Inclusion

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Constitutional Comments

17. As this report is for noting only, no Constitutional Comments are required.

Financial Comments (KLA 13/12/13)

18. The financial implications of the report are set out in paragraph 16 above.

Background Papers and Published Documents

School Funding: agreement of the local funding formula for 2014-15 – report to Policy Committee on 13 November 2013

<http://www.nottinghamshire.gov.uk/dms/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3185/Committee/475/Default.aspx>

The Schools Forums (England) Regulations 2012

<http://www.education.gov.uk/schools/adminandfinance/financialmanagement/schoolsrevenuefunding/schoolsforums/a00213728/schools-forums-england-regs-2012>

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

All.

C0341

13 January 2014**Agenda Item: 10****REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE****ESTABLISHMENT OF A PREMISES SUPPORT OFFICER POST IN THE
EARLY YEARS SERVICE****Purpose of the Report**

1. To seek approval for the establishment of a temporary (2 years) Premises Support Officer post within the Early Years and Early Intervention Service to support the Service's property management function.

Information and Advice

2. The Early Years and Early Intervention Service manages the network of 58 children's centres across Nottinghamshire, which deliver universal and targeted services for children and families. In June 2013, the network was commissioned to an external provider – Nottingham Children and Families Partnership (NCFP), which now delivers children's centres services on the Council's behalf.
3. In property terms, the management and maintenance of each children's centre remains the direct responsibility of the Council, with NCFP having a license to use each centre. All Council premises are required to have a Nominated Property Officer (NPO) responsible for overall management of the property/ premises, including the discharge of property related health and safety matters. This includes the allocation of resources and planning of any work or maintenance required. There is currently limited support for this extensive property management/co-ordination role within the Business Support team for Early Years and Early Intervention.
4. As such, additional resource is required to support the management of the day to day property related activity required for children's centre buildings.

Other Options Considered

5. Maintaining current Service structures without the proposed additional support would impact upon wider service delivery, as the capacity of the Service's Locality Managers to carry out their broader Early Help role would be reduced due to the demands of managing the buildings.

Reason/s for Recommendation/s

6. The post will support the Council's duty to ensure that children's centre buildings are maintained to a good safe and secure standard for both staff and public, are fit for purpose and comply with all aspects of Health and Safety legislation and guidance.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

8. The cost of this post at Grade 5 (subject to NJE confirmation) will be £28,151 per annum including on-costs. This can be funded from within the Service's existing resources. The post would be managed from within the Service's existing Team Manager structure. The post will help to ensure the effective maintenance of Council premises, and will therefore contribute to reduced long term property related costs.

Safeguarding of Children and Vulnerable Adults Implications

9. Children's centre buildings are used to deliver early help services for families, and a safe delivery space is crucial to safeguarding vulnerable children and adults. Children's centres are used to support contact sessions for Looked After Children as well as being a touch down space for social care colleagues.

Implications for Service Users

10. Families using the children's centre service rely on safe, family friendly spaces. Co-ordination of health and safety issues, property audits, planned maintenance and reactive repairs and maintenance is crucial to keeping these buildings open. This post will support the NPO and the provider of services to do so.

RECOMMENDATION/S

- 1) That approval be given to establish one temporary Premises Support Officer post within the Early Years and Early Intervention service at Grade 5 (subject to NJE) for a period of 2 years.

Derek Highton
Service Director, Youth Families and Culture

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Constitutional Comments (KK 17/12/13)

11. The proposal in this report is within the remit of the Children and Young People's Committee.

Financial Comments (KLA 17/12/13)

12. The financial implications of the report are set out in paragraph 8 above.

Background Papers and Published Documents

Job description

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

All.

C0338

13 January 2014**Agenda Item: 11****REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2013/14.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme has been drafted in consultation with the Chairman and Vice-Chairman, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme. It may be that the presentations about activities in the committee's remit will help to inform this.

Other Options Considered

4. None.

Reason for Recommendation

5. To assist the committee in preparing its work programme.

Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

That the committee's work programme be noted and consideration be given to any changes which the committee wishes to make

Jayne Francis-Ward
Corporate Director, Policy, Planning and Corporate Services

For any enquiries about this report please contact:

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Constitutional Comments (HD)

7. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (PS)

8. There are no direct financial implications arising from the contents of this report. Any future reports to Committee on operational activities and officer working groups, will contain relevant financial information and comments.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All.

CHILDREN & YOUNG PEOPLE'S COMMITTEE - WORK PROGRAMME 2013-14

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
10 February 2014			
Performance reporting (Quarter 3 2013/14) – Services for Children and Young People	Quarterly performance report	Anthony May	Jon Hawketts
New Children, Young People and Families Plan 2014-16		Derek Higton	Maggie Pape
Specialist SEBD provision & outcome of consultation on proposal on the closure of Daybrook Learning Centre	For decision	John Slater	Rob Lancaster/Chris Harrison
Nottinghamshire Child and Family Poverty Strategy annual performance report	Annual update	Derek Higton	Justine Gibling
Children's Social Care performance report		Steve Edwards	Steve Edwards
Developing a new operating model for the CFCS department		Anthony May	Merlin Tinker
Raising the Participation Age (RPA) Plan update		John Slater	Marion Clay/Denis McCarthy
Authority governor appointments and reappointments and Local Authority appointments to school governing bodies	Quarterly report on appointments made	John Slater	Leonie Meikle
Education Trust Board	Annual officer group report	Anthony May	John Slater
Work Programme		Anthony May	
17 March 2014			
Schools Capital Strategy		Derek Higton	Jon Hawketts
School Places Strategy		John Slater	Ian Webster
Nottinghamshire School Admission Arrangements 2015/16	For determination	John Slater	Mary Kiely
Performance figures for Nottinghamshire schools and academies – Summer 2013	For information	John Slater	John Slater
Financial support to students in post 16 education	Annual determination	John Slater	Dave Litchfield
Proposed revision to the National Curriculum in England – report back on views of headteachers		John Slater	John Slater

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
Progress report on Nottinghamshire Music Education Hub and response to Ofsted survey 'Music in Schools: what music hubs must do'		Derek Higton	Steve Bradley/Mark Done
National Minimum Fostering Allowances	Annual determination	Steve Edwards	Jayne Austin
Young People's Board	Six monthly officer group report	Derek Higton	Chris Warren
Work Programme		Anthony May	
23 April 2014			
Under 16 Home to School Transport 2014 and Post 16 Transport Policy 2014/15	Annual determination	John Slater	Janie Goodman
Nottinghamshire children's services quality assurance framework – outcomes/performance report	Six-monthly report	Derek Higton	Lucy Peel
Nottinghamshire Children's Trust Early Help Development Plan 2013-16: six monthly update		Derek Higton	Justine Gibling
Healthy Child Programme	For noting	Kate Allen	Kate Allen/Irene Kakoullis
Work Programme		Anthony May	
19 May 2014			
Performance reporting 2013/14) – Services for Children and Young People	Annual performance report	Anthony May	Jon Hawketts
Exceptional payments for school clothing and footwear allowance 2014/15	Annual determination	John Slater	Marion Clay
Authority governor appointments and reappointments and Local Authority appointments to school governing bodies	Quarterly report on appointments made	John Slater	Leonie Meikle
Work Programme		Anthony May	
16 June 2014			
Nottinghamshire Children's Trust (incl Locality Management Groups & CYPF Plan action/implementation plan)	Annual officer group report		Maggie Pape
Work Programme		Anthony May	
14 July 2014			
A Strategy for Closing the Educational Gaps in Nottinghamshire – six month review	Six monthly review report	John Slater	Marion Clay

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
School Capital Programme progress report	Six monthly progress report	Derek Higton	Jon Hawketts
Rota Visits	Six monthly report	Steve Edwards	Rachel Coombs
Outside bodies report - Futures	Annual report	Derek Higton	Derek Higton
Outside bodies report - SACRE	Annual report	John Slater	John Slater
Work Programme		Anthony May	
To be placed			
Locality Visits review		Steve Edwards	Pam Rosseter
Locality Visits	Six-monthly reports	Steve Edwards	Pam Rosseter
Multi-Agency Safeguarding Hub – information sharing		Steve Edwards	Steve Edwards
Young People's Board	Presentation by young people	Derek Higton	Chris Warren

