




Appendix A







Children, Young People and Families Plan 2016-2018





Continuous Improvement Plan 2016-2017 Mid-Year Review








Priority One - Children and young people are safe in Nottinghamshire

Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
1.1 To further develop the effectiveness of Children's Social Care & early help services working together	Working Together 2015	We will continue to refine the information sharing and joint planning arrangements for children who move between services as their level of need changes	Steve Edwards	Proposal to integrate case holding services including Early Help and Children's Social Care starting from 1 April 2017.	
1.2 The monitoring of the implementation of the Looked After Children (LAC) and Care Leavers Strategy	Looked After Children and Care Leavers Strategy Action Plan (2016-2017)	To have implemented the LAC and Care Leavers Strategy Annual Action Plan for 2016-2017	Amanda Collinson	The Action Plan has recently been revised and updated. Priority areas continue to include: <ul style="list-style-type: none"> Improving support with mental health needs Ensuring health assessments are completed on entry into care LAC are safe from sexual exploitation and do not go missing from care LAC make good progress in school each year they are in care Develop independent living skills LAC are involved in making plans about their future. 	
1.3.1 To strengthen preventative and early identification strategies so that children and young people at risk of 'emerging threats', including child sexual exploitation are protected and supported 1.3.2 To ensure	Child Sexual Exploitation Action Plan TETC Plan	1. Promote effective communication channels between LSCB and partners to share information, including development of a multi-agency media strategy	Terri Johnson / Sarah Lee	1. TETC/School Health Team established in principle and recruitment to vacancies begun. Information disseminated at CT Roadshows and variety of stakeholder events. TETC section of school's portal developed and about to go live in mid-November. Discussion with Communications re ongoing engagement of young people to facilitate co-production, branding and access for NCC staff and partners to TETC resources and information. Team vision and priorities agreed and detailed plans written. Relationships with key partners beginning to be established.	

Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
Children's Services including schools are able to meet the requirements of the 'Prevent Duty'		2. To develop and analyse a local CSE problem profile		2. A multi-agency problem profile is still in development.	
		3. Ensure evidence for audits inform CSE strategy and work-plan		3. The learning from the NSCB multi-agency audit was shared with the NSCB and partners in mid-2016.	
		4. Training by District Councils of all Taxi Drivers in their role and responsibilities to recognise and respond to CSE		4. Training of taxi drivers is now well underway and approximately 4000 drivers will have been trained by January 2017 although work has not begun to extend this to other businesses.	
		5. Specialist Child Sexual Exploitation (CSE) Service is implemented		5. The specialist service is now in place although a manager has yet to be appointed to. There are regular mobilisation meetings and agreements about reporting being finalised.	
1.4 Implement the Children's Social Care Recruitment and Retention Plan (2016-2018)	Social Work Workforce Recruitment & Retention Plan (2016-2018)	1. To measure the impact of the market factor supplements on the recruitment and retention of social workers	Liz Maslen	1. Since the introduction of the MFS initiative in April 2016 overall vacancies have reduced by at least 50%, whilst staff turnover rates have reduced from 17% down to 10.4%. Within the MFS qualifying teams, 91% of social workers have remained in post, in the hard to recruit to teams, since its introduction. The first MFS payment has been paid out to eligible colleagues in October.	
		2. To measure the impact of SWSOs on the recruitment and retention of social workers		2. Information about SWSOs has proved popular amongst potential recruits at recruitment events, contributing to the reduction in actual vacancy numbers as described above. Initial feedback (gathered within the 2015-16 Children's Workforce Health Check) suggested that SWSOs had impacted very positively on	









Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
				<p>team morale, enabled social workers to spend more quality time with families/children, contributed to improved quality of case recording, and the overall effective working of the teams.</p> <p>A full survey of the social work teams with SWSO's has just completed, which confirms this positive impact as well as identifying additional support tasks to which SWSOs could add significant value.</p> <p>Finally, data also show that sickness levels are reduced across teams with SWSOs.</p>	
1.5 The development of the Multi Agency Safeguarding Hub (MASH)	MASH Action Plan (2016-2017)	1. Co-location of the MASH and Early Help Unit (EHU)	Devon Allen	1. Completed – The MASH, EHU, SCIMT and Adult Access Service all co-located in August 2016.	
		2. The consistent and appropriate application of thresholds		2. On schedule - P2P has been reviewed and updated. Deep dive audit undertaken on the application of threshold for strategy discussions and S47. Quarterly audits in place on the application of threshold and quality of work leading to a more consistent application of threshold, Group supervisions held to focus on thresholds.	
		3. Information sharing practice develops further		3. On schedule – Information Commissioner's Office audit was positive about MASH, MASH information agreements are awaiting signatures, staff training has been completed, monthly case learning workshops consider information sharing practice.	
		4. The reduction in the number of inappropriate referrals		4. Completed – working group reviewed training materials, targeted support provided to professionals, visits to MASH held for professionals.	





Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
		5. The recording within the MASH is consistent and demonstrates best practice		5. Completed – legal advice received and new recording guidance developed and provided for relevant MASH staff.	
		6. To improve the quality of information about the MASH process for families and carers		6. In progress but behind schedule – web page and some materials updated but other literature still to be updated.	
		7. To ensure all staff from all agencies working in the MASH/EHU have up-to-date knowledge & skills		7. Completed – additional multi-agency briefings provided to complement each agencies own staff training and development.	
1.6 Coordinate a local response to new inspection frameworks for SEND local area inspections & Joint Targeted Area Inspection (JTAI)	Self-assessments for the partnership based upon published frameworks	1. To complete self-assessments for both frameworks to ensure inspection readiness	Chris Jones	1 a. Self-assessment for SEND local area inspection framework was completed for the June inspection. Judged by the inspection team to be a good reflection of services in Nottinghamshire. 1 b. JTAI self-assessment in process of being completed for January 2017. Presentations to the Children's Trust Board and Nottinghamshire Safeguarding Children Board to raise the awareness of partners.	
		2. Identify and implement improvements required as identified by the self-assessments		2. Areas for development identified by the SEND local area inspection to be included in the SEND Action Plan to be monitored by the SEND Accountability Board.	

Priority One: How will we measure progress made with these key activities?

Indicator	National	Statistical Neighbours	Target	Latest	Previous	Good is
Average time between a child entering care and moving in with its adoptive family, for those adopted children (days) (Q2) (Annual performance (2013-16) = 585)	593 (2013-15)	594 (2013-15)	Better than 2013-2015 national average	363	421 (Q1 2016-17)	Low
Percentage of those children remaining in long-term placements (Q2) (Annual performance (2015-16) = 73.8%)	68.0%% (2014-15)	68.0% (2014-15)	Higher than national	76.8%	76.4% (Q1 2016-17)	High
Completion of initial health assessments within timescale (Annual performance (2014-15) = 80.7%)	89.7% (2014-15)	86.1% (2014-15)	Better than 2014-15 (Nottinghamshire)	82.3% (provisional 2015-16)	80.7% (2014-15)	High
Average Strengths and Difficulties Questionnaire (SDQ) score per Looked After Child (Annual performance (2014-15) = 15.4)	13.9 (2014-15)	14.0 (2014-15)	Better than 2014-15 national average	14.2 (provisional 2015-16)	15.4 (2014-15)	High
Percentage of assessments leading to an intervention by Children's Social Care (Annual Performance (2015-16) = 54.8%)	N/A	N/A	Better than 2015-16 (Nottinghamshire)	27.7%	26.0% (Q1 2016-17)	High



Priority Two - Children and young people are happy and healthy in Nottinghamshire

Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
2.1 The improvement of mental health services for children and young people	Future in Mind Transformation Plan (2015-2020)	1. Implement integrated Community CAMHS model	Lucy Peel	1. Integrated Community CAMHS operational and capacity increased to improve timeliness of provision.	
		2. Online counselling service live		2. Tender process complete; service will mobilise early 2017.	
		3. Academic resilience projects live		3. Take 5 is being rolled out across schools in mid and north Notts. Tender process underway for South Nottinghamshire.	
		4. Crisis Team reviewed and evaluated		4. Evaluation of the crisis team complete and business case being developed for recurrent funding.	
2.2 The commissioning of an integrated Healthy Child Programme and Public Health Nursing Service for 0-19 year olds	Healthy Child Programme 0-19 (Public Health England 2016) Health Wellbeing Strategy (2014-2017) Young People's Health Strategy (2015-18)	1. Tender process for new service	Kerrie Adams	1. Tender process has been completed.	
		2. Contract award for new service		2. Contract has been awarded to Nottinghamshire Healthcare NHS Foundation Trust.	
		3. Mobilisation of integrated service		3. Period of mobilisation from October 2016 to March 2017 has begun and collaborative partnership meetings are being held between NCC and the Provider. The new service will be operational from 1 st April 2017.	
2.3 The Implementation of the Young People's Health Strategy	Young People's Health Strategy (2015-2018)	1. Strategy Steering Group to develop an implementation action plan	Kerrie Adams	1. Action plan developed and monitored by a multi-agency steering group that meets regularly.	



Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
		2. Young People's website developed by January 2017		2. Website identified and work to localise content underway in conjunction with young people and key partner organisations. The website will be launched at a Health and Wellbeing Board event in January 2017.	
2.4 The integration transformation of the specialist community health services for children and young people (ICCYPH)	Service Improvement and Development Plan ICCYPH (April 2016)	1. Alignment of pathways, assessment, care planning and review processes	Nicole Chavaudra	1. The new integrated service commenced in April 2016, and the programme of transformation including alignment of pathways and planning is underway.	
		2. Alignment of transition processes		2. A transitions protocol has been agreed.	
		3. Transformation of training provision		3. Training for special schools is being embedded, and other elements of the training offer such as for short break facilities is being developed.	

Priority Two: How will we measure progress made with these key activities?					
Indicator	National	Target	Latest	Previous	Good is
CAMHS - Referral to assessment waiting times	N/A	Decrease	3.79 weeks	N/A	Lower
CAMHS - Referral to treatment waiting times	N/A	Decrease	6.63 weeks	N/A	Lower

Priority Three - Children and young people achieve their potential in Nottinghamshire

Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
3.1 Develop an effective working relationship, and shared understandings between the Local Authority, all schools and the Regional Schools Commissioner to raise standards of attainment and improve pupils' progress in all Nottinghamshire schools	County Council's Strategic Plan (2014-2018)	1. All leadership and governance models secure improved attainment outcomes for all children in all settings	Linda Foster	<p>Provisional data for 2016 indicates that:</p> <ul style="list-style-type: none"> Percentage of pupils achieving the expected standard in reading, writing and maths combined at the end of primary education in Nottinghamshire is 53.3%, compared with 53% nationally and 52.2% for statistical neighbours. The percentage of pupils achieving A*-C in both English and maths in Nottinghamshire secondary schools at the end of year 11 (KS4) is 65.6%. This is a 5.9% increase in comparison with 2015. Nationally, over the same period, 62.6% of state funded schools achieved this measure. <p>The latest Ofsted data (July 2016) indicates that:</p> <ul style="list-style-type: none"> 89.7% of all Nottinghamshire primary schools (maintained and academies combined) are now good overall. This is an improving trend. 74.4% of all Nottinghamshire secondary schools (maintained and academies combined) are good or better. <p>The Nottinghamshire School Improvement Strategy for Schools Causing Concern has been updated to take account of new legislation and statutory guidance to LAs and Regional Schools Commissioners. Nottinghamshire's strategy is fully compliant with national requirements.</p> <p>The Education Improvement Service continues to work in partnership with Teaching School Alliances to commission and broker support from partner schools for schools at risk of being less than good at their next inspection.</p>	
3.2 Work in collaboration with TSAs, EYFS settings, schools and FE colleges and a wide range of LA services and partners in	Closing the Educational Gaps Strategy and Implementation Plan	<p>1. The gaps in attainment narrow at each key stage for:</p> <ul style="list-style-type: none"> FSM6 White British LAC EAL 	Janeen Parker	<p>Key actions identified in the Closing the Gap (CtG) Strategy, are reviewed and monitored termly by the CtG Performance Board.</p> <p><u>2016 gap analysis based upon provisional data for 2016</u></p> <p><u>Early Years</u> (% achieving Good Level of Development) – FSM/Non FSM gap narrowed. LA gap is 22.6%, a 5% fall since 2015. LA gap now closer to 2015 national gap which was 18%).</p>	

Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
localities, to develop an agreed vision, strategy and cohesive offer to secure readiness for learning for those vulnerable groups identified by the East Midlands Challenge		<ul style="list-style-type: none"> SEND 		<p><u>Key Stage 2</u> (% achieving the expected standard or above in Reading, Writing & maths combined) - FSM6/Non FSM6 gap of 24pp. 35.7 % of FSM6 gained this measure compared to 59.7% of Non FSM6.</p> <p><u>Notts KS2 outcomes for White British (WB) FSM Boys and WB Non FSM boys</u> - gap of 29%. 24.3% of WB FSM boys gained this measure compared to 53.9% of WB Non FSM boys.</p> <p><u>Key Stage 4</u> - 42.2% of FSM6 achieved A*-C grades in both GCSE English & maths (5.1% improvement on 2015) whilst 72.6% of Non FSM6 achieved this measure (6.1pp improvement on 2015). The LA's FSM6 gap therefore widened by 1% in 2016.</p> <p><u>KS4 outcomes</u> - 26.8% of WB FSM boys achieved A*-C in both GCSE English and mathematics (2.1% improvement on 2015), compared to 64.2% of WB Non FSM boys (6.9% improvement on 2015). The LA FSM6 gap therefore widened to 4.8% in 2016.</p> <p>The Support to Schools Service (StSS) has been restructured to incorporate an extended group of teams focusing on advocacy for all CYP and their families, especially these key pupil groups:</p> <ul style="list-style-type: none"> • Young children with special educational needs; • CYP who are displaced and/or experiencing trauma and attachment issues; • Pupils with communication and/or social, emotional, mental health needs; • Pupils with language and/or literacy needs. <p>Locality collaboration projects include: (1) The Together for Newark (TfN); (2) The Together for Worksop (TfW); (3) Sherwood Forest Education Partnership.</p> <p>A resilience-building programme (Take Five) has been commissioned and delivered in a number of 'Together for Worksop' schools.</p>	





Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
3.3 Continue to use on-going analysis of place planning and early years' data, to secure funding (basic need and section 106) and thereby ensure there are sufficient school and early year places across the county	County Council's Strategic Plan (2014-2018) Early Years Improvement Plan 2015-2017	1. To ensure sufficiency of childcare provision needs in Nottinghamshire	Mike Sharpe	1. Secured £676,625 Basic Need funding from EFA. for 2017/18. Additional funding secured from contingencies from within previous Basic Need programme taking allocation up to £5 million. This will create approximately 70 new permanent places with the remainder of the funding right sizing PANs. 6 X £1 million project bids to Education Funding Agency to secure additional funding for 2 year olds to access 30 hour funding provision.	
		2. To increase take up rates of childcare places, especially for eligible 2 year olds		2. Implementation of the 'Early Innovator' for 30 hours childcare delivery plan: <ul style="list-style-type: none"> Improved Childcare Sufficiency Assessment activity, informed by Staffs model to help manage the market. Achieved 97% return of PVI Provider Surveys re Sufficiency. Achieved 1750 survey returns from Parents regarding needs– highest in the region. Engaged face to face with 300+ providers through initial workshops to share data and develop local plans. Submitted 6 capital bids to DfE to create 330 new places in areas of greatest need. 	






Priority Three: How will we measure progress made with these key activities?

Indicator	National	Statistical Neighbours	Target	Latest	Previous	Good is
Percentage of pupils achieving the expected standard in reading, writing and maths (KS2) *	53.0% (2016)	52.2% (2016)	Higher than national average	53.3% (2016)	New Measure	High
Percentage of pupils achieving A*-C in English and Maths at GCSE (KS4) *	62.6% (2016)	63.1% (2016)		65.6% (2016)	59.7% (2015)	High
Attainment 8 average score (KS4) *	49.8 (2016)	49.8 (2016)		50.6 (2016)	New Measure	High
The average point score per entry - KS5 (annual 2016 results inc. colleges) * NB 10 points equals one grade	32.23 (2016)	30.94 (2016)	Narrow the gap with National Average	30.23 (2016)	New Measure	High
FSM6 Attainment gap at age 11 for pupils achieving the expected standard in reading, writing and maths (KS2) *	Not available	-	Gap narrowed compared to 2014/15	24%	New Measure	Low
FSM6 Gap for pupils achieving A*-C in English and maths at GCSE (KS4) *	26.9%	-		30.4%	29.4%	Low
First time entrants to the Youth Justice System aged 10-17 per 100k (NB cumulative) NB Year to date = 147 (171 for same period last year)	295 (2013-14)	269 (2014-15)	Lower than 2015-16	76 (Q2 2016-17)	71 (Q1 2016-17)	Low
Uptake of early education places for eligible 2 year olds	-	-	Higher than statistical neighbour average	70.7% (Summer term)	63.8% (Spring term)	High

* Provisional 2016 data






Priority 4 - Children and young people and families receive support when needed in Nottinghamshire

Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
4.1 The identification of the impact of Early Help Services on outcomes for children, young people and families	Children, Young People and Families (CYPF) Plan 2016-2018	1. For outcomes measures for Early Help Services to be reviewed to best represent impact of services	Laurence Jones	1. Outcomes have been reviewed and the report is being scrutinised by Performance Board each quarter.	
		2. To develop further the work-flow model bringing together Early Help and CSC so that the journeys of children are better understood		2. A pilot workflow will be available in January 2017.	
4.2 The improvement of transitions for young people with disabilities between Children's Services and Adult Services	Health Wellbeing Strategy (2014-2017) NCC Transitions Protocol	1. New Transitions Protocol developed, endorsed and signed off	Jill Norman	1. The Transitions Protocol was formally endorsed by Policy Committee in early October 2016. Endorsement followed extensive consultation with key partners and stakeholders over the summer period. The protocol and pathway were shared with staff and stakeholders as part of the ICDS launch events.	
		2. Transitions Protocol and pathway embedded within services		2. This work will form part of the remit of the newly established SEND Accountability Board. A work stream will be formed to lead on the implementation of the protocol and pathway. Work is already in train to develop an interactive version of the pathway.	

Key Activities	Plan	Key Actions	Lead	Progress to Date	RAG Rating
4.3 The development of a revised 16+ accommodation strategy including the engagement with providers, district and borough councils to drive improvements	Children, Young People and Families (CYPF) Plan 2016-2018	1. Produce practice guidance on support for care leavers with Housing Leads in District Councils through the Youth Homelessness Forum	Laurence Jones	1. Care leavers issues are being dealt with in the Panel meeting each week with LAC and Leaving Care teams in attendance.	
		2. Produce a revised three year Youth Homelessness Strategy, incorporating the new outcomes framework and plans to support care leavers with accommodation		2. The Youth Homelessness Plan is complete and is being agreed through formal channels.	
4.4 The further integration of services for children and young people with special educational needs and disabilities	Nottinghamshire CYP (aged 0-25)SEND Integrated Commissioning Strategy (2015-2017)	1. Integrate teams supporting CYP with disabilities from across CSC & SEND into the Integrated Children's Disability Service (ICDS)	Jill Norman	1. The new structure is now in place and formally went live from September 2016.	
		2. Go live of common case recording and reporting system for all colleagues within ICDS		2. Phase one of Mosaic will go live December 2016, with further work planned for the early part of 2017.	
		3. Explore opportunities for further integration with community health services via the ICCYPH		3. This remains under consideration but is not an immediate operational priority as the new ICDS service needs to be firmly embedded and its effectiveness reviewed before considering further integration opportunities. We continue however to work very closely with health partners through the multi-agency hub and continuing health care panel.	

Priority Four: How will we measure progress made with these key activities?					
Indicator	National	Target	Latest	Previous	Good is
First time entrants to the Youth Justice System aged 10-17 per 100k	393 (annual)	Below national average	147 (Q2)	71 (Q1)	Low
Local Area Action Plan to be developed and monitored by the new Local Area SEND Monitoring and Accountability Board	N/A	Board to be established in December 2016 and to meet three times a year.	Draft Terms of Reference agreed, action plan being developed, Chair identified and membership agreed.	N/A	Board established, meeting as per schedule and action plan reviewed. The Board will have oversight of agreed SEND improvement performance indicators and future reports will therefore be able to provide quantifiable performance data.

Key to RAG Rating Status

	Completed – work has been successfully completed to deadline
	On schedule – work has started and is meeting milestones
	Happening but behind schedule – work has started, activity is not meeting milestones, but is expected to by the deadline if adjustments are made
	Behind or not happening – work has not started when scheduled or has started but activity is not meeting or unlikely to meet its milestones
	No information received