

## **Children and Young People's Committee**

**Monday, 14 October 2013 at 10:30**

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

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### **AGENDA**

- |    |  |         |
|----|--|---------|
| 1  | Minutes of the previous meeting held on 16 September 2013  | 3 - 8   |
| 2  | Apologies for Absence  |         |
| 3  | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4  | Introduction to Services - Public Health and the Integrated Commissioning Hub  | 9 - 12  |
| 5  | Policy Statement for Schools   | 13 - 30 |
| 6  | Nottinghamshire Children's Services Quality Assurance Framework  | 31 - 42 |
| 7  | Children who go missing from home or care - end of year report 2012-13   | 43 - 70 |
| 8  | Developing a new operating model for the Children, Families and Cultural Services Department   | 71 - 74 |
| 9  | Outside Bodies Report - Futures  | 75 - 78 |
| 10 | Outside Bodies Report - Standing Advisory Council for Religious Education SACRE  | 79 - 82 |
| 11 | Deletion of a Senior Case Manager Post and Establishment of a Youth Offending Services Officer post  | 83 - 86 |

**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 16<sup>th</sup> September 2013 (commencing at 10.30am)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

John Peck JP (Chairman)

Liz Plant (Vice-Chairman)

John Allin  
Steve Calvert  
Boyd Elliott  
Kate Foale  
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  
Mr John Rudd

**OFFICERS IN ATTENDANCE**

Sara Allmond	Policy, Planning and Corporate Services
Dawn Godfrey	Children, Families and Cultural Services
Chris Harrison	Children, Families and Cultural Services
Jon Hawketts	Children, Families and Cultural Services
Derek Higton	Children, Families and Cultural Services
Laurence Jones	Children, Families and Cultural Services
Rob Lancaster	Children, Families and Cultural Services
Anthony May	Children, Families and Cultural Services
Philippa Milbourne	Children, Families and Cultural Services
John Slater	Children, Families and Cultural Services
Chris Warren	Children, Families and Cultural Services
Michelle Welsh	Policy, Planning and Corporate Services

## **MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 8<sup>th</sup> July 2013, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

## **APOLOGIES FOR ABSENCE**

None

## **DECLARATIONS OF INTEREST**

None

## **INTRODUCTION TO SERVICES: EDUCATION STANDARDS AND INCLUSION**

John Slater provided members with an oral presentation on the work of the department regarding education standards and inclusion and answered Members' questions.

### **RESOLVED 2013/056**

That the presentation on education standards and inclusion be noted.

## **PERFORMANCE REPORTING (QUARTER 1 2013/14) – SERVICES FOR CHILDREN AND YOUNG PEOPLE**

### **RESOLVED 2013/057**

That the performance of the Council's services for children and young people during the period 1 April to 30 June 2013 be noted.

## **PROPOSED REVISIONS TO THE NATIONAL CURRICULUM IN ENGLAND**

### **RESOLVED 2013/058**

- 1) That the Government's proposed revisions to the National Curriculum from September 2014, subject to the outcome of consultation, and proposed changes to the testing arrangements for primary age children be noted.
- 2) That officers seek the views of headteachers regarding the proposed development of the National Curriculum and report back to the Committee

## **NOTTINGHAMSHIRE CHILDREN'S TRUST EARLY HELP DEVELOPMENT PLAN 2013-16**

### **RESOLVED 2013/059**

- 1) That the Early Help Development Plan 2013-16 be recommended to Policy Committee for approval.
- 2) That regular updates on the Early Help Development Plan 2013-16 be received.

### **LEAVING CARE SERVICE REVIEW**

#### **RESOLVED 2013/060**

- 1) That the re-structure of the Leaving Care Service be approved.
- 2) That the deletion of the Supported Accommodation Officer post be approved

### **YOUNG PEOPLE'S SUPPORTED ACCOMMODATION COMMISSIONING UPDATE AND ESTABLISHMENT OF A PART TIME COMMISSIONING MANAGER POST**

#### **RESOLVED 2013/061**

- 1) That the work that had taken place to deliver a planned programme of improvement and efficiencies in relation to young people's homelessness work be noted.
- 2) That the re-commissioning exercise for young people's supported accommodation be postponed for 12 months whilst future savings and efficiency programmes are agreed.
- 3) That the establishment of a Commissioning Manager working 26 hours per week within Targeted Support and Youth Justice on a temporary basis for two years be approved.

### **AN UPDATE ON NOTTINGHAMSHIRE'S STRATEGY FOR PUPILS WITH SOCIAL, EMOTIONAL AND BEHAVIOURAL DIFFICULTIES (SEBD) – FIVE STEPS TO COLLECTIVE RESPONSIBILITY**

#### **RESOLVED 2013/062**

- 1) That the progress made in implementing the County Council's strategy for improving arrangements for children and young people with Social, Emotional and Behavioural Difficulties (SEBD) be noted.
- 2) That the proposal to establish a further work stream to consider grey exclusions and how to mitigate against this practice be approved.

- 3) That the proposal to develop a SEBD strategy for primary schools be approved.
- 4) That the proposal to consult with stakeholders on the delivery model for specialist SEBD provision be approved.

### **PROPOSAL TO CONSULT ON THE CLOSURE OF DAYBROOK LEARNING CENTRE**

#### **RESOLVED 2013/063**

- 1) That approval be given to consult on the proposal to close Daybrook Learning Centre with effect from 31 August 2014.
- 2) That a further report be submitted to the Committee on the outcome of the consultation which recommends a course of action.

### **THE TROUBLED FAMILIES PROGRAMME IN NOTTINGHAMSHIRE**

#### **RESOLVED 2013/064**

- 1) That the development of the Government's Troubled Families Programme in Nottinghamshire be noted.
- 2) That the establishment of 2.0 FTE additional posts of Business Support Administrator at grade 3 on a fixed term basis, initially until 31 March 2015 based within the Business Support Service within Children, Families and Culture, be approved.

### **SCHOOLS WITH AN INCREASE IN SCHOOL PLACES OF 25% OR MORE: OUTCOME OF PUBLISHED SECTION 19 NOTICES**

#### **RESOLVED 2013/065**

- 1) That the outcomes of the Section 19 Notices published under the provisions of the Education and Inspections Act 2006, concerning the proposals referred to in the report, be noted.
- 2) That, to ensure provision is available in 2014/15, the Committee conditionally agrees to the implementation of the proposals with effect from 1 September 2014 to significantly increase:-
  - the number of pupil places at Beardall Street Primary School from 210 places to 315 places on a new school site, and to raise the school's published admission number (PAN) from 30 to 45.

- the number of pupil places at Forest Town Primary School from 280 places to 400 places, and to raise the school's PAN from 45 to 60
- the number of pupil places at Pierrepont Gamston CE Primary School from 210 places to 315 places, and to raise the school's PAN from 30 to 45
- the number of pupil places at Round Hill Primary School from 420 places to 525 places, and to raise the school's PAN from 60 to 75

pending planning permission being granted under the provisions of Regulation 3 of the Town and Country Planning General Regulations 1992 by 31 August 2014.

### **YOUNG PEOPLE'S BOARD – OFFICER GROUP REPORT**

#### **RESOLVED 2013/066**

- 1) That the progress of the Young People's Board be noted
- 2) To invite representatives from the Board to attend a future meeting to give a presentation on the work of the Board.

### **NATIONAL CHILDREN AND ADULT SERVICES CONFERENCE**

#### **RESOLVED 2013/067**

- 1) That approval be given for the Chair of the Children and Young People's Committee to attend the National Children and Adult Services Conference at the Harrogate International Centre, from 16-18 October 2013, together with any necessary travel and accommodation arrangements.
- 2) That a report from the Corporate Director for Children, Families and Culture Services be presented to this Committee on the outcomes of the conference.

### **MEMBERS' VISIT TO OUTDOOR AND ENVIRONMENTAL EDUCATION RESIDENTIAL CENTRE**

#### **RESOLVED 2013/068**

That a visit by Members to the two Outdoor Education residential centres on 20 September 2013 be approved.

### **WORK PROGRAMME**

#### **RESOLVED 2013/069**

That the Committee's work programme be noted.

The meeting closed at 12.56 pm.

**CHAIRMAN**  
M\_16Sep2013



**14 October 2013****Agenda Item: 4****REPORT OF THE CORPORATE DIRECTOR FOR CHILDREN, FAMILIES AND  
CULTURAL SERVICES****INTRODUCTION TO SERVICES: PUBLIC HEALTH AND THE INTEGRATED  
COMMISSIONING HUB****Purpose of the Report**

1. To provide the Children and Young People's Committee with an introductory overview of some of the key service areas within its remit.

**Information and Advice**

2. To support the new Committee's work, officers will deliver short introductory presentations at the first four meetings, in order to provide Members with an overview of the work of the key service areas that fall within its remit. The presentations will focus in turn on the work of each division within the Children, Families and Cultural Services Department, i.e. Children's Social Care, Youth, Families and Culture, and Education Standards and Inclusion, and Public Health will give a presentation on the integrated commissioning hub for children's health services in the County.
3. The fourth of these commissions the key services for children and young people from within Public Health as well as leading on integrated commissioning on behalf of six Clinical Commissioning Groups, namely:
  - Commissioning Public Health services for children and young people aged 0-5 years including:
    - prevention of birth defects
    - breastfeeding support and promotion
    - Health Visiting and Family Nurse Partnership from April 2015
    - Teenage Pregnancy interventions that support young families.
  - Commissioning Public Health Services for children and young people aged 5-19 years including:
    - School Nursing
    - Healthy Schools Programme
    - Teenage Pregnancy interventions
    - Oral Health Promotion and water fluoridation
    - National Child Measurement Programme

- Drug and Alcohol services and interventions.
- Commissioning Children and Family Services on behalf of six Clinical Commissioning Groups:
  - Disability and SEN services and interventions
  - Elements of community paediatric services
  - Child and Adolescent Mental Health Services (CAMHS) Tiers 1-3
  - Health services for young offenders in the community
  - Health needs of Children Looked After.
- 4. Members will have the opportunity to ask questions following the presentation.
- 5. The Committee's consideration of each of the presentations will inform the future Work Programme.

### **Reason/s for Recommendation/s**

- 6. To support the Committee's ongoing consideration of matters relating to the provision of services to children and young people across Nottinghamshire.

### **Statutory and Policy Implications**

- 7. This report has been compiled after consideration of implications in respect of finance, 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**

- 1) That Committee notes and comments upon the introductory service presentations.

**Anthony May**  
**Corporate Director for Children, Families and Cultural Services**

**For any enquiries about this report please contact:**

Kate Allen  
 Consultant in Public Health  
 T: 0115 9772861  
 E: kate.allen@nottscc.gov.uk

### **Constitutional Comments**

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

### **Financial Comments (KLA 18/09/13)**

- 9. There are no financial implications arising directly from this report.

**Background Papers and Published Documents**

None.

**Electoral Division(s) and Member(s) Affected**

All.

C0295



**14 October 2013****Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR, EDUCATION, STANDARDS AND  
INCLUSION****POLICY STATEMENT FOR SCHOOLS****Purpose of the Report**

1. The purpose of this report is to invite the Committee to comment on the revised Policy Statement for Schools, as set out in **Appendix 1**, and to recommend it to Policy Committee for approval.

**Information and Advice**

2. The Policy Statement for Schools, agreed in 2010 and last updated in December 2012, has been a key document that has guided the work of officers in supporting and challenging schools, in promoting school to school partnerships and in responding to the government's agenda to promote diversity and choice. The Policy has been amended in the past three years to reflect changes in the re-structure of the Children, Families and Cultural Services Department and in changes to legal responsibilities and statutory guidance, such as that concerning the Admissions Code of 2012, with a particular emphasis to protect the interests of vulnerable pupils as schools and academies acquire greater autonomy.
3. The revised Policy, attached as **Appendix 1**, asserts the belief of the Council that schools, and especially primary schools, can exercise appropriate autonomy and fulfil the potential of their children and young people while retaining their status as community schools. The Policy outlines the serious reservations the Council has in regards to the development of Free Schools because of their potential to undermine planning for the provision of sufficient and appropriately sited school places, which remains a key statutory function of the Council. The revised policy reflects the development in the arrangements for children and young people who are excluded, or in danger of being excluded, from school, and especially the more vulnerable.
4. An ongoing piece of work has been to negotiate and agree principles and protocols with all Nottinghamshire schools and academies, covering such areas as partnerships and collaborations, data sharing, place planning and admissions. An updated version of these principles and protocols is shown in **Appendix 2**.
5. The Policy Statement for Schools has underpinned the improvement model which has served the County's schools well over the past seven years. From 2006 – 2012 (inclusive) the outcomes for children and young people at the end of their statutory

schooling at 16 have improved ahead of the national average in each year. This revised Policy Statement will sustain a partnership approach, properly respect the autonomy of all schools and retain the emphasis upon protection of the most vulnerable pupils, which have been the hallmarks of the Policy since 2010. The revised Policy emphasises the commitment of the Council, as a champion of children, young people and their families, to support and challenge all schools and academies, a duty made clear in recent months by Her Majesty's Chief Inspector of Schools (HMCI). Additional emphasis is given to the option which community schools have to remain within the family of schools directly supported by the Council.

6. The Policy Statement for Schools will be reviewed annually.

### **Other Options Considered**

7. The Policy Statement for Schools has contributed to school improvement and provided clear guidance to officers and schools since its inception. The revised Policy will sustain improvement. No other option has, therefore, been considered.

### **Reasons for Recommendations**

8. The Policy Statement has supported the creation and maintenance of partnership working between schools that has focused upon providing good and outstanding schools for Nottinghamshire.
9. The revised Policy Statement reflects the improved arrangements for children excluded or in danger of exclusion from school which will help schools retain more children and young people within mainstream schools, better control costs and lead to better outcomes.
10. The revised Policy Statement accurately reflects the statutory duties of the Council.
11. The revised Policy Statement includes the updated principles and protocols agreed with all Nottinghamshire schools, following consultation.

### **Statutory and Policy Implications**

12. This report has been compiled after consideration of implications in respect of finance, 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 and discussion has been undertaken and advice sought on these issues as required.

### **RECOMMENDATION/S**

That:

- 1) the revised Policy Statement for Schools, as set out in **Appendix 1**, be recommended to Policy Committee for approval.
- 2) the Policy Statement for Schools be reviewed annually.

**John Slater**  
**Service Director, Education Standards and Inclusion**

**For any enquiries about this report please contact:**

John Slater  
Service Director, Education Standards and Inclusion  
T: 0115 9773589  
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### **Constitutional Comments (LM 12/08/13)**

13. The Children and Young People's Committee has responsibility for policy development in relation to children and young people, subject to approval by the Policy Committee.

### **Financial Comments (KLA 01/08/13)**

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

### **Background Papers and Published Documents**

Policy Statement for Schools – report to County Council on 16 September 2010  
Policy Statement for schools – report to Policy Committee on 12 December 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.

C0272





**Policy Owner:** CYPS - Portfolio holder

**Policy Title:** Policy Statement for Schools

**Equality Impact Assessment:** Action to be listed on LA system

**Implementation:** November 2013

**Review:** November 2014

**Purpose:** To ensure that every school in Nottinghamshire is a good or outstanding school.

## **Principles**

In our work with schools and other education providers we will:

- (1) ensure sufficiency of school places
- (2) emphasise and seek to retain the free choice of governors to decide upon the governance status of their schools.
- (3) help schools to keep all children and young people safe
- (4) ensure safe schools with fair access, particularly for vulnerable pupils including Looked After Children (LAC) and those who need the protection of the Fair Access Protocol (FAP)
- (5) promote effective leadership and governance
- (6) build capacity to secure sustained and continued improvement
- (7) work collaboratively to support all children and families
- (8) promote the development of self improving schools
- (9) identify and disseminate effective practice
- (10) recognise the value of partnership working between schools
- (11) promote affordability in approaches to place planning, admissions and school improvement
- (12) ensure value for money
- (13) promote partnership working that supports the development of local arrangements for those at risk of exclusion from schools
- (14) seek to retain small schools, especially those serving more isolated communities

## **Key Target Groups**

School leaders  
Governors  
Education providers

## **Guidance**

Provided below is a hyperlinked list, setting out a range of useful and relevant statutory and non-statutory guidance. The list will change in line with new documentation from central government.

Revised Ofsted Framework  
<http://www.ofsted.gov.uk/resources/framework-for-school-inspection>

DfE Schools Causing Concern Guidance  
<http://www.education.gov.uk/aboutdfe/statutory/g00192418/scc>

DfE Guidance on Exclusions  
<http://www.education.gov.uk/schools/pupilsupport/behaviour/exclusion>

DfE Guidance on Attendance and Behaviour  
<http://www.education.gov.uk/schools/pupilsupport/behaviour>

National College Models of Leadership  
<http://www.nationalcollege.org.uk/modelsandpartnerships>

The Schools Admissions Code 2012  
<http://www.education.gov.uk/aboutdfe/statutory/g00213254/school-admissions-code-2012>

The Schools Appeals Code 2012  
<http://www.education.gov.uk/aboutdfe/statutory/g00213244/school-admission-appeals-code-2012>

Five Steps to Collective Responsibility - SEBD  
[www.nottinghamshire.gov.uk/sebd](http://www.nottinghamshire.gov.uk/sebd)

Determined Admissions Arrangements 2013-14  
<http://www.nottinghamshire.gov.uk/learning/schools/admissions/school-admission-arrangements/>

Nottinghamshire Children and Young People's Plan  
<http://www.nottinghamshire.gov.uk/caring/childrentrust/childrenyoungpeopleandfamiliesplan2011to2014/>

## **Key Requirements**

In order to ensure all Nottinghamshire schools are good or outstanding we will:

### **1. Ensure the sufficiency of school places across the County**

We shall fulfil the Local Authority's statutory duty to plan efficiently for the sufficiency of school places across the County. Whilst we acknowledge the importance of parental preference, we also recognise that it will not always be possible to provide every parent with their first choice of school.

### **2. Value all our schools, whatever their governance and support, and challenge all schools appropriately**

We shall challenge all schools, whatever their governance, to provide a good or outstanding quality of education. Where schools underperform and are at risk of receiving an adverse judgement from Ofsted inspection, or already in an adverse Ofsted category, we shall seek to promote the support of other schools or academies, or academy chains, to help drive improvement. We will not, however, place pressure on such schools to change their governance status, unless such a change is unequivocally in the best interest of the children and young people the school serves. There will be no presumption in favour of the superiority of any form of governance.

### **3. Ensure the arrangements for schools admissions are compliant with the Admissions Code February 2012 and that a Fair Access Protocol outlines procedures for admissions, including in-year admissions**

We shall ensure that admissions arrangements are legally compliant during all admissions rounds. The Place Planning and Admissions Board will monitor the implementation of The Admissions Code in Nottinghamshire to ensure that the most vulnerable are admitted to schools speedily and appropriately.

Through working in partnership with schools including those which are Academies, Voluntary Aided, Voluntary Controlled, Free Schools or Studio Schools, the Local Authority's 'fair access', LAC and Special Educational Needs & Disabilities (SEND) protocols will ensure that vulnerable children are appropriately admitted to a school. FAP, LAC and SEND protocols will be regularly mediated and reviewed with schools through a range of forums including the Education Trust Boards, Nottinghamshire Association of Governors (NAGs) and the Place Planning and Admissions Board.

### **4. Maintain a variety of models of leadership, governance and partnership to match local needs and circumstances**

If headteachers and governing bodies are interested in academy status, we shall encourage them to make their decisions in the best interest of their pupils. The Local Authority will work in partnership with all Nottinghamshire schools, irrespective of their status. All schools will be entitled to purchase any Council provided services, as they choose. Schools will be offered advice on the full

range of governance, leadership and partnership options open to them. We shall, however, emphasise to all schools considering a change in their status from a community school that the Council values its community schools and will strive to protect their free choice on the matter of schools governance. The Council does not support the development of Free Schools, because they undermine rational planning and could prove to be wasteful and inefficient. We prefer, where possible, to expand good and popular schools to provide additional places, when needed, rather than see new schools opened by providers who may, in some instances, have no track record in providing education. However, where central government chooses to establish any Free School in Nottinghamshire, we shall work collaboratively with them, as with any other schools, irrespective of their governance, for the benefit of their children and young people. We shall expect Free Schools, in their turn, to work collaboratively with the Local Authority.

**5. Secure strong partnership between schools and wider children's services**

We shall encourage all schools to keep children and young people safe and promote their welfare, by working cooperatively with early intervention and social care services, where appropriate. We shall encourage schools to continue to provide extended services in and around schools, such as breakfast and after school clubs. We shall encourage schools to play a full part in the range of provision made to engage with families where there is evidence that children or young people may be at risk of harm, of disengagement or of failing to flourish and achieve at school. We shall remind all schools of the importance and requirement to work with the Local Authority Designated Officer (LADO) where there are concerns or allegations of child abuse and insist upon strict compliance with safer recruitment and working practices.

**6. Use the full range of strategies and policies available to the Council to support schools**

We shall encourage all schools to engage in partnership work with other schools to share their strengths and to address weaknesses. For example, sharing leadership, management and subject expertise have been shown to benefit all of the partners involved. The Council will use resources, such as those for school improvement, to compensate schools for time and shared expertise. We shall promote good practice through sharing of experience by such means as conferences, meetings and the use of the Council's websites.

**7. Provide services to help schools access necessary support to promote the well being of their pupils or guide schools to where such services are available**

We shall provide opportunity for all schools to share with a range of professional partners any concerns about the well being of their pupils, at an early stage of such concern. We shall work in partnership with schools, colleges and employers to ensure that young people have a range of opportunities to fulfil their potential through academic, vocational and employment options. We shall continue to provide and support a range of opportunities for young people to enjoy their leisure and avoid anti-social behaviour.

**8. Use the full range of statutory powers to intervene in schools causing concern, where the Council retains power to intervene**

These will be used – but only after appropriate support has first been given. For example, we shall issue a warning notice if a school continually fails to improve standards of discipline and achievement after support has been provided. We will ask Ofsted to bring forward inspection where there is clear evidence of underperformance and inefficient or ineffective response to weaknesses. In exceptional circumstances, where governance is weak and the school gives cause for grave concern, we shall apply to the Secretary of State to form an Interim Executive Board (IEB) to replace the Governing Body.

**9. Use risk management to intervene early and establish clear timelines with regard to outcomes and financial sustainability**

We shall continue to risk assess all schools against a set of openly shared criteria. Headteachers and Principals will be given early notice of any concerns and of the grounds for such concern.

**10. Close or reorganise schools where intervention is not effective**

Where a school, for which the Council retains accountability, shows evidence of inability to improve to acceptable standards, the Council will consider its closure. In such cases the premises may be used to extend another successful school.

**11. Enable, where possible, good and outstanding schools to expand**

We shall include a review of schools' performance into the planning process for the whole estate, so that more children and young people can attend successful schools. In reviewing the Local Authority's basic need requirements, acknowledgement of popular schools will be factored into any plans for expanding school provision, wherever possible.

**12. Seek out and respond to parents' views on school choices available in their area**

We shall use a range of means, including surveys, parent advice, the admissions process and complaints to ascertain the views of parents and seek, where possible, to expand good and outstanding schools and, where necessary and possible, close those that are inadequate and unpopular.

## **Communication**

The policy statement and the implications of implementation will be communicated with target groups through:

- **Education Trust, Primary, Secondary and Special Phase Boards and Governors' Board.**

These boards have been established specifically to promote effective consultation between Children, Families and Cultural Services (CFCS) and schools and their governors. The membership of each board consists of nominated head teachers representing other head teachers in their areas. The Governors' Board consists of members of the Nottinghamshire Association of Governors (NAGs) executive and a representative from each of the districts of the County, all nominated by their peers. The boards meet termly or twice annually, as decided by their membership. Each of the head teacher boards elects a chair who serves on the Education Trust Board, which is itself chaired by the Corporate Director for Children, Families and Cultural Services.

- **Governing Bodies**

These usually meet once termly (3 times a year). Currently over 90% of governing bodies buy back the Council's governor services package. Chairs of governors and head teachers are invited to a termly meeting with officers to discuss matters which may arise on their agendas, including usually a small number of reports from the Corporate Director. These meetings, as well as the Council's website, will be used to consult and communicate with school governors.

- **Nottinghamshire Association of Governors (NAGs)**

We shall continue to use the local branch of the National Association of Governors, which meets termly, in order to consult and communicate with governors.

- **Area head teacher meetings**

These meetings are convened by local head teachers and are typically served by a County Council officer, where this is the wish of the head teachers. We shall continue to consult and communicate with head teacher colleagues through these meetings.

- **Schools Forum**

This is a forum of nominated head teachers, governors, Diocesan representatives, teaching and non teaching trade union representatives and representatives of voluntary and independent sector providers of education. The group shares with the Council decisions regarding schools' budgets. Where the implementation of this policy statement impacts upon schools' finance issues, the Schools Forum will be appropriately consulted.



- **Diocesan Education Board representatives of the Education Diocesan Board for the Church of England and Roman Catholic schools**

These meet termly with the Corporate Director and other senior officers of the CFCS Department. Where implementation of this policy statement impacts upon provision made through church schools, then the relevant Diocesan representative will be consulted.

- **County Council intranet and public websites**

The policy will be available to schools, Elected Members and officers through the County Council's intranet site, the schools' website, known as Wired, and the public website.

- **Briefings for Elected Members and Council officers**

Once the policy has been amended by the Children and Young People's Committee, briefings will be offered to Members and officers to explain the changing context of the relationship with schools and the scope and significance of this amended policy.

## **Monitoring and Evaluation**

**The impact of the implementation of this amended policy will be monitored and evaluated by the Performance Board of the Children, Families and Cultural Services Department. The following outcomes will be evaluated to ensure that the implementation of the policy is effective:**

- There will a greater proportion of schools judged by Ofsted to be good or outstanding.
- No school will be judged by Ofsted to be inadequate.
- Levels of satisfaction from parents and pupils, indicated in a range of surveys, will improve.
- There will be improvement in all relevant measures in the Children and Young People's Plan, including the national indicators with regard to the performance of schools, such as the end of Key Stage results.
- There will an increase in the number of good and outstanding schools which have been expanded.





**Nottinghamshire County Council**  
**Working in partnership with all schools and academies to deliver the**  
**Nottinghamshire Policy Statement for Schools.**

**Partnership protocol**

**Ambition**

***We want Nottinghamshire to be a place where children are safe, happy and healthy, where everyone enjoys a good quality of life and where everyone can achieve their potential.***

**Partnerships and Collaborations**

Successful partnerships are created within a context of openness, trust and honesty around shared values and a shared moral purpose.

We aim to continue to create ways of working that will provide high quality education in Nottinghamshire to ensure that children develop the knowledge, understanding and skills required for future emotional and economic success.

Nottinghamshire County Council values diverse partnerships within a rapidly changing educational landscape which are underpinned by a vision and mission to serve all children and families, particularly the most vulnerable. The Council recognises the importance of schools and academies working collaboratively, both locally and nationally, through working with partners, including national academy sponsors, academy chains and the private and voluntary sectors.

The ambition of the County Council is that all children and families access excellent provision in learning environments which are safe and which secure high quality outcomes for all children and young people.

**Context**

Local authorities are required to be a champion of children and their families and to develop a school improvement strategy that ensures high quality education for all children, with vulnerable children being a priority, as set out in the Importance of Teaching (2010).

In line with the Nottinghamshire Policy Statement for Schools (September 2010, updated September 2013), this partnership aims to ensure that every school in Nottinghamshire is at least a good school.

This Policy Statement commits the County Council to the achievement of this aim through the promotion of a variety of models of leadership, governance and partnership to match local needs and circumstances.

## **Roles and Responsibilities**

The County Council respects every child's religion, culture and ethnicity. The development of diverse partnerships and educational provision should provide effectively for all children and particularly those in identified vulnerable groups. Reducing the impact of poverty on educational outcomes continues to be a key objective for all educational partners and providers.

Successful partnership requires protocols and practices that will promote the education of all children and will safeguard the most vulnerable. This can be achieved through ensuring:

- an admissions policy, including strategic place planning across all phases, which is open, fair and transparent to all in the most appropriate settings, including special schools, enabling, where possible, good and outstanding schools to expand
- an exclusions policy which protects the child and identifies those at risk of exclusion, allowing all members of the partnership to align any available resources around the needs of the child, particularly those in identified vulnerable groups
- a commitment to the continued education of all children including those who are at risk of exclusion, have been excluded or whose attendance would raise concerns
- a commitment to sharing information and data around admissions, exclusions, educational outcomes and student destinations to safeguard children, secure appropriate learning pathways and promote collaborative professional learning
- agreed protocols and procedures for data sharing to enable the County Council and external agencies to work directly with vulnerable students and groups where the law requires (such as those in the Youth Justice system)
- a commitment to developing and sharing innovative practice within a context of professional trust with all local schools and academies regardless of status
- a commitment to identify those children in need of support or protection and ensure that the appropriate processes are in place.

## **Our role as Champion of Children and Families**

All schools and academies, as well as the County Council, recognise the need to embrace the responsibility to be champion of children and their families. Whilst the County Council will retain statutory responsibilities for aspects of education, particularly around place planning, SEND (special educational needs and disability) and LAC (looked after children), there is a need for all settings providing education for Nottinghamshire children to accept their moral responsibility, particularly for identified vulnerable groups, and to play a part in keeping children safe.

There is a need for all educational providers and partners to continually review their roles, responsibilities and accountability. The increase in competition in a fast changing educational environment creates tensions and dilemmas for all.

Collaborative working with a shared moral purpose has the potential to safeguard children and young people and ensure high quality provision and outcomes within Nottinghamshire for all our children and young people.

## **Partnership Protocols and agreed actions**

### **Data Sharing for Vulnerable Groups**

#### **Context**

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on data sharing aims to provide services to help schools and academies access necessary support for the attainment and achievement of every child and young person or guide schools and academies to where such services are available.

Currently, all schools and academies share whole school and group level data annually with Nottinghamshire County Council.

Some data, particularly in relation to individual children at risk of exclusion or who are persistently absent, is often not reported early enough to relevant agencies, including the County Council. This results in vulnerable children and young people being placed at risk due to their absence or exclusion from schools and academies.

For vulnerable children and young people such as LAC, SEND, FSM (Free School Meals), CME (Children Missing Education) and those from vulnerable ethnic groups, the importance of the regular reporting of key data, including progress data, is vital if life chances for the most disadvantaged are to be improved.

#### **Agreed action**

All partners who work with Nottinghamshire children and young people are committed to the timely reporting of transparent data to ensure early intervention for the most vulnerable including:

- termly progress and attainment data in reading, writing, and mathematics at Key Stages 1-2 and English and mathematics in KS4 for LAC
- termly behaviour and attendance data for LAC
- One-to-One Tuition progress data for LAC
- the immediate notification to the Coordinator of the Virtual School of any Looked After Child at risk of exclusion

#### **Further actions**

Consideration is to be given to the development of appropriate processes for other vulnerable groups as necessary, particularly in relation to excluded pupils and those on the verge of exclusion.

## **Exclusions and Alternative Provision**

### **Context**

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on exclusions and alternative provision aims to provide services to help schools and academies access necessary support for the attainment and achievement of every child and young person or guide schools and academies to where such services are available.

All maintained Nottinghamshire schools currently adhere to the NCC Admissions Policy. Many Foundation and Voluntary Aided schools also adhere to this policy. Within this fast changing educational environment and the increase of diverse providers and sponsors, there is a need to agree protocols for admissions, including the readmission and provision for excluded children and young people.

There is a need for schools and academies in geographical areas to either build on existing partnerships such as SBAPs (school behaviour and attendance partnerships) and/or Alternative Provision to ensure that vulnerable children and young people at risk of exclusion have access to appropriate alternative provision during crisis periods.

There is a need for all schools and academies to engage with each other and Nottinghamshire County Council to develop their understanding and use of short term alternative provision to meet the needs of vulnerable children and young people and avoid the need for permanent exclusion.

### **Agreed action**

To continue to work with the schools and academies to agree protocols and guidance to support all schools and academies to work in partnership to provide good education for all pupils, particularly those who have been excluded or are on the verge of exclusion. The implementation of the principal recommendations of the SEBD review, which involve transferring centrally retained Council funding to schools in return for the commitment of schools to retain more children and young people within mainstream education, will be central to this development.

### **Further action**

- develop clear protocols on exclusion and alternative provision with a view of securing consistent practice across all providers
- increase the availability of alternative provision, particularly at primary and KS3 through collaborative arrangements across the range of providers within each locality
- improve communication across key stages and phases to identify children and young people who may be more at risk at points of transition. This may include some vulnerable children identified with SEND
- develop a protocol in relation to how Alternative Provision should be quality assured and the criteria against which the provision should be evaluated

- agree a shared protocol to ensure that all schools and academies accept their responsibility to improve provision to meet the needs of all children and young people, particularly the most vulnerable, thereby reducing exclusions and the need for alternative out of school provision.

## **Place Planning and Admissions**

### **Context**

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on place planning and admissions aims to provide services to ensure that all pupils can attend a good or outstanding school, by enabling where possible, good schools and academies to expand. The County Council is committed to seeking out and responding to parents' views on school choices available in their area.

There is tension around the need to ensure parental preference can be met in all localities. As successful schools expand to meet parental demand for high quality education, there will be a need to manage a reduction of pupil places in other schools.

The strategic planning of pupil places remains a statutory responsibility of the County Council which will require collaboration with new partners to enable, where possible, good schools and academies to expand in line with County Council Policy. The development of the Place, Planning and Admissions Board will provide strategic leadership and ensure that NCC meets its statutory responsibilities in relation to place planning and admissions, formulating a shared understanding of appropriate place planning.

### **Agreed action**

- all educational providers in Nottinghamshire should be encouraged to adopt the Nottinghamshire County Council Admissions Policy
- task the Pupil Place Planning and Admissions Board to continue to develop protocols around the admission of children from vulnerable groups, particularly SEND and LAC
- develop further the role that Nottinghamshire County Council officers can play in improving parents' understanding of the quality of provision in all schools and academies in each locality
- increase the number of places available in special schools for first admissions and post 16 through more collaborative working across secondary and special school providers
- continue to coordinate in year admissions for all community and Voluntary Controlled (VC) schools and offer this service to Own Admissions Authorities (OAAs) to join on a voluntary basis

## **Further action**

To ensure high quality places, consideration should be given to the consequences of schools and academies remaining in the Ofsted category of satisfactory, now known as “requiring improvement” and the resulting tension with this policy as good schools and academies expand their capacity.

## **SEND**

### **Context**

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on SEND aims to help schools access necessary support for the attainment and achievement of every child and young person, especially those with SEND to guide schools to where such services are available.

Currently all schools, including academies, receive additional financial resources and specialist support from specialist teams provided by the County Council targeted at children with SEND.

In addition, Family SENCO (special educational needs co-ordinator) networks provide an effective structure to allocate support and resources for pupils with SEND. The benefits include transparency of provision and resource allocation within a family of schools and effective transition arrangements across phases.

Schools in Newark town are currently piloting the employment of a ‘Town SENCO’ which is beginning to improve transparency across the locality in terms of the level of need in each school and the appropriate and fair allocation of SEN funding, including ‘Additional Family Needs’ funding.

### **Agreed action**

- further develop the partnership arrangements around SEND that exist in families of schools, towns or districts.
- set out the SEN support services that are currently provided to schools by the County Council and finalise costing for these services.
- ensure high quality provision, attainment and achievement for pupils with SEND by all families of schools by considering the development of the role of the family SENCO.

### **Further action**

- review and evaluate the effectiveness of a range of partnership arrangements currently in place in order to preserve those which work and add value
- develop a shared agenda regarding BESD (behavioural, emotional and social difficulties) and SEND to reduce significantly the number of children with SEND who are excluded from schools.



**14 October 2013****Agenda Item: 6**

## **REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE**

### **NOTTINGHAMSHIRE CHILDREN'S SERVICES QUALITY ASSURANCE FRAMEWORK**

#### **Purpose of the Report**

1. To seek approval from the Children and Young People's Committee for the implementation of a Quality Assurance Framework for the children's services functions within Children, Families and Cultural Services.

#### **Information and Advice**

2. Assuring the quality of the services provided to children, young people and their families directly by staff employed by the Children, Families and Cultural Services department and by staff in contracted services is of critical importance in driving service improvements and ensuring that children and young people are effectively safeguarded.
3. Nottinghamshire Children's Social Care has had a Quality Management Framework in place since 2009. This framework outlines expectations of managers in terms of a range of quality assurance activities including case file audits, supervision audits and direct observation of social work practice. These activities are intended to provide evidence of the quality of practice, and identify areas for improvement and plans to address these. The Targeted Support and Youth Justice Service also has Quality Frameworks in place, and is in the process of developing a framework for the Supporting Families area of work.
4. This overarching framework intends to bring consistency to service specific frameworks, and to provide guidance for those service areas that do not yet have formal quality arrangements in place, such as the new Multi-Agency Commissioning Hub delivering Education, Health and Social Care plans. The framework is explicitly for those services within the department that deliver services on a case work basis directly to children, young people and their families.
5. The framework formalises the role of elected members and senior officers in quality assurance, and specifies expectations in terms of activities such as case file auditing, and visits to frontline provision to meet with children, young people and families and staff. It sets out a mechanism for feedback to be provided directly to the Chief Executive by lead elected members, the independent chair of the Local Safeguarding Children Board and the principal child and family social worker, so that the Leadership Team within Children, Families and Cultural Services can be appropriately challenged and held to account.

6. In November 2013, Ofsted will publish a new framework for inspecting services for children in need of help and protection, children looked after and care leavers. Ahead of this new framework, Ofsted published a consultation document in June 2013, seeking comments on the proposed descriptors of 'good' authorities. Amongst the proposed grade descriptors of 'good' leadership, management and governance are the following:
- "The local authority knows itself well, is a learning organisation and can demonstrate evidence of practice that is informed, modified and sustainably improved by feedback, research and intelligence about the quality of services and the experiences of children, young people and families who use them. This may, for example, include feedback from the children in care council, change that arises from complaints that children and families make about their experiences or from successful or disrupted placements or adoption breakdown.
  - The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness. It demonstrates a track record of dealing rigorously and effectively with areas for development. Leaders, including elected members and managers, have a comprehensive and current knowledge of what is happening at the 'front line' and a track record of responding appropriately and quickly to service deficiencies or new demands.
  - Management oversight of practice, including practice scrutiny by senior managers, is established, systematic and demonstrably used to improve the quality of decisions and the provision of help to children and young people."
7. Whilst these are not definitive grade descriptors, it is highly likely that they will form part of the inspection framework when it is published in November. It is therefore crucial that the department embeds the quality assurance arrangements described in the document attached as **Appendix 1** and uses them to drive service improvements.
8. It is intended that through the proposed regular reporting of the outcomes from quality assurance activity to the Children, Families and Cultural Services Leadership Team and the Children and Young People's Committee, the organisation will develop a stronger learning culture and services to children and families will continuously improve.
9. The Quality Assurance Framework will be implemented by the Planning, Performance and Quality Assurance Group within the Children, Families and Cultural Services department, working with operational service leads where appropriate. This will include developing a programme of activity to support implementation of the framework, including briefings and workshops.

### **Other Options Considered**

10. No other options have been considered. Extending quality assurance arrangements across the range of services delivered to children and families will improve the quality of service provision and thus lead to improved outcomes for children and young people.



## **Reason/s for Recommendation/s**

11. Implementation of the Quality Assurance Framework for Nottinghamshire Children's Services will strengthen scrutiny by elected members and senior officers of the quality of frontline practice and drive service improvements across the range of children's services functions.

## **Statutory and Policy Implications**

12. 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**

13. Service users will benefit both from having increased opportunities to provide feedback on the service they receive, and from higher quality services.

## **Financial Implications**

14. The financial implications of the quality assurance framework can be met within existing resources in the Children, Families and Cultural Services departmental budget.

## **Safeguarding of Children Implications**

15. Strengthening the quality assurance of arrangements to safeguard children and young people will lead to service improvements and the improvement of such arrangements.

## **RECOMMENDATION/S**

- 1) That the Quality Assurance Framework for the children's services functions within Children, Families and Cultural Services be approved.

**Derek Highton**  
**Service Director: Youth Families & Culture**

**For any enquiries about this report please contact:**

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## **Constitutional Comments (LM 19/09/13)**

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

## **Financial Comments (KLA 18/09/13)**

17. The financial implications of the report are set out in paragraph 14 above.

**Background Papers and Published Documents**

None.

**Electoral Division(s) and Member(s) Affected**

All.

C0298

## **Quality Assurance Framework for Nottinghamshire Children's Services**

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### **Contents**

1. Introduction and Purpose
2. Application of the Quality Assurance Framework
3. Quality Assurance Cycle
4. Quality Assurance Activity - Our Expectation of Services
5. Quality Assurance Responsibilities
6. Governance Arrangements

### **1. Introduction and Purpose**

The Children, Families and Cultural Services Department is committed to achieving the ambition of Nottinghamshire being “a place where children are safe and happy, where everyone enjoys a good quality of life, and where everyone can achieve their potential.”

In order to ensure that children and families in Nottinghamshire receive a high quality service, robust quality assurance arrangements must be in place to evidence that this is the case, and to identify any areas where improvements need to be made. Many services already have quality assurance arrangements in place and this overarching framework is intended to bring consistency to these arrangements. At the same time, it is recognised that individual service responsibilities and regulatory frameworks mean that they may have specific requirements that will need to be incorporated into service level quality assurance arrangements.

This document will articulate:

- the quality assurance cycle, and range of quality assurance activities that will be undertaken;
- the role that elected members and senior officers will play in relation to the quality assurance of children's services; and
- the governance arrangements for quality assurance reporting.

The quality assurance activities outlined in this document are in addition to routine performance monitoring undertaken through processes such as supervision, Employee Performance and Development Reviews (EPDRs) and Leadership or Management Team meetings. Leadership and Management Team meetings should be used to monitor:

- key performance indicators;
- budget;
- workforce data such as vacancies, turnover, sickness absence, caseloads, workforce development;

- implementation of service plans.

Supervision and EPDRs should be undertaken in line with the corporate policy which can be accessed via <http://intranet.nottsc.gov.uk/managersresourcecentre/>. The Performance Management Framework for Children, Families and Cultural Services should be read in conjunction with this document.

## **2. Application of the Quality Assurance Framework**

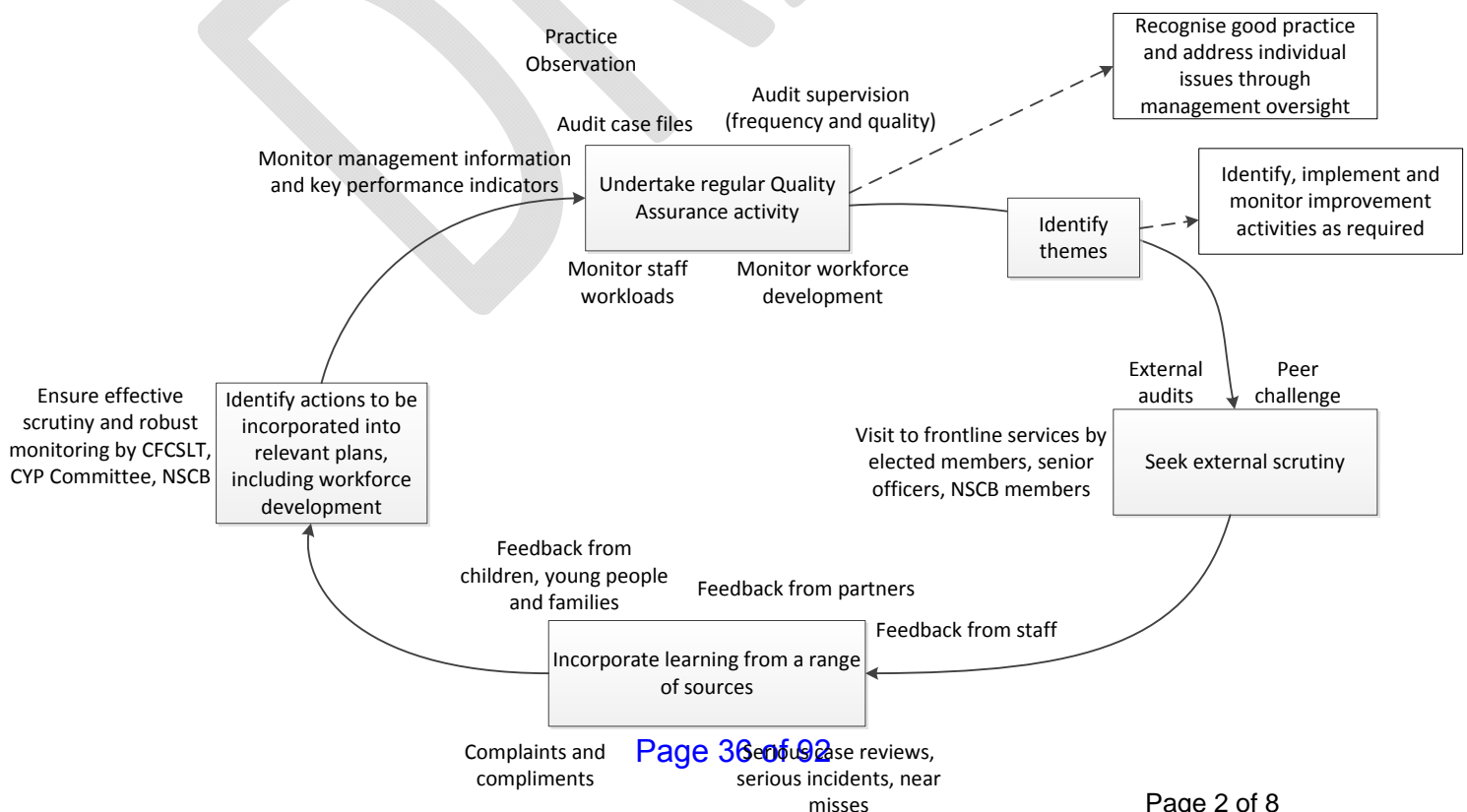
The services that come under the auspices of this Framework are direct delivery services to children and families managed within:

- Early Help (Common Assessment Framework, Targeted Support (including Supporting Families), Early Years and Early Intervention)
- Children's Social Care
- Youth Justice
- Special Education Needs and Disabilities (SEND) Policy and Provision
- Achievement and Equality

The quality assurance requirements set out in this document apply to services provided directly by the Council and to those commissioned by it.

## **3. Quality Assurance Cycle**

The diagram below outlines the quality assurance cycle that we will use to underpin the Quality Assurance Framework. This shows that information about the quality of service provision will be gathered from a range of sources, analysed for trend information, and used to identify improvement priorities, such as workforce development needs.



## **4. Quality Assurance Activity - Our Expectation of Services**

### **4.1 Casework**

Key early help and specialist services commissioned and provided by the department include Early Years and Early Intervention, Targeted Support and Youth Justice Services, Children's Social Care and Special Educational Needs and Disabilities (SEND) Policy and Provision. These services provide support to children and their families to enable them to achieve their best possible outcomes by taking a casework approach, involving assessment of needs – planning – intervention – review. Each service is expected to adopt and work to the *Working Together 2013* definition of a high quality assessment, which notes that assessments:

- “are child centred. Where there is a conflict of interest, decisions should be made in the child's best interests;
- are rooted in child development and informed by evidence;
- are focused on action and outcomes for children;
- are holistic in approach, addressing the child's needs within their family and wider community;
- ensure equality of opportunity;
- involve children and families;
- build on strengths as well as identifying difficulties;
- are integrated in approach;
- are a continuing process not an event;
- lead to action, including the provision and review of services; and
- are transparent and open to challenge”.

### **4.1 Feedback from children, young people and families**

In line with the commitment to participation outlined in the Children's Trust Participation Strategy, each service area is expected to have arrangements in place to seek feedback from children, young people and families, analyse the information gathered, and use it to inform service planning and development. Where there are opportunities to actively involve children, young people and families in service development, these should be promoted.

### **4.2 Complaints and Compliments**

Quarterly complaints information is provided to each service area in Children, Families and Cultural Services. This information is 'high level' and intended to identify trends and problem areas, as well as providing information about individual complaints.

Additionally, an action plan is developed for each Stage 2 investigation and Stage 3 panel, unless there are no recommendations or learning because the complaints were not upheld. The action plan includes specific recommendations and learning points from the investigation or panel, the action required to implement these, the responsible manager and a timescale

for completion. The Complaints and Information Team monitors action plans and ensures that they are completed.

### **4.3 Feedback from staff**

Each service area is expected to have arrangements in place to promote a two way dialogue between frontline staff and senior managers. The purpose of this is for staff to be able raise issues, identify solutions, and contribute to service developments. Examples of such arrangements could include think tanks, forums and focus groups. Staff surveys can also be used as a mechanism to gain feedback.

### **4.4 Feedback from partners**

Each service area should put in place arrangements including briefings, workshops and surveys where appropriate, to seek feedback on the quality of service provision.

### **4.5 Case file auditing**

Each service should have arrangements in place for managers to audit case files, using an audit tool appropriate to the service being delivered. Auditing should take place on at least a quarterly basis. Audit tools should incorporate the following areas:

- quality of assessment (as outlined in the introduction to this document)
- identification of risk
- quality of planning and review
- quality of intervention
- evidence of child or young person's views being heard and acted upon
- evidence of diversity needs being considered and addressed
- effectiveness of coordination between agencies and quality of joint working
- evidence of management oversight
- evidence of impact/improved outcomes

Audits should be recorded and uploaded, where appropriate, to the child or young person's file on the case management system.

If any immediate concerns are identified regarding a child or young person's safety or wellbeing, the auditor is responsible for ensuring that the case holding social worker and their team manager are notified as a matter of urgency. Where the case is not open to children's social care, the case holding lead professional and their team manager should be contacted and the MASH notified of the concern.

Audits should be graded to enable progress monitoring, using the standardised categories of outstanding, good, adequate and inadequate. Each service should provide guidelines to support auditors in reaching

grading decisions. A summary report detailing audit grades should be produced on a quarterly basis, to enable trends to be identified.

In addition to routine auditing, themed or deep dive auditing into specific issues should be undertaken. Service areas are encouraged to involve children, young people and families and frontline staff within the auditing process, where this is considered to be appropriate.

#### **4.7 Practice Observation**

Direct observation of the practice of frontline staff by first line managers is a key way of ensuring that children and families are receiving a quality service that addresses the needs of children. It is expected that each frontline practitioner is observed twice a year, and that supervision should be the means of ensuring that good practice is commended and areas for improvement identified and addressed.

#### **4.8 Serious case reviews, serious incidents and near misses**

Serious case reviews, serious incidents and near misses provide the opportunity to reflect in detail on practice within individual cases, and to identify and act on areas for improvement. Each service area is expected to engage fully with the requirements outline in *Working Together to Safeguard Children 2013* and the Youth Justice Board *Guidance on Serious Incident Reporting Procedures 2007*.

#### **4.9 External Reviews**

In addition to internal quality assurance activities, the department's Senior Leadership Team will commission external scrutiny. This may take the form of a peer review, safeguarding assurance visit or practice challenge, from the regional sector-led improvement programme. Each type of event involves a team of peers (officers and elected members) from other local authorities scrutinising an area of practice according to key lines of enquiry that have been agreed in advance.

Additionally, the Departmental Leadership Team will commission external reviews of practice when internal audit or performance information indicates that there is an issue that requires independent scrutiny.

Finally, external inspections of children's services provision by Ofsted provide an analysis of strengths and weakness in relation to early help and children's social care services and include specific recommendations for improvement.

### **5. Quality Assurance Responsibilities**

In order to ensure that there is sufficient scrutiny of children's services provision, the Chief Executive, Corporate Director for Children, Families and Cultural Services and lead elected members will undertake a number of direct roles. This includes directly engaging with children and families and frontline



staff to obtain their views on service provision, as well as scrutinising the outcomes from quality assurance activities undertaken within service areas.

## 5.1 Chief Executive

Task	Purpose	Frequency
Attend Children in Care Council	To gain first hand knowledge of the experiences and issues of looked after children for whom the local authority is corporate parent	Annually
Attend Social Work Forum	To gain first hand knowledge of the perspective of and issues for frontline staff	Annually
Observe the NSCB	To gather assurance about the effectiveness of the Board	Annually
Meet with Chair LSCB, lead elected members, Principal Child and Family Social Worker	To gather assurance on performance strengths and challenges within Children's Social Care	Every six months
Meet with DCS and SD Children's Social Care	To follow up on issues arising from QA activity	Every six months
Commission independent and/or peer reviews	To seek external assurance of key performance areas within Children's Services	As required

## 5.2 Elected Members

Task	Purpose	Frequency
Meet with children and young people through a programme of visits including children's homes (rota visits)	To gain first hand knowledge of the experiences and issues of looked after children for whom the local authority is corporate parent	Quarterly
Lead member to attend Children in Care Council	To gain first hand knowledge of the experiences and issues of looked after children for whom the local authority is corporate parent	Every meeting
Lead member to meet with frontline staff through a programme of visits to area offices and provision such as Children's Centres, schools	To gain first hand knowledge of the perspective of and issues for frontline staff	Quarterly
Lead member to attend the NSCB as a participant observer	To gather assurance about the effectiveness of the Board	Quarterly
Lead member to meet with the Principal Child and	To gather assurance on performance strengths and	Every six months



Family Social Worker	challenges within Children's Social Care from the perspective of frontline staff	
Meet with DCS and SD Children's Social Care	To follow up on issues arising from QA activity	As required
Report to the Children and Young People's Committee	To report issues arising from QA activity and action taken in response	Every six months

### 5.3 Director of Children, Families and Cultural Services (DCS)

Task	Purpose	Frequency
Meet with children and young people through a programme of visits including children's homes, early help provision, schools	To gain first hand knowledge of the experiences and issues of children and young people in Nottinghamshire	Monthly
Attend Children in Care Council	To gain first hand knowledge of the experiences and issues of looked after children for whom the local authority is corporate parent	Three times per year
Meet with frontline staff through a programme of visits to area offices and provision such as Children's Centres, schools	To gain first hand knowledge of the perspective of and issues for frontline staff	Monthly
Attend Social Work Forum	To gain first hand knowledge of the perspective of and issues for frontline staff	Every six months
Be an active member of the NSCB	To provide appropriate scrutiny and challenge to partner agencies with regard to their safeguarding responsibilities	Quarterly
Audit 2 case files	To monitor the quality of case work	Quarterly
Commission independent and/or peer reviews	To seek external assurance of key performance areas within Children's Services	As required
Scrutinise the outcomes from quality assurance activities and agree improvement activity required	To ensure that quality assurance activity leads to service improvement	Quarterly

## 5.4 Service Directors

Task	Purpose	Frequency
Meet with children and young people through a programme of visits including children's homes, early help provision, schools	To gain first-hand knowledge of the experiences and issues of children and young people in Nottinghamshire	Monthly
Meet with frontline staff through a programme of visits to area offices and provision such as Children's Centres, schools	To gain first-hand knowledge of the perspective of and issues for frontline staff	Monthly
Attend Staff Forum(s)	To gain first-hand knowledge of the perspective of and issues for frontline staff	Quarterly
Audit 2 case files	To monitor the quality of case work	Quarterly
Consider the outcomes from quality assurance activities and identify improvement activity required	To ensure that quality assurance activity leads to service improvement	Quarterly

The responsibilities of Group Managers through to first line managers and practitioners will be outlined within individual service quality management frameworks, in recognition of different services' regulatory frameworks.

## **6. Governance Arrangements**

A quarterly report collating the outcomes from individual service areas' quality assurance arrangements will be collated by the Planning, Performance and Quality Assurance Group for scrutiny by Children, Families and Cultural Services Leadership Team. This report will also include the outcomes from quality assurance activity undertaken by senior officers and elected members.

A report will be prepared for the Children and Young People's Committee and the Nottinghamshire Safeguarding Children Board every six months.

Each report will identify themes from the quality assurance activity undertaken, outline improvement activity required, and plans in place to address this.

**14 October 2013****Agenda Item: 7****REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****CHILDREN WHO GO MISSING FROM HOME OR CARE: END OF YEAR  
REPORT 2012/13****Purpose of the Report**

1. The purpose of the report is to update members of the Committee on the activity and progress relating to children who go missing from home or care within Nottinghamshire during 2012-13. The report highlights accomplishments during the year and the priorities for 2013-14. These priorities will build on the strong foundations within Nottinghamshire as this area of work has been invested in and been a priority for both Children's Social Care and the Nottinghamshire Safeguarding Children Board (NSCB).

**Information and Advice****Background**

2. A brief definition of a missing child is one *'who is absent from their home or placement without permission for any length of time where their age, experience, background or ability make this a concern'* (NSCB Protocol). The Police definition adopted within Nottinghamshire is that a missing person is one *'whose whereabouts are unknown, whatever the circumstances of disappearance. He or she will be considered missing until located and his or her wellbeing, or otherwise, established'* (ACPO (Association of Chief Police Officers) / NSCB Protocol). The ACPO guidance has recently been revised and the Department for Education Statutory Guidance is being reviewed; this will result in the NSCB protocol being updated in due course to take into account both revisions.
3. The issue of children who go missing from home or care is a safeguarding issue as some children who go missing may be at risk of or suffering from harm due to going missing. Children from all backgrounds may run away in response to problems that are making them unhappy or feel unsafe. There are also clear links between child sexual exploitation and going missing which are taken into account in the work we do. Children who go missing from care are clearly a specific group of children who are of concern as they are particularly vulnerable.
4. The Children's Society research (2011 Still Running 3) indicates that running away is still a problem nationally and it thus remains a priority for the NSCB.

5. A wealth of local data relating to missing children is collated quarterly with the aim of developing understanding and analysis around the subject of missing children. An accompanying presentation will show some of the detail that is available and work is ongoing to improve our understanding and apply the information usefully. It is regretful that there is no national data which would enable national or local comparison but research by Ofsted and the voluntary sector provides an opportunity for a degree of practice comparison.
6. The information from research and the Nottinghamshire data available would indicate that the work around children who go missing within Nottinghamshire is positive and that the work is developing and progressing.

## **Governance**

7. The strategy and the development of missing children work is undertaken through a multi-agency steering group. There has been quarterly reporting to the NSCB through the Performance and Quality Sub-Group and, as of this year, annually to the Board.

## **National and Local Strategy and Partnerships**

8. The local NSCB protocol '*Children Who Go Missing From, Home, Care or Education Protocol (2012)*' guides our work. The protocol derives from statutory guidance (2009) and from a Home Office strategy (2011). Work is also informed by a raft of guidance and research which either relates to or is closely aligned to child sexual exploitation.
9. All of the work around missing children is multi-agency; this is reflected in the steering group although the lead agencies are the Police and Children's Social Care.
10. Three main multi-agency, cross-authority training events were held during the 2012-13 which attracted a wide variety of participants and the subject is also regularly raised at other events i.e. NSCB 'What's New' events. More formal training is planned for 2013/14 when the DfE has revised the statutory guidance although there are ongoing briefings and information sharing meetings where possible.

## **Current Service Provision**

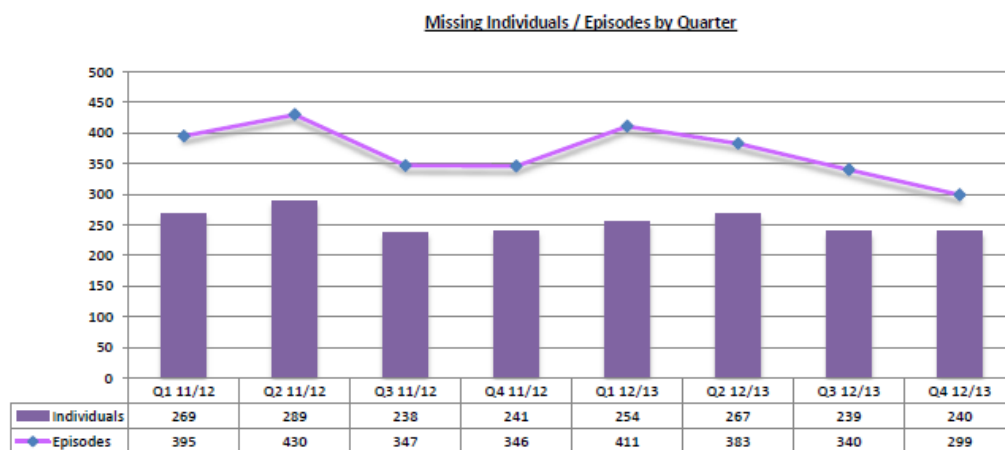
11. A clear process is followed once a child is reported missing; in brief:
  - the Police receive a call from a parent or carer to report a child missing
  - the Police visit the home or residence of the child and take a missing child report
  - Children's Social Care (CSC) is notified of the missing report (called an episode)
  - when the child is found the Police will complete a 'safe and well' check
  - where there is a delay in the child being found there is an ongoing dialogue between the Police and CSC Children Missing Officer (CMO)
  - CSC are sent a 'found' report by the Police
  - the CSC Children Missing Officer co-ordinates the request for a return interview or a multi-agency meeting from the relevant team
  - a worker will visit the child to complete the return interview and possibly co-ordinate a multi-agency meeting.

12. A return interview should be completed within 72 hours and is an opportunity for the young person to discuss why they have gone missing and for the worker to plan help and support. A multi-agency meeting is an opportunity for professionals to co-ordinate a response to the young person going missing and agree an appropriate plan.
  - a return interview is held when the young person has gone missing for the second time, or the first time if there are particular vulnerabilities identified or they have been missing for 24 hours
  - a multi-agency meeting will be held after the third time of going missing, or the young person has been missing for 72 hours or if they are engaged in risky behaviour.
13. In 2012/13 the majority of requests (57%) for return interviews were made to Children's Social Care with 6% to Targeted Support. 23% went to the Runaways Service which is a partnership between Catch 22 (a voluntary agency) and Targeted Support. The Runaways Service responds where the young person is not known to other services. The remaining 14% of requests went to Other Local Authorities who had children placed within Nottinghamshire boundaries, usually in private residential homes or independent foster placements.

## Data

14. The key findings for 2012/13 are as follows:

- there were 1,433 missing notifications (6% reduction on 2011/12)
- this related to 776 individual children (10% reduction on 2011/12)
- the number of children who go repeatedly missing appears to have decreased



- the gender of children who go missing is 50:50 male: female
- the ethnicity of children going missing roughly reflects the child population within Nottinghamshire
- the peak age range of children going missing is 13-17 years

- the percentage of children in the general population who went missing last year was approximately 0.5%. A higher percentage of children who are looked after go missing.
- data is being analysed to identify whether or not there are particular areas/hot spots where there is a higher or lower incidence of young people going missing
- the majority of Nottinghamshire children return home or to their placement within 24 hours
- the reasons young people give for going missing are varied but mostly about relationships with parents but also some school based issues or drug and alcohol factors

## **Main Achievements**

15. A comprehensive strategy and action plan has been completed which both reflects the work currently being done and that planned (**Appendix 1**).
16. We have improved on the recording and reporting of missing children.
17. The data indicates that the number of children going missing has reduced over the last year.
18. There has been an improvement in the completion of both return interview and multi-agency meeting compliance although this is something that we are determined to improve further. The majority of these interviews are done in a timely manner (within 72 hours). What works well however, and is a positive feature of the work we do, is the monitoring and tracking of this by the Children Missing Officer.
19. There is pro-active work to ensure that any Nottinghamshire child who is placed out of the County is responded to in the event that they go missing. This work will continue over the coming year. Details of the Nottinghamshire Looked After Children population, their placement types and geographical location are attached as **Appendix 2** and will be covered in the presentation.
20. Nottinghamshire has also been working with private providers of residential care homes and private fostering companies in Nottinghamshire and continues to work with other local authorities who have children placed in Nottinghamshire. This recognises that children placed at a distance from their home are potentially more vulnerable. It also recognises that from a multi-agency point of view Nottinghamshire Police have to respond to instances of children missing and that there may be a potential impact on Nottinghamshire as an Authority if there were to be significant incident of harm occurring to a child within our boundaries.

## **Key priorities for 2013/14**

21. There is a work plan for the coming year and the priorities are to:
  - review the NSCB missing children protocol in response to the anticipated revised Statutory Guidance

- improve the number of missing interviews completed
- improve the quality assurance work we do; particularly evaluating the quality of the return interview process and intervention in terms of the outcome for the child
- improve our engagement with young people to ensure their voice is heard
- ensure a more sophisticated analysis of the data, looking at 'hot spots' and repeat missing persons as well as understanding of any risk or harm the child has experienced
- monitor the use of disruption techniques by the police i.e. child abduction warning notices
- strengthen intelligence sharing processes with the police
- further develop work with the looked after children's teams including a focus on children placed out of the County.

### **Other Options Considered**

22. The report is for noting only.

### **Reason/s for Recommendation/s**

23. The report is for noting only.

### **Statutory and Policy Implications**

24. 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.

### **Safeguarding of Children Implications**

25. The Children Missing from Home and Care protocol is issued under the Nottinghamshire Safeguarding Children Board procedures, the governance of which is through the NSCB.

### **RECOMMENDATION/S**

1) That the update on the activity relating to children who go missing from home or care within Nottinghamshire during 2012-13 and the progress made with regard to the response to those children who go missing from home or care be noted.

**Steve Edwards**

**Service Director, Children's Social Care**

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## **Constitutional Comments**

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

## **Financial Comments (ZM 18/09/13)**

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

## **Background Papers and Published Documents**

Children who go missing from home, care or education protocol – Nottinghamshire Safeguarding Children Board, 2012

Children Who Run Away or Go Missing from Home or Care – DCSF Statutory Guidance, July 2009

Missing Children and Adults: A Cross Government Strategy – Home Office, December 2011

Still Running 3: early findings from our third national survey of runaways 2011 – Children's Society

Missing Children – Ofsted report, February 2013 (Ref No 120364)

Here to Listen? Return interviews provision for young runaways – The Children's Society, 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.

C0296



# Missing Children Multi-Agency Strategy 2013-14

Working Together to Safeguard Children going Missing from  
Home & Care in Nottinghamshire



**Nottinghamshire**  
**SAFEGUARDING**  
**CHILDREN Board**

# Statement of Intent

Children who go missing from home and care are an extremely vulnerable group of children and young people. It is estimated that nationally every year there are approximately 240,000 notifications of children going missing which relate to approximately 140,000 children. Within Nottinghamshire in 2012/13 there were 1440 missing notifications which related to 776 individual children.

Missing children is a safeguarding issue as, whilst the majority of children who go missing return quickly, many others will either be at risk of or suffer harm in the form of physical abuse or sexual exploitation. They may sleep rough or commit crimes to survive and their physical and emotional health may suffer as well as their general health, education and social relationships. There are also links between going missing, being sexually exploited and trafficking.

From research there are many reasons why children go missing from home or care often referred to as push-pull factors; for example they may be pushed away from home or pulled towards something. Children who go missing from care are an especially vulnerable group of children, 21% of the individual numbers of children who went missing within Nottinghamshire in 2012-13 were from care and 79% were from home.

***We will develop an effective local strategy to ensure a co-ordinated multi-agency response to children going missing from home or care.***

It is our clear intent to contribute to improving the lives of children living in Nottinghamshire both within home and care. We will do so by ensuring children and young people understand the risks of going missing and of being exploited. This will lead to better outcomes for children and young people.

This strategy and action plan is based on *Missing Children and Adults: A cross Government Strategy* (Home Office 2011) and on the Statutory Guidance on children who run away and go missing from home or care (DfCSF 2009) as well as the Nottinghamshire Safeguarding Children Board (NSCB) Inter-agency Practice Guidance *Children Who Go Missing from Home, Care or Education Protocol* (May 2011) and the All Party Parliamentary Group (APPG) 'Report from the Joint Enquiry into Children who go missing from care' (July 2012). It will be updated as required in line with developments from central government and policy, practice or research.

The strategy covers children of all ages that are reported missing to the police and meets the criteria within the protocol.

## The strategy for 2012-2014 has an emphasis on:

- Prevention: Reducing the number of children who go missing
- Protection: Reducing the risk of harm to those who go missing
- Provision: Providing missing children & families with support and Guidance

Our key strategic priorities are:

- Mapping data and needs in relation to levels of missing children
- Putting systems in place to effectively respond to children who go missing
- To offer children who go missing a return interview in a timely manner (in line with the *missing protocol*)
- Increase understanding & awareness of missing children issues among children, their parents and carers as well as with professionals
- Ensure a multi-agency response to meeting the needs of children and young people who go missing

## How we will achieve our priorities?

There is a strategic service manager lead for missing children within NCC as well as a dedicated police manager.

A multi-agency missing children steering group will meet regularly to monitor and progress strategy and planning taking into account new legislation, research, policy or guidance.

Strategic planning and working in a multi-agency way will enable us to work collaboratively, consistently, and effectively to improve the lives of children and young people at risk of harm from going missing from home or care.

The missing children steering group will:

- Take a strategic lead in the co-ordination of children who go missing
- Scrutinise performance taking a robust approach to data collation and analysis to inform practice.
- Drive forward and support the multi-agency work that needs to be done to tackle missing children

The work of the group will report to the Nottinghamshire Safeguarding Children Board (NSCB) Performance and Quality Sub-Group. Elected members will also be updated annually.





Prevention	
What are we going to do?	How will we do it?
Ensure that there are clear policies and processes to support the work of responding to missing children.	Through the provision of cross-authority inter-agency practice guidance and standards to professionals involved in responding to missing notifications. There is also Nottinghamshire practice guidance available for staff.
Have an understanding of the 'picture' and context of 'missing' in Nottinghamshire and whether there are locations or venues which are high risk and where children are regularly going missing.	The police and local authority will collate and share data which will be analysed to identify hot spots which will then be targeted and shared as appropriate with partner agencies.
Develop a better understanding of the reasons why children and young people run away and go missing from home and care.	By the use of data collated from return interviews to try and understand the reasons why children go missing from home or care and consider if a strategic response is required.  Through the use of available research to develop a complete picture of missing and to identify actions and practices for tackling missing in a preventative and early intervention way.
Ensure that colleagues working with, or in contact with, children understand missing children issues to support them in developing intervention strategies to prevent escalation.	Through multi-agency training and development to ensure staff have sufficient awareness of missing children issues.
Ensure that colleagues working with, or in contact with children who go missing, understand the impact children may suffer upon their physical and emotional health.	Through multi-agency training and development to ensure staff have sufficient awareness of the possible impacts on physical and emotional health and awareness of the services available.
Offer support to schools to deliver an education package to the children and young people of Nottinghamshire designed to heighten awareness and reduce risk taking.	Develop and deliver a package of training resources for young people.
Encourage schools to access and deliver CEOP Thinkuknow	Engage with schools to raise awareness of the CEOP training

training.	resources.
<p>Improve connectivity with both the local authority &amp; private provider residential sector and fostering services to ensure that there are policies and practice to minimise the likelihood of children going missing and respond appropriately when they do.</p> <p>Endeavour to support foster carers and residential staff in their understanding of what they can do to make running away less likely.</p>	<p>Include the residential and fostering service in policy and practice development and in training.</p> <p>By sharing information from the Ofsted report 'Running Away' 2012 away with colleagues. We will share children's views about the need to be listened to, to have understanding about why they go missing, to feel supported, to feel cared about and their need to be supported by help to sort out their problems.</p> <p>Through an emphasis on missing children within the LAC strategy.</p> <p>Take on board the messages from the APPG inquiry into children missing from care (2012)</p>
<p>We will ensure that the link between going missing and child sexual exploitation (CSE) is well known and understood.</p>	<p>Emphasise the link within our policies, procedures, training and awareness raising and ensure that those who undertake return interviews are aware.</p> <p>Ensure there is a clear remit within the Missing Children multi-agency steering group to maintain the link to CSE.</p> <p>The strategic lead within social care has responsibility for both missing children and CSE and the Police Manager also has links to both.</p> <p>CSE is a priority area within the NSCB action plan for 2012-13 and is an issue subject to a cross-authority group.</p>

Protection	
What are we going to do?	How are we going to do it?
We have a multi-agency co-ordinated approach to missing children.	We will do this through our partnership working at a strategic level i.e. through the work of the missing children steering group and at a practical and operational level to information sharing and planning at multi-agency meetings.
Information sharing is a critical factor in correctly identifying vulnerability and in ensuring that children are found quickly.	Agencies will share information and intelligence with each other to assist in the rapid location of young people.
The police will inform the Local Authority of all missing children notifications and subsequent found notifications. The police will respond robustly in investigating missing children.	Automatic missing and found notifications will be sent to Children's Social Care who will screen them.  The police will make efforts to locate missing children using available information and intelligence and using a robust risk assessment model.
Using the information and data gathered from return interview at a strategic level we will endeavour to better understand the reasons why children and young people run away and go missing from home.	We will use this information to respond on an individual level to the young person by seeking appropriate support.  We will use this data to review any trends and these to inform service provision.
We will intervene at an early stage of a child or young person going missing to attempt to reduce the risk of them going missing again and to reduce the harm they may suffer if they go missing again.	Children will be offered a return interview either the first time they go missing if the concerns are significant or otherwise they will be offered a return interview on the second and subsequent missing occasions. Multi-agency meetings, co-ordinated by the social worker or targeted support worker will also be held as per the criteria to enable a co-ordinated response.  We will identify children at risk of going missing at an early stage to enable an assessment of their needs through the completion



	<p>of a return interview to then enable appropriate support and intervention to reduce the factors which will cause the young person to remain in a risky situation.</p> <p>Through multi-agency meetings we will seek the commitment of all agencies to work with the young person and their family to agree plans of support to address, for example physical and emotional and emotional health issues identified or educational issues or any other specific need.</p> <p>Where appropriate safeguarding procedures will be followed.</p> <p>The police will lead in the use of disruption strategies as appropriate</p>
We will ensure that there is a robust approach to completing return interviews and multi-agency meetings.	We will robustly monitor and track compliance of the undertaking of return interviews and multi-agency meetings.
Information and data will be collected and reported on regularly to ensure that there is oversight of the 'problem' and response.	<p>Regular reporting will be undertaken and shared with partners at the missing children steering group and the Performance &amp; Quality Sub-Group to enable scrutiny and governance.</p> <p>A performance framework and management information data set will be developed with the support of analysts.</p>
We will ensure that we seek national support through the Missing Person's Bureau and CEOP to review cases where appropriate.	The Police lead officers will access this resource as required.

Provision	
What are we going to do?	How are we going to do it?
We will ensure that services to young people and families are of a high standard and that safety and well being remain paramount.	<p>We will ensure that young people receive a service in a timely manner.</p> <p>We will ensure that young people and their family receive a supportive and effective service or that they are signposted to the appropriate service.</p> <p>We will audit cases to ensure that the quality of the work is good.</p>

# Missing Children Multi-Agency ACTION PLAN 2013-14

Working Together to Safeguard Children going Missing from  
Home & Care in Nottinghamshire



Nottinghamshire  
SAFEGUARDING  
CHILDREN Board

## Overarching strategy and governance

### Responsibility

There will be an effective local strategy to ensure there is a co-ordinated multi-agency response to children missing from home and care based on a robust, thorough risk assessment of the extent and nature of missing children locally. The work on missing will be monitored through the Missing Children Steering Group and ultimately by the Performance & Quality Sub-Group of the Nottinghamshire Safeguarding Children Board. .

Action	Lead	Timescale	Progress to date	Rag Rating
a) Complete a Strategy Document	Terri Johnson		Complete	
b) Complete an Action Plan	Terri Johnson	June 2013	Complete	
c) Complete revised terms of Reference for the cross-authority group	Terri Johnson		Complete	
d) Update the cross-authority protocol to reflect national policy and practice	Terri Johnson		Awaiting the DfE revised guidance.	
e) The APPG inquiry for Runaways to be absorbed.	Terri Johnson		Partially done - ongoing.	

# 1. Prevention

## Reduce the number of children going missing

The ambition is to protect and prevent children from going missing. We need to reduce the number of children going missing and to have effective prevention strategies, education work and early intervention by agencies in repeat cases. This will help to reduce the vulnerability and likelihood of vulnerable children going missing and reduce the number of repeat cases.

Action	Lead	Timescale	Progress to date	Rag Rating
1.1 Establish effective communication channels between NSCB and partner agencies to share information and training	Terri Johnson  Missing Children steering group	Ongoing	A multi-agency steering group meets quarterly  Training within 2011/12 & 2012/13 has been undertaken. Training for 2013/14 is planned and missing issues are regularly raised at NSCB 'What's New'. Visits to teams are undertaken and a session at the Schools 'Designated Person's' Forum has been done in 12/13.	
1.2 To provide current inter-agency practice guidance.	Terri Johnson Viv McCrossen (City) Emma Adams (Police)		As per (d) awaiting the DfE revised guidance.	
1.3 To develop LA practice guidance (PPG)	Terri Johnson		This has been signed off at OMT is on Tri-Ex.	
1.4 Establish an effective independent service to respond to	Terri Johnson		The service is now up and running, the contract is monitored quarterly. The	

missing notifications for those children who do not have a social worker or other statutory worker.  1.4.1 Monitor compliance with RI & MAM requirements and timeliness.	Denis McCarthy		effectiveness is currently subject to challenge and scrutiny and issues about performance have been escalated to the TSS.	
1.5 Children who have a social worker or statutory worker will receive a return interview and associated support in line with the protocol.  1.5.1 Monitor compliance with RI & MAM requirements and timeliness.	Terri Johnson  Carl Riley	Ongoing	Compliance has improved year on year but there is still room for improvement. Work with the LAC team has been undertaken and other teams need to be re-visited.  Escalation to team manager is done on a monthly basis.	
1.6 To develop a clear preventative strategy for engaging with schools and young people and for this to be reported on quarterly.	Denis McCarthy		The TSS have been requested to report on this through the contract meeting. More connectivity between this strategically and operationally is planned.  This work is unlikely to develop any further at present due to vacancies.	
1.6.1 To absorb the Children's Society report 'Lessons to Learn' looking at the link between running away and absence.	Terri Johnson  Denis McCarthy	Meeting in diary for Sept.	Mtg required to evaluate work needed.	
1.7 To engage with private providers (fostering and residential) to raise awareness of the missing children inter-agency practice guidance and for this to be reported on quarterly.	Terri Johnson  Service Manager Placements		Specific training was provided in 2011 and again in 2013 to private providers.  Private providers linked to the LA have references to missing within their contract and notify the LA when they have children placed.	

			Further training via the NSCB will be provided once the DfE Statutory Guidance and the Protocol have been revised.	
1.8 To share information with fostering and residential staff (LA and PP) on ways to reduce the risk of missing children including the views of children.			This work needs to be formalised and build on previous training and engagement. A training event for later in the year is planned.	
1.9 To reflect missing children and CSE in the LA LAC strategy.	Terri Johnson		There is already a brief reference to missing children but consideration needs to be given to this being more explicit when it is next revised.	
1.10 To ensure that children who are placed out of the county receive the same response to instances of going missing.  1.11 The CMO will be notified of all children placed outside of Nottinghamshire.	Terri Johnson  Service Manager Placements  Service Manager IRO	October 2013	The Placements team alerts the CMO to all placements out of the County. Liaison occurs with other LA to try and ensure that any missing events are notified. This remains a challenge as OLA's and police forces often have very different processes and points of contact. There is reference to missing within the placement contracts. The LAC team are required to alert the CMO of any missing event.  Continue engagement with the IRO's.  Need to arrange a meeting with placements, LAC and safeguarding to formalise practice.	
1.12 To seek to facilitate OLA children within Nottinghamshire access to a return interview from their placing authorities			Extensive work has been undertaken to try and engage with OLA's and other police forces but this has been a challenge.  TSS have begun to offer return interviews to OLA's. This will be implemented and	

			kept under review.	
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## 2. Protection

Reduce the risk of harm caused to those who go missing

It is important to understand the scale and nature of the problem and there should be systems in place to monitor the prevalence and response to it. It is vital that once professionals are aware of notifications of missing that there are clear and robust systems in place.

Action	Lead	Timescale	Progress to date	Rag Rating
2.1 The police will routinely inform the LA of all missing notifications and found	Emma Adams		There are effective systems in place for this to happen although a new police computer system has disrupted this.	
2.1.1 The Police will apply a risk model to children who are reported missing.	Emma Adams		This system is in place.	
2.2 The CMO will screen all notifications on a daily basis	Terri Johnson		This system is in place	
2.3 The CMO will monitor and track compliance with the requirement for a RI or MAM	Terri Johnson		This system is in place	
2.4 Map the levels of missing and related data within the Police & NCC. The Police will share monthly data.  NCC will produce monthly, quarterly and annual reports	Terri Johnson  Emma Adams  Jon Ward	October 2013	Some data is already reported on and work has been undertaken to develop a new module within the client record system as well as a suite of reports developed which will lead to more comprehensive reporting and analysis.	
2.5 A performance management framework to be developed to enable better accountability.	Jon Ward Data Team  Terri J	November 2013	A brief has been provided to the analyst – this needs to go back to the steering group in October.	

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2.6 Data should be routinely analysed to ensure that 'hot spots' are responded to.	Terri Johnson  Emma Adams	October 2013	This is happening on an informal basis but this could be done in a more co-ordinated multi-agency way.	
2.7 The Police to actively lead on the use of disruption techniques  2.7.1 To monitor the frequency and use of disruption strategies through the use of quarterly reporting.	Emma Adams	October	This is not currently reported on to the steering group – this should be reported on and included in the quarterly reports.  Annually for the 2012-13 the numbers were low.	

### 3. Provision

Provide missing children and their families with support and guidance

Vulnerable children and their families have a right to understand how and where to access support and guidance to minimise anxiety and distress at difficult times.

Action	Lead	Timescale	Progress to date	Rag Rating
3.1 Return interviews and multi-agency meetings to be held in a timely manner. Reported on a quarterly basis.	Terri Johnson		This is being reported on.	
3.2 Auditing of cases will be undertaken to ascertain the quality of the response to the young person and their family to include the voice of the young person.	Terri Johnson	January 2014	An audit has been commissioned under the NSCB which will take place in November and will report in January. This will include a sample of young people being spoken to.	

## 4 Public Confidence

Engage with local communities to raise awareness of Missing Children and how it affects individuals and communities.

Communities will be enabled to understand what the scale of the problems is and how it impacts on them individually or as a whole community.

Action	Lead	Timescale	Progress to date	Rag Rating
4.1 Sign up to Children's Society Missing Children Charter			Completed	
4.2 Sign up to the Barnardos 'Cut Them Free' Campaign'			Completed	
4.3 Regular reporting to Elected Members on work in relation to missing children.			Commenced and in progress	

## Nottinghamshire Looked After Children

Total number of children looked after is 896.

Of these there are 274 children who are placed outside of Nottinghamshire, and of these 70 are placed in Nottingham City.

There are 659 children placed in foster care of which 396 are with NCC foster carers and 263 in Independent Fostering Agency (IFA) placements.

95 children are placed in residential placements, of which 48 are outside of Nottinghamshire and 10 of these are in Nottingham City as shown in the table below.

### Residential Placements outside of Nottinghamshire

Area	No. of Children Placed
Barnsley	1
Cambridgeshire	1
Cumbria	2
Derby City	1
Derbyshire	10
Doncaster	1
East Yorkshire	1
Leicestershire	2
Lincolnshire	4
Northamptonshire	5
Nottingham	10
Sheffield	1
Shropshire	1
Staffordshire	6
Tameside	1
Warwickshire	1

*Data as of 20 September 2013*



**14 October 2013****Agenda Item: 8****REPORT OF THE CORPORATE DIRECTOR FOR CHILDREN, FAMILIES AND  
CULTURAL SERVICES****DEVELOPING A NEW OPERATING MODEL FOR THE CHILDREN, FAMILIES  
AND CULTURAL SERVICES DEPARTMENT****Purpose of the Report**

1. To provide the Committee with background information prior to a presentation that will be given during the meeting. The presentation will describe the ongoing development of a revised operating model for the Children, Families and Cultural Services department (CFCS).
2. The report recommends that the Committee notes and comments upon the report and the presentation, considers how Members would like to be involved in designing the new operating model and agrees to receive a further progress report in February 2014.

**Information and Advice**

3. Members are aware of the financial challenge currently faced by the Council. Children's services, both locally and nationally, also face a number of other challenges: demand for some care and protection services is rising, national policy is changing in many areas and the Ofsted regulatory framework is also increasingly challenging. Taken together, these factors are the main drivers for the proposed development of a revised operating model for children's services in Nottinghamshire.
4. To support the development of the operating model a Children's Services Transformation Programme has been established. The Programme is focused on:-
  - i. Transformation – The improvement of outcomes for children and young people by aligning services around the journey of the child/young person, targeting support where it is needed most and integrating services to ensure efficiency and effective joint working
  - ii. Cost reduction - Ensuring that services are delivered as efficiently as possible within the resources available to the Council and its partners
  - iii. Operating model - The development of the operating model itself.

Work is already underway in each of these areas.

## Operating model – progress so far

5. Thus far, the revised operating model has been developed following consideration of:
  - the likely impact of the Council's budget pressures over the next three financial years
  - the current and future needs of children and families, and the improved outcomes sought across children's services
  - the strengths and weaknesses of current operating arrangements
  - research into other authorities' operating models and an assessment of other ways of working
  - feedback from briefings with senior and operational managers.
6. The proposed operating model incorporates a number of key components:
  - moving to a **single point of public and professional access** for children's services, through the Council's customer service centre where appropriate
  - developing integrated **access hubs** to triage and allocate service referrals
  - establishing **integrated, multi-disciplinary, co-located teams** based in three geographical localities
  - **establishing centralised specialist services and support services.**
7. The implementation of the new operating model, along with other projects, will help the department to deliver the following benefits:
  - better aligned and integrated services to simplify the journey of children and families through them and secure improved outcomes
  - easier access for families to support and services in their local area
  - freeing up skilled staff to support more complex cases
  - more effective demand management, focussed on delivering services to those in greatest need
  - a greater proportion of resources focussed on early help and intervention, to ensure that effective support to children and families can be delivered without the need for statutory intervention
  - resources more clearly and efficiently allocated on the basis of need.
8. In developing the model further, effective consultation and communication with key stakeholders will be important. To this end, ongoing consultation with staff, managers, service partners and children and families that receive services from the department is planned. The involvement of Members will also be key in ensuring that the new operating model meets the needs of communities, children and families.

## Other Options Considered

9. The report and presentation describe a proposed operating model, which will be refined and developed before being finalised. Different options for the design will be considered throughout.



## **Reasons for Recommendations**

10. To ensure that the Committee has further opportunities to discuss the proposed operating model, and can consider how Members might wish to be involved in designing the new operating model. The guidance of the Committee and involvement of Members will help to ensure that the new operating model meets the needs of communities, children and families.

## **Statutory and Policy Implications**

11. 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.

## **Financial Implications**

12. At this stage there are no financial implications. The implementation of the operating model may have financial implications which will be described in a later report.

## **Implications for Service Users**

13. At this stage, there are no implications for service users. It is intended that the development and implementation of the operating model will have positive implications for children, young people and families in respect of the range of services they receive, their ease of access to them and the outcomes that result from service delivery. Detailed consultation will take place with service users as part of the refinement of the design of the operating model.

## **Human Resources Implications**

14. At this stage, there it is not possible to specify Human Resources implications. Colleagues from Human Resources are actively involved in the design of the operating model and are providing advice. The normal channels will be used to consult with staff, recognised Trades Unions and Professional Associations.

## **RECOMMENDATIONS**

That the Committee:

- 1) approves, in principle, the revised operating model for children's services in Nottinghamshire, subject to its further development
- 2) gives further consideration to how Committee members may wish to be involved in the development of the operating model
- 3) agrees to receive a further update report in February 2014.

**Anthony May**  
**Corporate Director for Children, Families and Cultural Services**

**For any enquiries about this report please contact:**

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**Constitutional Comments (LM 02/10/13)**

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

**Financial Comments (KLA 02/10/13)**

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

**Background Papers and Published Documents**

None.

**Electoral Division(s) and Member(s) Affected**

All.

C0303

**14 October 2013****Agenda Item: 9**

## **REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES & CULTURE**

### **OUTSIDE BODIES REPORT: FUTURES**

#### **Purpose of the Report**

1. To inform Committee of the work of Nottingham and Nottinghamshire Futures, an outside body upon which the Council is represented.

#### **Information and Advice**

2. Nottingham and Nottinghamshire Futures (NNF) is a wholly owned Company of Nottingham City Council and the County Council, with both Authorities owning a 50% share in it. The Company was, until 2008, known as Nottinghamshire Connexions; its purpose then was to deliver Advice, Information and Guidance (AIG) services, mainly in the form of careers advice, to young people aged 13-19 years, usually in school settings across the City and County.
3. From 2009 onwards, the focus of NNF has gradually broadened to incorporate adult careers guidance (the Company is contracted to deliver the East Midlands component of the Government's National Careers Service by the Skills Funding Agency), work experience activity in schools, leaver tracking services for schools and FE colleges, and apprenticeship employment and training (NNF is the agency from which the County Council secures its current young apprentices).
4. This additional activity has been generated in response to two key drivers. First, the Coalition Government has changed the legislation around AIG and careers advice. Previously, local authorities had a statutory duty to secure universal AIG provision for all 13-19 year olds. Since 2011 however, the duty to secure careers advice to young people of secondary school age has transferred to schools, with local authority responsibilities being restricted to securing AIG for young people identified as vulnerable. Second, in line with the change in statutory responsibilities, the Government has substantially reduced the funding it makes available to local authorities to support this AIG activity, and there is no longer any ring fenced funding available to Councils. Funding has, in part, been transferred to schools to support their delivery of their new duty. In consequence, Council funding for Futures has reduced significantly in recent years, from over £6million in 2009/10, to approximately £2million in the current year (these reductions have been mirrored proportionately by City Council reductions).
5. The funding that the Council currently awards to NNF is governed by a contract that sets out the Council's performance requirements as the commissioner of AIG provision

for vulnerable teenagers. The contract requires NNF to support the Council's Early Help offer by seconding its 50+ delivery staff into the Council's Targeted Support and Youth Justice Service. As such, NNF staff form a key component of this multi agency service. The Council requires NNF to lead on its 16-18 year old NEET reduction activity, and in this respect the Company has a long track record of success. Current NEET levels in Nottinghamshire are around 3%, which are lower than both statistical neighbours and the national average.

6. The Council is represented on the board of NNF by 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. This representation reflects the increasing role of the Company in wider skills and economic development activity.
7. In the current year, it is anticipated that NNF will have a turnover of approximately £14million. As a Not For Profit Company, any surpluses it makes on its contracted activities will be reinvested proportionately in its Nottingham and Nottinghamshire activities.
8. The Company's current priorities include:
  - preparing for a forthcoming Ofsted inspection of its adult careers provision (it has self assessed its provision as "Good")
  - tendering for the soon to be re-commissioned National Careers Service contract (this process is likely to commence over the winter of 2013)
  - generating additional income from schools procuring careers advice provision
  - further developing its apprenticeship activity.

### **Other Options Considered**

9. The report is for noting only.

### **Reason/s for Recommendation/s**

10. The report is for noting only.

### **Statutory and Policy Implications**

11. 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.

### **Crime and Disorder Implications**

12. Appropriate consideration has been given to the Crime and Disorder Act 1998. It is the view of the County Council that this outside body supports the development of responsible citizens.

## **Safeguarding of Children Implications**

13. The outside body takes due account of safeguarding needs and requirements in all aspects of its responsibilities and functions

## **Human Resources Implications**

14. Appropriate levels of human resources have been allocated to the outside body.

## **RECOMMENDATION/S**

- 1) That the work of Nottingham and Nottinghamshire Futures, an outside body on which the Council is represented, be noted.

**Derek Higton**  
**Service Director, Youth, Families & Culture**

### **For any enquiries about this report please contact:**

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## **Constitutional Comments**

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

## **Financial Comments (KLA 29/08/13)**

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

## **Background Papers and Published Documents**

None.

## **Electoral Division(s) and Member(s) Affected**

All.

C0287



**14 October 2013****Agenda Item: 10****REPORT OF THE SERVICE DIRECTOR, EDUCATION STANDARDS &  
INCLUSION****OUTSIDE BODIES REPORT: STANDING ADVISORY COUNCIL FOR  
RELIGIOUS EDUCATION (SACRE)****Purpose of the Report**

1. To inform Committee of the work of the Standing Advisory Council for Religious Education (SACRE), an outside body upon which the Council is represented.

**Information and Advice**

2. The Local Authority (LA) is required by the Education Act 1996 to constitute a Standing Advisory Council on Religious Education (SACRE), an Agreed Syllabus Conference (ASC) and is also required by Circular 1194 for the SACRE to broadly represent the proportionate strength of local religious groups. The statutory duty is reaffirmed in the 'Religious Education Guidance in English schools: Non-statutory guidance 2010 which states, 'An LA should fund and support a SACRE and an ASC satisfactorily in line with the duty to constitute or convene each of these bodies and to enable them effectively to carry out their function.'
3. In addition to these central statutory duties, the Nottinghamshire SACRE has a range of functions, some advisory, and some executive.

**Advisory Functions**

4. There are two key advisory functions for which the SACRE is responsible: firstly, to advise the Children, Families and Cultural Services upon matters connected with religious worship in County Schools and secondly to advise on matters related to the religious education curriculum in accordance with an Agreed Syllabus. This includes SACRE advising on teaching methodology, choice of materials and resources as well as the provision of training for teachers.

**Executive Functions**

5. There are three key executive functions for which SACRE is responsible: firstly, to consider and determine in accordance with chapter 3 of the 1996 Education Act, applications from head teachers of County Schools in relation to altering in any way the requirement of Christian collective worship. A second key function is to review the

Agreed Syllabus for RE every 5 years and finally, there is a responsibility to publish an annual report on the national SACRE website.

### **SACRE Membership**

6. Nottinghamshire's SACRE is made up of a representative from each of the following faith groups: Baptist, Hindu, Jewish, Methodist, Muslim, Religious Society of Friends, Roman Catholic (2 members), Salvation Army, Sikh, United Reformed Church, Assemblies of God and Buddhist. In addition there are representatives from County Councillors, the Children, Families and Cultural Services and the teacher associations, alongside teachers from all phases of education.
7. The Council is represented on the Nottinghamshire SACRE by two officers from the Support to Schools Service which also provides administrative support for SACRE meetings, development networks and conferences. The County Councillors who will sit on SACRE in 2013-14 are still to be determined.

### **SACRE Achievements 2012-2013**

8. During 2012-13 SACRE has supported the development of Teacher Networks across the County at both primary and secondary level and has developed its links with the institutions of Higher Education with the Post 16 Revision Day which involved the University of Nottingham Theology Department as well as St John's College. The day also attracted some schools from other authorities.
9. In addition, a day course was held on "Help I'm an RE Co-ordinator" and was well supported by teachers from within and beyond the LA. SACRE has also offered further support to schools on the effective delivery of RE and collective worship and the development of partnerships with academies.
10. Priorities for 2013-14 will include the review of the Agreed Syllabus, a post 16 conference and development networks open to teachers in primary, secondary and special schools. In line with recent national developments, SACRE is beginning to develop links with the six Teaching Schools in Nottinghamshire, with a view to offering a coherent package of professional development opportunities to teachers of RE across the County.

### **Other Options Considered**

11. The report is for noting only.

### **Reason/s for Recommendation/s**

12. The report is for noting only.

### **Statutory and Policy Implications**

13. 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.

### **Financial Implications**

14. The cost of operating SACRE is included in the wider Support to Schools Service budgets.

### **Crime and Disorder Implications**

15. Appropriate consideration has been given to the Crime and Disorder Act 1998. It is the view of the County Council that this outside body supports the development of responsible citizens.

### **Safeguarding of Children Implications**

16. The outside body takes due account of safeguarding needs and requirements in all aspects of its responsibilities and functions

### **Human Resources Implications**

17. Appropriate levels of human resources have been allocated to the outside body.

## **RECOMMENDATION/S**

- 1) That the work of the Standing Advisory Council for Religious Education (SACRE), an outside body on which the Council is represented, be noted.

**John Slater**  
**Service Director, Education Standards & Inclusion**

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### **Constitutional Comments**

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

### **Financial Comments (KLA 29/08/13)**

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

## **Background Papers and Published Documents**

The national SACRE web site can be accessed at <http://www.nasacre.org.uk/> and the local web site accessed at <http://www.rsresources.org.uk/index.php?pg=sa>

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.

C0297

**14 October 2013****Agenda Item: 11****REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE****DELETION OF A SENIOR CASE MANAGER (BAND B) POST AND  
ESTABLISHMENT OF A YOUTH OFFENDING SERVICE OFFICER (SCALE 5)  
POST WITHIN THE NEWARK AND BASSETLAW YOUTH OFFENDING TEAM****Purpose of the Report**

1. To seek approval to delete a Senior Case Manager (Band B) post and establishment of a Youth Offending Service Officer (Scale 5) post within the Newark and Bassetlaw Youth Offending Team of the Youth Justice Service.

**Information and Advice**

2. The Youth Justice Service (YJS) works with children and young people between the ages of 10 and 18 years with the aim of preventing offending and re-offending. The Service is multi-agency with representatives from the Local Authority, and a range of agencies such as police, probation service and health. Young people in contact with the YJS are allocated an individual case manager, who will work with that young person to address their offending behaviour and provide one to one support to assist them to make positive changes to their lives.
3. The YJS consists of three locality based teams (South, Mansfield and Ashfield and Newark and Bassetlaw) and a centrally based Operational Support team. Each locality team consists of three grades of case managers – Youth Offending Service Officer (YOSO), Case Manager (Band A) and Senior Case Manager (Band B). The unqualified YOSO post works with children who present with lower levels of risk and vulnerability, lower levels of need and less entrenched patterns of behaviour, allowing the qualified Senior Case Manager time to be focussed upon those young people presenting with complex needs and risks. Teams with a variety of case manager posts allow a more efficient targeting of resources. There is currently only one Youth Offending Service Officer post within the Newark and Bassetlaw team, whereas the Mansfield and Ashfield team have two YOSO posts and the South team four. The Newark and Bassetlaw team is therefore heavily weighted towards senior case manager positions.
4. The YJS receives a large proportion of its finances from the Youth Justice Board in the form of an annual Youth Justice Grant. In line with current budgetary reductions, the Service anticipates a recurrent 8% annual reduction in its grant fund over the next three years.

5. In response to this budgetary reduction and to ensure that the YOT Locality Teams are more evenly staffed in a way that allows a more efficient deployment of resources, it is proposed to delete a Band B Senior Case Manager post (pay scale £27,849 – £32,800) and to establish a YOSO post (pay scale £20,858 – £23,708). When on-costs are taken into account this will provide a saving of approximately £11,000.

### **Other Options Considered**

6. No other options have been considered as it is felt that this option presents the best way to reduce staffing costs in light of anticipated budgetary reductions without impacting upon service delivery or statutory commitments.

### **Reason/s for Recommendation/s**

7. The conversion of a qualified Band B post to an unqualified Scale 5 post will allow a more balanced team of case managers to work with children and young people across the spectrum of risks and needs and will bring it into alignment with the other two locality teams in terms of staffing ratios and grades. The establishment of a second YOSO post will enable children with less complex needs and less entrenched patterns of behaviour to be worked with by those two case managers. This will enable more expensive qualified senior case manager time to be targeted on those children and young people who are causing more damage to communities and themselves as is currently the case with the other two locality teams.

### **Statutory and Policy Implications**

8. 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**

9. The YOSO post is a front line practitioner post, which will strength the ability of the team to respond to the varying levels of risk and need that children and young people at risk of offending or re-offending present, allowing allocation of the most appropriate case manager to the child.

### **Financial Implications**

10. The existing Senior Case Manager post is at the top of salary scale Band B at £32,800 plus 25% on-costs. The proposed YOSO post is a Scale 5 post at £20,858 - £23,708 plus 25% on-costs. The conversion of posts is therefore anticipated to save the service between £9,000 and £12,000 per annum which will assist in addressing the anticipated reduction in grant funding.

## **Crime and Disorder Implications**

11. The statutory aim of the YJS is to prevent the offending and re-offending of children and young people. The front line practitioner posts will work directly with children and young people to address their offending or anti-social behaviour and support them to make positive changes in their lives. Given children and young people will present with differing needs and risks and will have differing offending histories, the conversion of a senior case manager post to a YOSO post will allow the team to respond more effectively to these needs by targeting its resources more appropriately at those children and young people who are more likely to harm local communities as currently occurs within the other two locality teams.

## **Safeguarding of Children Implications**

12. The YJS works with vulnerable children and young people. The front line practitioner posts work directly with children and young people and their families with the aim of reducing any vulnerabilities and strengthening protective factors, either through one to one interventions or referral on to more appropriate agencies.

## **Human Resources Implications**

13. The YOSO post will require the same person specification (qualification levels, skill set and experience) as the current YOSO posts that exist within the service. There are currently requests for voluntary redundancy within the Newark and Bassetlaw Team and therefore no compulsory redundancies are anticipated as a result of this change.

## **RECOMMENDATION/S**

That:

- 1) the post of Senior Case Manager (Band B) in the Newark and Bassetlaw Youth Offending Team be deleted
- 2) the post of Youth Offending Service Officer (Scale 5) in the Newark and Bassetlaw Youth Offending Team be established.

**Derek Highton**  
**Service Director, Youth, Families and Culture**

**For any enquiries about this report please contact:**

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## **Constitutional Comments (KK 13/09/13)**

14. The proposals in this report are within the remit of the Children and Young People's Committee.

**Financial Comments (KLA 13/09/13)**

15. The financial implications of the report are set out in paragraph 10 above.

**Background Papers and Published Documents**

None.

**Electoral Division(s) and Member(s) Affected**

All.

C0293

**14 October 2013****Agenda Item: 12****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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Democratic Services Officer  
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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>
<b>11 November 2013</b>		
Performance reporting (Quarter 2 2013/14) – Services for Children and Young People	Quarterly performance report	Anthony May
Nottinghamshire Safeguarding Children Board annual report 2012/13	Annual report	Steve Edwards
New Children, Young People and Families Plan 2014-16 priorities and draft actions		Derek Higton
Annie Holgate Community Infant & Nursery and Annie Holgate Community Junior Schools – outcome of published Section 11 and 15 Notices: School Adjudicator's decision		John Slater
Update on the 2013 Nottinghamshire Outstanding Achievement for Youth Awards	Annual update report	Derek Higton
Authority governor appointments and reappointments and Local Authority appointments to school governing bodies	Quarterly report on appointments made	John Slater
National Children and Adult Services Conference 2013 – report back on outcomes		Anthony May
Nottinghamshire Local Welfare Assistance Scheme	Six monthly report	
Work Programme		Anthony May
<b>9 December 2013</b>		
A Strategy for Closing the Educational Gaps in Nottinghamshire – analysis of outcomes/six month review	Six monthly review report	John Slater
Raising the Participation Age (RPA) Plan update		John Slater
Achieving 2 year olds free early education entitlement - update		Derek Higton
Schools' Capital Programmes progress report		Derek Higton
Update on Multi-Agency Safeguarding Hub and Early Help Unit	Also to Policy Cttee 8/1	Anthony May/Steve Edwards
Children's Social Care Health Check		Steve Edwards
Progress on implementation of the Education, Health and Care Plan assessment for children & young people with SEN		John Slater

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>
Troubled Families Programme update		Derek Higton
Nottinghamshire Child and Family Poverty Strategy annual performance report	Annual update	Derek Higton
Work Programme		Anthony May
<b>13 January 2014</b>		
Children's Social Care sufficiency report		Steve Edwards
Child Sexual Exploitation Action Plan	Progress report	Steve Edwards
Rota Visits	Six monthly report	Steve Edwards
Locality Visits	Six-monthly report	Steve Edwards
Schools Forum	Annual officer group report	Anthony May
Work Programme		Anthony May
<b>10 February 2014</b>		
Performance reporting (Quarter 3 2013/14) – Services for Children and Young People	Quarterly performance report	Anthony May
Proposal on the closure of Daybrook Learning Centre – outcome of consultation	For decision	John Slater
Developing a new operating model for the CFCS department		Anthony May
Public Health Nursing for children, young people and families	Also to Public Health Sub-Cttee on 8/1	Kate Allen
Authority governor appointments and reappointments and Local Authority appointments to school governing bodies	Quarterly report on appointments made	John Slater
Education Trust Board	Annual officer group report	Anthony May
Work Programme		Anthony May
<b>17 March 2014</b>		
Nottinghamshire School Admission Arrangements 2015/16	For determination	John Slater
Financial support to students in post 16 education	Annual determination	John Slater
Proposed revision to the National Curriculum in England – report back on views of headteachers		John Slater
National Minimum Fostering Allowances	Annual determination	Steve Edwards
Young People's Board	Six monthly officer group report	Derek Higton
Work Programme		Anthony May
<b>23 April 2014</b>		
New Children, Young People & Families Plan 2014-16	Also to Policy Officer in May 2014 for approval	Derek Higton

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>
Under 16 Home to School Transport 2014 and Post 16 Transport Policy 2014/15	Annual determination	John Slater
Nottinghamshire children's services quality assurance framework – outcomes/performance report	Six-monthly report	Derek Highton
Nottinghamshire Children's Trust Early Help Development Plan 2013-16: six monthly update		Derek Highton
Nottinghamshire Local Welfare Assistance Scheme	Six monthly report	
Work Programme		Anthony May
<b>19 May 2014</b>		
Performance reporting 2013/14) – Services for Children and Young People	Annual performance report	Anthony May
Exceptional payments for school clothing and footwear allowance 2014/15	Annual determination	John Slater
Authority governor appointments and reappointments and Local Authority appointments to school governing bodies	Quarterly report on appointments made	John Slater
Outside bodies report - Futures		Derek Highton
Outside bodies report - SACRE		John Slater
Work Programme		Anthony May
<b>16 June 2014</b>		
Nottinghamshire Children's Trust (incl Locality Management Groups)	Annual officer group report	
Work Programme		Anthony May
<b>14 July 2014</b>		
A Strategy for Closing the Educational Gaps in Nottinghamshire – six month review	Six monthly review report	John Slater
Rota Visits	Six monthly report	Steve Edwards
Locality Visits	Six-monthly report	Steve Edwards
Work Programme		Anthony May
<b>To be placed</b>		
Locality Visits review		Steve Edwards
Young People's Board	Presentation by young people	Derek Highton

