

Nottinghamshire

Self-Assessment:

Children's and Young People's

Outcomes

May 2005



PART A Background Information

Name of Children's Services Authority:	Nottinghamshire														
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<p>This self assessment summary is based on the evidence provided by 45 service managers from across the County Council. The scrutiny, analysis and synthesis of this evidence was led by a cross-departmental team of senior colleagues in the Children's Services Action Group (CSAG):</p> <table> <tr> <td>Pam Tulley</td> <td>Director of Education</td> </tr> <tr> <td>Anthony May</td> <td>Assistant Director, Young People's Division, Culture and Community</td> </tr> <tr> <td>Di Morton</td> <td>Assistant Director, Strategic Services, Education</td> </tr> <tr> <td>Les Wilkins</td> <td>Assistant Director, Schools and Community Services, Education</td> </tr> <tr> <td>Marcie Taylor</td> <td>Assistant Director, Children's Direct Services, Social Services</td> </tr> <tr> <td>Jill Pedley</td> <td>Assistant Director, Children's Commissioning, Social Services</td> </tr> <tr> <td>Nigel Farrow</td> <td>Children's Services Development Manager</td> </tr> </table> <p>The self assessment has been discussed and agreed by our Children's Services Executive group.</p>		Pam Tulley	Director of Education	Anthony May	Assistant Director, Young People's Division, Culture and Community	Di Morton	Assistant Director, Strategic Services, Education	Les Wilkins	Assistant Director, Schools and Community Services, Education	Marcie Taylor	Assistant Director, Children's Direct Services, Social Services	Jill Pedley	Assistant Director, Children's Commissioning, Social Services	Nigel Farrow	Children's Services Development Manager
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Date self-assessment submitted:	27 May 2005														
Signed/agreed on behalf of the Children's Services' Authority															
Name	Roger Latham														
Position	Chief Executive														
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Key contextual features

- Nottinghamshire County Council is the 11th largest local authority (LA) in England. It has 181,500 children and young people (0-19) of whom 4% are from black and minority ethnic backgrounds, around 4,500 are 'in need' and 420 are in need of safeguarding. Children receive services from over 360 schools, 10 Sure Start local programmes, 274 pre-school learning services, 7 Primary Care Trusts, 4 Acute Hospitals, one Mental Health Services Trust, 7 District Councils and over 300 voluntary organisations. Around 5,000 young people from Nottingham City attend schools in the County.
- Nottinghamshire is diverse with areas of real affluence and disadvantage. In 2003, the Ofsted inspection team judged the overall socio-economic context of the LEA to be grade 5 (on a 7 point scale) i.e. below average. This judgement is supported by the allocation of children's centres to the County, which rests on levels of deprivation. By 2008 we will be delivering 48 children's centres – the largest programme in the East Midlands.
- The Government's Indices of Deprivation 2000 show that more than 37% of the county's population live in the most deprived 25% of wards in England. In many areas the demise of the coal industry and, more recently, the decline of the textile industry has bequeathed a challenging legacy. These areas are characterised by low aspirations and levels of crime and drug taking more commonly associated with cities without the level of resources or infrastructure to accelerate improvements in outcomes. The challenges are often made more complex by geographical isolation, difficulties in transport and access to services.
- The LA data matrix provided by the DfES (April 2005) ranks FFS funding for education and children's social services as well below average. In both areas the Council has added consistently to this grant level, showing its commitment to children's services, including a well resourced youth service.

Summary evaluation of performance

- Nottinghamshire is rated as an excellent authority (2004 CPA). Within this assessment, services for education are judged as excellent with a proven capacity for improvement and children's social services as serving most children well with excellent prospects for improvement. The 2003 Ofsted report on the LEA is very positive, judging it to be good overall with very good capacity for further improvement. The 2004 Audit Commission corporate assessment report judges that: 'The extended schools programme is making real inroads into developing cohesive communities... The youth service is successfully supporting young people into employment and the Sure Start programme is impacting on the lives of families....' (page 4). Locally, the voluntary sector is strong and active and partnership with these colleagues and those in key local agencies is productive.
- Our self-assessment process identified considerably more strengths than weaknesses in the LA's performance in supporting progress in the five outcome areas. We have a lot of innovative practice contributing to our strengths in:
 - the inclusive approach to education, with high numbers of SEN children included in mainstream education
 - rigorous, multi-agency safeguarding policies and procedures
 - good adoption practice
 - high quality school improvement work and national strategy work
 - an inclusive approach to listening to children
 - an effective teenage pregnancy strategy and multi-agency Sure Start programmes
 - extensive and good quality childcare and nursery provision
 - good quality E2E processes
 - an extensive programme of enrichment activities.

- Developing strengths are strategies for promoting cultural change and working practice, particularly the work in our Pathfinder Children's Trust, our Children Centre programme, the promotion of extended schools and our approach to workforce remodelling in education, which is acknowledged as developing good practice nationally.
- Relative weaknesses prioritised for improvement are shown below grouped in five areas; these have been shared with the DfES, CSCI and GOEM.

Priorities

- **Improve the health of children and young people in Nottinghamshire:** we need to improve CAMHS services, halt the rise of obesity in children under 11 years; continue to reduce teenage conception in targeted localities and continue to promote the health of looked after children.
- **Improve the attainment of young people at Key Stages 3 and 4:** we need to sustain the rising rate of improvement in Key Stage 3 results and accelerate the rate of improvement in 5 A*-C GCSE results, particularly the achievement of white, working class boys and of young people in black and minority ethnic groups as well as continue to improve the attainment of looked after children.
- **Ensure the safety of children and young people in communities and families and reduce anti-social behaviour:** we need to maintain the current high standards in safeguarding and use improved strategies to reduce bullying and victimisation, crime and fear of crime amongst young people and anti-social behaviour.
- **Improve children and young people's attitude to learning and engagement:** we need to support improved attitudes to learning and attendance of secondary pupils; increase children's engagement in out of school learning and decision-making, particularly in targeted groups; and promote participation in education and training post-16, particularly in disadvantaged communities.
- **Improve outcomes for children and young people by growing cost effective integrated services:** we need to improve accessibility of services focused on children's and families' needs; improve the timeliness and signposting of referrals to specialist services; promote ownership of shared targets and children's services as core to the business of PCTs and District Councils; continue to improve the value added by local services for children, through integrated locality working, workforce remodelling, common care pathways and joint commissioning.

In summary

- Given Nottinghamshire's socio-economic context, the existing quality and inclusive nature of the LA's services, the level of funding and the overall quality of outcomes, our judgement is that the LA's services for children currently provide good value for money. The priorities set for improvement will promote even greater value from the same resource.

Our self-assessment grades for the annual performance assessment:

Areas for Judgement	Contribution overall
The contribution of the local authority's social care services in maintaining and improving outcomes for children and young people	4
The contribution of local authority's education services in maintaining and improving outcomes for children and young people	4
The contribution of the local authority's children's services in maintaining and improving outcomes for children and young people	4
Capacity to improve of council services for children and young people	4

Current priorities for action are founded on an analysis of need

- Following the publication of Every Child Matters a partnership involving the County Council, Connexions, health, police and the voluntary sector brought together census data, management and performance information and data from the East Midlands Health Observatory into the 'Needs and Services of Children and Young People in Nottinghamshire'. This was circulated to the Children and Young People's Strategic Partnership, which stimulated further work within the Nottingham conurbation Primary Care Trusts (PCTs) on health needs mapping - 'Children in Greater Nottingham: analysis of needs, services and resources to support planning'.
- When the outcomes framework was published the needs mapping was revised into 'Outcomes for Children and Young People in Nottinghamshire'. This needs mapping underpinned our self-assessment, to the extent that the APA dataset when published did not contain any surprises.
- Given the timescale for this first Annual Performance Assessment (APA), we decided to undertake a rigorous analysis of the strengths and weaknesses across the County Council's services for children, rather than a superficial analysis across all agencies. In future years the APA will be an holistic partnership process.
- The self-assessment process was managed through our Children's Services Action Group (CSAG - see page 1). It was used as an opportunity to support cultural change by increasing understanding of the performance indicators and key areas for judgement for each in the outcomes framework. Forty five service areas from across the whole County Council were involved in producing the evidence base using a standard pro forma. The pro forma, which has been shared with colleagues from the DfES, CSCI and GOEM, focused on outcomes and asked colleagues to identify strengths and weaknesses, and importantly the evidence base for their judgements, including evaluation and feedback from children, young people, parents and carers.
- The evaluation from services was scrutinised by CSAG for its quality and then synthesised into an overview of strengths and weaknesses for each outcome; this led to the areas most in need of improvement. Within this process we made sure that we reflected evidence of outcomes for specific groups of children, particularly those looked after, and from different localities.
- The draft priorities were discussed extensively with senior staff across the County Council, including the Corporate Management Board and have been endorsed by our cross-agency Children's Services Executive (see part G).
- The self-assessment process was judged as rigorous at the Change for Children Single Priority Conversation in April. It has increased mutual understanding of how each Council service contributes to particular outcomes. In particular, we now have a cross-Council senior group that works as an effective team and has a holistic understanding of our baseline position and what needs to be done to improve further.

PART D The impact of local services

	Source
<p>1 Being Healthy</p> <ul style="list-style-type: none"> Overall our performance in supporting healthy outcomes for children and young people has more strengths than weaknesses, but this is an area where we need to do more with our partners to improve mental well being services and implement the NSF and Public Health White Paper agenda. 	
<p>A How good are the outcomes</p>	
<p>Commentary on the APA dataset</p>	
<ul style="list-style-type: none"> Three of our seven Districts are above the national average for teenage conception rates for young people under 18 (2000 to 2002). Between 1998 and 2003 there has been a decline in under 18's teenage conceptions in Nottinghamshire of 17.3%, against a national decline of 9.8%. There is a strong correlation between deprivation and teenage conception locally, with the rate in Ashfield being 3.5 times the rate in Rushcliffe, with those in areas of deprivation slightly less likely to have an abortion. Those most at risk of teenage pregnancy are white British young women in the 26 most deprived wards in the County. The under 16 conception rate shows a similar pattern. In 2000-2 the rate in Nottinghamshire was above the England average, but there had been an 18% reduction locally since 1998, compared to a national reduction of 11.6%. 	<p>Performance information and APA dataset</p> <p>Notts Teenage Pregnancy Strategy, derived from TPU data</p>
<ul style="list-style-type: none"> Ofsted inspections (2003 data) found that of 64 schools inspected only two primary schools were judged to have unsatisfactory arrangements for participation in sport. Over 80% of primary and 87% of secondary schools were judged very good or good on this measure. 	<p>APA dataset</p>
<ul style="list-style-type: none"> There has been a 78% increase in the numbers of full-time social workers in CAMHS teams compared to a national rise of 31% (2002/3 to 2003/4), reflecting our current priority of improving CAMHS services, particularly in the north of the County. However, the numbers of social workers is still below the level in our comparators. 	<p>Performance information and APA dataset</p>
<ul style="list-style-type: none"> More recent data to that in the APA dataset shows response timescales to CAMHS referrals from the Youth Offending Service (YOS) have improved, to achieve a response within time limits of well over 95% of referrals. 	
<ul style="list-style-type: none"> Since 2001 the proxy data for the health of children looked after shows above average performance, although performance has dipped in 2004/5. 	<p>Performance Information</p>
<p>Additional Commentary on the outcomes</p>	
<ul style="list-style-type: none"> Local health outcomes vary considerably. For instance, the perinatal mortality rate in the County is in line with the national average, but in Ashfield the rate is twice that in Rushcliffe, reflecting differences in the levels of deprivation. Life expectancy at birth shows similar trends. 	<p>Needs mapping</p>
<ul style="list-style-type: none"> As is the case for most LAs, we do not have any local data on obesity rates. Newark and Sherwood PCT are leading the development of a county-wide strategy to tackle the rise in obesity in children. 	<p>Tackling Obesity – a strategy for improving health</p>
<ul style="list-style-type: none"> 188 young people were in contact with treatment agencies in the last quarter of 2004. Alcohol abuse is a major contributory factor to criminal activity, particularly public order offences committed by young men on Friday and Saturday nights. 	<p>DAAT</p> <p>Notts Police</p>

	Source
<p>B Are we making a difference</p> <ul style="list-style-type: none"> • Our reducing Teenage Pregnancy Strategy 2004/5 has received positive assessment from GOEM. It is targeting those most at risk – white British young people in the 26 most deprived wards in the County. There is a strong correlation between the targeting of resources and the fall in conception rates. This is being achieved through, for example: <ul style="list-style-type: none"> ▪ ‘Techno Chances’ outreaching to young people in Mansfield youth and night clubs ▪ the multi-agency C card scheme providing advice, guidance and condoms for young people aged over 13, delivered through 54 different venues in areas of deprivation, ensuring young people do not have to repeat their story. Since its introduction in August 2004, 849 young people have used the service and over 200 staff trained. • There is an extensive programme of SRE work, co-ordinated by a multi-agency group. Projects include: <ul style="list-style-type: none"> ▪ drama workshops in schools, reaching 2731 young people in 2004/5 ▪ a DVD developed by local young people for local young people ▪ a confidentiality leaflet, outlining young people’s rights, giving information on sexual health and contraception, distributed through schools, supported by a lesson plan. • The Council has a good record of supporting children’s exercise and healthy diets. This was strengthened in 2004 by establishing a Council scrutiny group for Food Exercise and Diet in Schools (FEDS), bringing together all the key partners, to promote healthy lifestyles. Local initiatives include: <ul style="list-style-type: none"> ▪ healthy hot meals available in all schools, taking account of cultural dietary requirements or those arising from medical conditions ▪ an LEA supported swimming programme used by 80% of schools ▪ a pilot free swimming campaign targeted at children and young people in particular areas in Mansfield ▪ 64% of primary and 80% of secondary schools provide 2 hours of PE and sport each week, with 45 primary schools achieving Active Mark awards and 29 secondary schools achieving Sports Mark awards ▪ a specialist disability sports unit to enable disabled children to participate in sport ▪ peripatetic community sports coaches targeted at children aged 5 to 9 in rural areas. • 207 schools in Nottinghamshire are participating in the healthy schools programme, which is jointly managed by the Council and Primary Care Trusts. 29 schools are working towards the Sex and Relationships Education (SRE) healthy schools standard and 54 schools have achieved, or are working towards, the healthy eating standard as well as 35 schools working towards the drug education standard. • Health promotion is delivered in the ten Sure Start local programmes, supporting healthy eating, breast feeding, good weaning practice and attachment. Evaluation of local programmes and users’ satisfaction surveys highlight the effectiveness of local approaches to health promotion. Evaluation identifies that improved outcomes are achieved by informal locally-based, multi-disciplinary services, with a strong emphasis on parents 	<p>GOEM assessment ‘good overall’ 2004/5</p> <p>Teenage pregnancy strategies 2004/5 and 2005/6</p> <p>FEDS report 2005</p> <p>Food specification and dietary requirement protocols</p> <p>LEA Survey April 2004</p> <p>Sport England</p> <p>Healthy Schools database</p> <p>Sure Start local evaluation reports</p>

	Source
<p>supporting other parents. The programmes are developing flexible family support worker roles, working across traditional boundaries, for instance delivering speech and language intervention.</p> <ul style="list-style-type: none"> • Our Pathfinder Children's Trust is focused on children with additional needs, including disabled children. It has developed an integrated pathway and the team around the child approach to deliver co-ordinated services focussed on the five outcomes. Health needs are being met more holistically; families tell us that they are coping better and feel better supported. Plans are in place to extend this good practice from the small numbers involved to date. • Robust systems are in place to support the prevention of substance misuse. The local DAAT has been chosen as a High Focus area to build on existing good practice in dedicated service provision and effective commissioning arrangements, through a young people's pooled budget. A supported care worker supports young people using drugs to access suitable accommodation. Services are provided to educate young people, treat users and support children and young people affected by parental use. A multi-agency children and young people's substance misuse policy is in place, which is in all schools and has shaped individual school's policies. Drugs and alcohol education in schools is currently being reviewed by a multi-agency to develop monitoring and quality assurance mechanisms. Drug and Alcohol Reference groups are active in each of the seven districts across the County. Staff training is supported – for instance, 350 Youth Service staff have been trained to tier 1 level and training is provided for social workers, foster carers and adoptive parents. • Mental well being: comprehensive and active CAMHS strategies and plans are in place in the north and south of the County. Recent investment has resulted in an increase in service to children looked after with a child psychologist attached to the residential service, as well as improvements in services to young people referred by the YOS, with a dedicated 'Head 2 Head' team, resulting in dramatic increase in the timeliness of response. We started from a very low funding base for CAMHS in the north of the County. In the south the provision of integrated services was hampered by difficulties in working relationships between different professional groups. Our strategy is improving outcomes for children looked after. A key priority is to strengthen preventative and early intervention services at tiers 1 and 2. • Children looked after: as part of our approach to corporate parenting across the LA there are strong services in place to promote the health of children looked after. There is a multi-agency steering group, which identified a decrease in numbers of health assessments and put an action plan in place, including a multi-agency conference in June to further develop our practice in promoting healthy outcomes. Current good practice includes: <ul style="list-style-type: none"> ▪ dedicated health teams in the north and south of the County, which provide nurse-led health assessments, health promotion advice and leisure centre fitness assessments ▪ integrated health and social care short break services with nurses working alongside residential social workers in residential units for disabled children, ensuring health needs are met ▪ specialist workers in the 'Face It' project provide drugs education and direct services to young people looked after. 	<p>Pathfinder Children's Trust Development Plan</p> <p>U&S Children and young people substance use policy</p> <p>CAMHS strategies and joint investment plans Youth Justice plan 2004/5</p> <p>Outcomes as measured by PIs for looked after children and young people</p>

	Source
<h2>2 Staying safe</h2>	
<ul style="list-style-type: none"> Overall our performance in ensuring children and young people stay safe is strong, with strengths in safeguarding arrangements. We have identified weaknesses in our response to bullying and victimisation. 	
<h3>A How good are the outcomes</h3>	
<p>Commentary on the APA dataset</p>	
<ul style="list-style-type: none"> Ofsted inspections (2003 data) found that of 64 schools inspected no schools were judged to have unsatisfactory arrangements for pupil's care, welfare, health and safety and all schools had safeguarding policies. 	APA dataset
<ul style="list-style-type: none"> We have a higher number of referrals of children in need, whilst the proportion of repeat referrals is now in line with our comparators. 	
<ul style="list-style-type: none"> There are a slightly higher number of children within the child protection system in Nottinghamshire, with the numbers of repeat referrals also being slightly higher than our comparators. The referrals relate to a strong ethos of safeguarding across all agencies and an appreciation of the effect on children of parental drug abuse, domestic violence and neglect. The rates of referral across the County are strongly associated with levels of deprivation. 	APA dataset. Key Performance indicators and needs mapping
<ul style="list-style-type: none"> Despite dealing with a higher number of children than in our comparator authorities these children receive a more prompt assessment. 76% of initial assessments are completed within 3 days and 89.5% of core assessment completed within 35 working days, with 97.8% of child protection reviews being completed within timescales (2004/5 out-turn) 	SSD performance management system
<ul style="list-style-type: none"> The LA has comparatively fewer children looked after than in our comparator authorities. This is a reflection of our strong prevention and gatekeeping underpinned by our ethos of keeping children within their families wherever possible. Placement stability is at least as good as in our comparators, with a high proportion of children placed in foster homes, backed up by our strong permanency ethos. We have strong adoption services, placing twice the rate of children for adoption than the national average. We place high numbers of 'hard to place' children, so our timescales are longer than average. In common with national trends black and minority ethnic children are over-represented within the looked after population. 	Needs mapping SSI inspection report 2003
<p>Additional commentary on outcomes</p>	
<ul style="list-style-type: none"> Young people through the 'Have Your Say' questionnaire (2004) expressed high levels of concern about being bullied and being victims of violence on the street. Our Children's Fund commissioned consultation with 200 black and minority ethnic families. This found that racism was a prevalent experience both within school and in local communities. A common monitoring system is in place, there was a rise of 17.5% in the reported racist incidents in 2004/5 compared to the previous year. 	Consultation with BME Families in Notts Common Monitoring project report
<ul style="list-style-type: none"> The numbers of road traffic accidents on County roads involving children and young people aged under 16 has been declining since 2000 and we are on track to achieve our PSA targets by 2010. 	Needs mapping
<ul style="list-style-type: none"> Missing children and young people: the LEA maintains a detailed and accurate database of all children who have no school place. Connexions service has comparatively low numbers of young people whose destination is 'not known'. 	Ofsted inspection Connexions data

	Source
<p>B Are we making a difference</p>	
<ul style="list-style-type: none"> • Safe environments: policies and procedures are in place to deal with bullying, but the effectiveness of these policies is not monitored and they are not applied consistently across all children's services. The LEA has recently convened a joint services anti-bullying co-ordination group to audit current work, collect baseline information on indicators of bullying and establish common standards across all settings. The group is planning a conference in the autumn for secondary schools to share national and local good practice in combating bullying, including racist bullying. Information and advice is available from, for instance, the LA's Youth Zone website within the County Council and from a specialist worker in the Parent Partnership Service. 	Anti-bullying co-ordination group minutes
<ul style="list-style-type: none"> • The LA has a wide range of early intervention services; including ten Sure Start local programmes. Independent evaluation of these shows examples of excellent practice in providing early intervention and holistic support to vulnerable parents, reaching out to those who are reluctant to engage with services. This has resulted in a fall in the number of children in need referrals in these areas. Other commissioned services are provided by the voluntary sector, such as Home Start. The Children's Fund has commissioned Women's Aid organisations to provide children's outreach support to children experiencing the effects of domestic violence. Targeted support for children most in need is provided through 11 Family Centres. 	Sure Start evaluation reports Performance information SSD Business Plan
<ul style="list-style-type: none"> • Collaborative arrangements: our self-assessment following the Laming report was endorsed by the SSI as serving 'most children well with excellent prospects for improvement' – this was within the top 10 nationally. The ACPC is robust and is based on effective joint working between managers and practitioners. Plans for our Local Safeguarding Children Board and executive group are in place and agreed by Cabinet. Shadow arrangements, seen regionally as an exemplar of good practice, will be in place in June. Post Laming we established a Children's Safeguarding Forum with elected members, which is meeting regularly. 	SSI SSI June 2003 Cabinet Jan 2005 Members safeguarding board minutes
<ul style="list-style-type: none"> • Joint City and County ACPC interagency policies and procedures link the assessment of vulnerable children / children in need to those in need of protection. Additional interagency practice guidance has been issued regarding neglect and parents who misuse drugs or alcohol. The application of these procedures is regularly audited and quality assured through the ACPC and independent child protection conference chairs. An ACPC sub-committee quality assures action plans formulated after case reviews, considers policy and procedural implications and carries out regular quality audits. Serious case reviews are carried out in line with national requirements and lessons taken back into practice and procedures. In line with the Laming report the Serious Case Review Panel meets monthly to consider all incidents of sudden deaths of children and makes recommendations about Chapter 8 reviews. The LEA has recently re-issued guidance to schools to give more detailed assistance on handling allegations against staff. Local Sure Start programmes have developed applications of ACPC policies in partnership with parents, ensuring wide acceptance by parents. 	ACPC Quality assurance sub-committee minutes ACPC serious care review panel minutes Manual of personnel guidance for schools
<ul style="list-style-type: none"> • We have an extensive ACPC training programme for all staff (including support staff) and foster carers. Inter-agency training includes frequent introductory courses, which are available to the voluntary sector. Social Services provide introductory courses and basic post qualifying courses to 	ACPC training programme ACPC

<p>complement the inter-agency programme. The ACPC has an active training sub-committee, which monitors and evaluates the quality and effectiveness of training provided.</p> <ul style="list-style-type: none"> • We have well established and effective Multi Agency Public Protection Arrangements (MAPPA) in place, with a strategic management board meeting quarterly and a monthly public protection panel meeting monthly to agree risk management plans. • Good outcomes for children looked after are a result of sustained investment, strong corporate commitment and effective working together. Policies are in place to safeguard children looked after and there is an effective joint protocol in place with the Police for children missing from care. Youth workers are linked to all residential homes, providing an additional independent 'listening ear' for any concerns. Risk assessment processes are incorporated into Care Plans for all young people in residential care. A particular strength is our multi-agency protocol with the Police in tackling allegations of child exploitation; this is having a significant impact on the safety of some young women in residential care by helping to manage risk effectively. Further work is planned to ensure similar robust procedures are in operation for all LAC in foster care. • Disabled children/children with SEN: because disabled children are under-represented within child protection arrangements the ACPC has developed and run specific child protection training for practitioners and the LSCB will have a disabled children's subgroup to promote best practice. • We provide a high level of good quality residential and family-based short breaks, including a salaried carer's scheme. As a result, fewer disabled children are accommodated full-time than in our comparator authorities and only nine disabled children are placed in out of county placements. Social Services now have dedicated teams for disabled children and a dedicated Reviewing Officer to quality assure care plans. This has led to improved customer satisfaction. • In the north of the County a nurse has been appointed to support respite carers adopt safe practice, providing training and support around the particular needs of individual children. The Children's Fund, Social Services and Youth Services are supporting a number of schemes to provide activities for disabled children and enable them to access mainstream services, to enhance choice and reduce the demand for respite care. Work is ongoing within the Pathfinder Children's Trust to support transitions, into school, from primary to secondary and post-16 education. 	<p>Source training sub committee minutes</p> <p>MAPPA annual report</p> <p>Children missing from care protocol</p> <p>'Tip of the Iceberg' protocol</p> <p>ACPC training plan LSCB development Plans</p> <p>Foster care inspection report CSCI. Needs mapping</p>
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	Source
<h3>3 Enjoying and Achieving</h3>	
<ul style="list-style-type: none"> Overall our performance in supporting children and young people's enjoying and achieving is a strength. Targeted action is already being taken to address identified weakness in outcomes at Key stages 3 and 4. 	
<h4>A How good are the outcomes</h4>	
<p>Commentary on the APA dataset</p>	
<ul style="list-style-type: none"> Early years: targets for childcare places have been exceeded. The proportion of 3-year-olds taking up free educational provision is 89.9%, whilst the figure for four-year-olds is 92.6%. The quality and standards of nursery education, as judged by Ofsted inspections (2003 data) is above the national average, with no nursery education in the non-maintained sector being graded as unacceptable. 	<p>APA dataset</p>
<ul style="list-style-type: none"> Primary education: attainment has improved from a low base in 1999/00 and is now above the national average in Key Stages 1 and 2 and in line with that achieved in similar LAs. Ofsted inspection data for teaching, learning, pupils' achievement and leadership and management are positive and the LEA's Statistical Profile shows higher grades than national data or our comparators. This is not so evident from the Ofsted amended data sheet, because of the size of the dataset. In English at Key Stage 2 the performance of girls at level 5 impacts on the Key Stage 1 to Key Stage 2 value added score. 	<p>Ofsted LEA Statistical Profile (2003)</p>
<ul style="list-style-type: none"> Secondary education: improvement in attainment in Key Stage 3 is broadly in line with the national average but below that in similar LAs and the value added from Key Stage 2 is below that expected. In Key Stage 4 attainment for 1+ A*-G GCSE grades is in line with the national average but results for 5+ A*-C grades are below the national average and in similar LAs, with a slow rate of improvement. This is reflected in below expected value added data. Particular concerns are pupils' attitudes and the quality of their learning (E&A19 and 23). The Ofsted data for teaching, learning, pupils' achievement and leadership and management have improved since 1999 but the proportion of good or very good judgements needs to increase. 	<p>Ofsted LEA's Statistical Profile (2003)</p>
<ul style="list-style-type: none"> Attendance: in primary schools authorised and unauthorised absence is in line with national data and that of similar LAs, as is the case for authorised absence in secondary schools. Unauthorised absence in secondary schools is above national and similar LA averages. 	
<ul style="list-style-type: none"> Exclusion/educated out of school: permanent exclusions from primary and secondary schools are judged to be in line with national data. Provision for excluded pupils has improved significantly and is now in the upper quartile. The proportion of pupils reintegrated into mainstream is well above the national average, with 60% of Key Stage 2/3 pupils reintegrated within two terms of admission to a Pupil Referral Unit (PRU). All pupils who were reintegrated within 2003/4 remained in school during that academic year. In 2003/4, 61% of pupils Educated Otherwise Than At School (EOTAS) leavers gained a recognised accreditation 	<p>Local analysis</p>
<ul style="list-style-type: none"> Specific groups: the attainment of ethnic minority pupils at GCSE is not strong enough; although the numbers are small, currently only those young people of Chinese, Bangladeshi and Indian origin match or exceed the LEA average. The data consistently highlights the poor performance of white working class boys. Looked after children perform better than nationally at GCSE with lower absence and exclusion rates. Inclusion of children with 	<p>Local analysis</p> <p>DfES data matrix</p>

	Source
<p>SEN in mainstream education is high. The LA has the lowest proportion nationally of pupils with SEN statements in primary and secondary schools, with only 0.6% of pupils in special education, as a statement is not required to access additional resources. This inclusive approach means much of the SEN data in the APA set is not relevant.</p>	
<p>B Are we making a difference</p>	
<ul style="list-style-type: none"> • Early years provision: within Sure Start areas children’s readiness for school is improving – in our longest established programme the entry level teacher assessments are amongst the best in the County. The LEA’s Ofsted inspection judged support for the care of young children across a range of settings to be good, with a very strong partnership between the EYDCP and the LA. Good links between the EYDCP and the teenage pregnancy strategy help to ensure that childcare is not a barrier to returning to education for teenage parents. The Boots ‘Books for Babies’ programme has been rolled out across the LA by the Libraries Service, encouraging early reading. 	<p>LEA Ofsted inspection May 2003</p>
<ul style="list-style-type: none"> • Accessing and attending school: the LA’s strategy for school places has reduced surplus capacity to the national average and includes a clear policy for supporting small rural schools to promote community cohesion. The LA’s attendance strategy targets schools with high absence rates, especially secondary schools. The introduction of Education Welfare Assistants (rather than officers) has improved attendance in targeted primary schools. A range of schemes focus support on young people at risk of disengagement, including the successful Self second/taking off project for disaffected KS4 pupils. In Bassetlaw the Acorn 3 project has a co-ordinated approach to identifying and tracking young people at risk of exclusion or disaffection with resources being provided by Youth and Social Services. Good progress in developing protocols with head teachers around exclusions and hard to place pupils is already making a marked difference. Resources targeted at Traveller pupils have improved retention and transfer to secondary school. 	<p>LEA policy: Size Matters EDP 2004/5 evaluation Self Second evaluation reports De Montford University Evaluation EDP2005/6</p>
<ul style="list-style-type: none"> • Provision for children who do not attend school: the Ofsted inspection of the LEA judged the response time in dealing with excluded pupils as good. Interim provision for permanently excluded pupils is available through the Behaviour Support Service. Our four PRUs are now federated to improve the quality of the curriculum provision and two strategy groups monitor provision for excluded pupils. Schools are provided with advice and support to manage the admission of previously excluded pupils, with dual placement agreed in appropriate cases. The ‘tailor-made’ programme for children with EBD and very high levels of need is effective in re-integrating pupils into mainstream education (on the DfES web site as an example of good practice). The hospital and home education service provides good services to children who are ill. Through contact with the child’s school curriculum continuity is maintained, wherever possible. The quality of provision for children educated at home is monitored by local inspectors. 	<p>Ofsted inspection of LEA Independent inspection May 2004</p>
<ul style="list-style-type: none"> • The quality of the LA’s school improvement work is judged as good by Ofsted and the national strategy teams. The results of primary schools targeted through the improving school strategy and secondary schools in the LIG (Leadership Incentive Grant) Excellence Cluster group are improving at a faster rate than elsewhere in the LA. A locally funded Key Stage 4 strategy is focused on promoting a faster rate of progress in secondary schools - the impact of this strategy has not yet come to fruition. An innovative 3-18 strategy is supporting curriculum continuity in the north of LA and the LA’s first 3-18 extended school will open in a former 	<p>Ofsted LEA inspection and DfES stocktaking meetings</p>

<p>coalmining community in September. The proportion of schools in special measures is in line with national comparators. Since 2000 three local schools have been judged to be underachieving; two have now been removed from this category. The extent to which the LEA's support is focused on areas of greatest need and the use of performance data are both judged as good by Ofsted. Good progress has been made in addressing weakness identified in the LEAs' Ofsted inspection: support for gifted and talented pupils. Our work is now used as good practice exemplars in the DfES national quality standards and in the DfES website. Local data and cross-service intelligence is used to focus on underperforming areas and groups. The underperformance of BME groups and white working class boys are targeted areas for improvement in this year's EDP.</p> <ul style="list-style-type: none"> • Access to recreational and voluntary learning: our Education Arts Support Service provides Saturday workshops and a range of performance opportunities (open to all regardless of ability to pay), as well instrumental music teaching to nearly 7,000 children. Environmental Support Services provide high quality opportunities through 2 residential and 3 day outdoor centres. The Youth Service provides a wide range of planned informal educational opportunities. We promote a large range of sporting activities and support the largest Duke of Edinburgh scheme in the East Midlands. There is an extensive study support programme, with 40 schools already achieving Quality in Study Support Awards. BME groups are under-represented in these activities and the Children's Fund has recently funded a specialist play worker targeted at children in this group. Transport is a major barrier to accessing some services, particularly in rural areas; improving transport is a priority within our Community Strategy. • Children looked after: the achievement of LAC is supported by a members' Corporate Parenting Board. Targeted resources are judged to be good by both Ofsted and the SSI. They include a virtual school, with a virtual head to monitor LAC's progress; dedicated Education Psychology time; 3 education welfare officers supporting attendance and school transfer; jointly funded specialist residential care workers to support educational achievement; and linked youth workers to promote the inclusion of LAC into local youth, sport and leisure provision. These resources support an annual event celebrating attainment and achievements; the pilot Out of School Hours Learning Project supports access to activities and enrichment opportunities and encourages participation in new activities; individually tailored support to help achieve test and exam grades; and laptop computers for Year 9, 10 and 11 pupils to support course work and revision. • Children with SEN/disabled children: a highly inclusive approach to SEN in schools is supported by innovative funding mechanisms and an extensive support programme for school-based staff. Within schools there is considerable co-working with health colleagues. As part of workforce re-modelling, under the direction of speech and language therapists, support service staff deliver services in schools. The Pathfinder Children's Trust has established a small pooled budget to ensure children in the private and non-maintained sector can access specialist standing and seating equipment. The Youth Service, Sports Disability Unit, grant aided organisations and Children's Fund commissioned projects provide opportunities for children to access specialist services and promote accessibility and inclusion in mainstream services. Work in the Pathfinder Children's Trust, however, has identified that enjoyment is the least developed in multi-agency plans for children with complex needs. 	<p>Source Ofsted inspection</p> <p>DfES stocktaking meeting</p> <p>Arts Support Service Business Plan 2005/6</p> <p>Ofsted 2003. SSI 2003 'No Less than Success' Policy</p>
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	Source
<h4>4 Making a Positive Contribution</h4>	
<ul style="list-style-type: none"> Overall our performance in enabling children and young people to make a positive contribution is good. A strength is our approach to involving children and young people in decision making. We have identified weaknesses in the integration of service to prevent youth offending. 	
<h4>A How good are the outcomes</h4>	
<p>Commentary on the APA dataset</p>	
<ul style="list-style-type: none"> The Ofsted inspections of early years education show strengths in the provision of personal, social and emotional development across all sectors, reflecting training by the EYDCP, with particular attention being given to the area of relative weakness of partnership with parents in sessional day care. 	APA dataset
<ul style="list-style-type: none"> The numbers of first time offenders in the Youth Justice System is dependent on policing profiles and priorities. The rate of re-offending after 24 months within the County is lower than the national average; recent data shows we are on track to achieve the 5% reduction in recidivism target. 	APA dataset
<ul style="list-style-type: none"> The Ofsted inspection (2003/4 data) judgements of secondary pupils' freedom from bullying and racism are below the national average. They have informed our planned action on bullying and victimisation (see staying safe). 	APA dataset
<ul style="list-style-type: none"> The proportion of final warning, reprimands and convictions of children looked after is now lower than the national average and our comparators. This represents excellent progress as we started from a very high level. However, the number of offences committed is still well above the general population. 	APA dataset Needs mapping
<ul style="list-style-type: none"> 60% of children and young people looked after specifically communicated their views to their latest statutory review in 2004/5. Audits have identified that young people's involvement in care planning and delivery is widespread, even if they are not formally communicating their views to statutory reviews. 	SSD performance management SSD internal audit reports
<p>Additional Commentary on outcomes</p>	
<ul style="list-style-type: none"> We have four members of the UK Youth Parliament, with over 3,000 young people voting in this year's election through schools, the Youth Service and Connexions. School councils are actively operating in most primary and secondary schools. District Youth assemblies are active in each of the seven districts, reporting to a countywide youth assembly. 	
<ul style="list-style-type: none"> The rates of offending across the LA broadly correlate with the levels of deprivation. Black and minority ethnic young people are not significantly over-represented within the youth justice system (BME young people are 3.7% of the population and committed 4.0% of detected crime in 2004). There has been a marked decline in the time taken between arrest and sentence for persistent young offenders, moving from a position when the time taken was above the national average to below the average. 	Needs mapping
<ul style="list-style-type: none"> 15 Anti-Social Behaviour Orders (ASBOs) on young people have been granted since the beginning of the year. This represents a sharp increase in numbers, with only four being issued in 2003/4 	Courts Services Office

	Source
<p>B Are we making a difference</p> <ul style="list-style-type: none"> • Children and young people are supported in managing change: we have some good examples of effective support for children and young people at key transition points: <ul style="list-style-type: none"> ▪ into school through our Sure Start local programmes, preparing parents and children for nursery and in the early support pilot and the Newark Joint care Planning Team within our Pathfinder Children's Trust ▪ the literacy team is recognised nationally for its work on transition and has developed bridging units of high quality at all stages of transition between the Foundation Stage and Key Stage 3 ▪ into employment, education and training through extensive U Project scheme for school leavers and a wide range of work-based learning schemes, focussing particularly on vulnerable young people. In particular, we have an extensive Entry to Employment (E2E) programme which is judge by the Adult Learning Inspectorate to be Grade 1. This scheme has a strong multi-agency emphasis, linking with Social Services to incorporate young people who are looked after and a strengthening relationship with the YOS to include young offenders. • We recognise the need for further progress to spread best practice and develop greater parental and children's involvement in planning transitions, with additional resources being provided by our Children's Fund, working in partnership with the Pathfinder Children's Trust. • Young carers are supported by a number of services commissioned from the voluntary sector using carers grant funding and the Children's Fund. This includes specialist support for black and minority ethnic carers. This work is overseen by a multi-agency steering group. • Children and young people participating in decision making: the LA is strongly committed to promoting the engagement of children and young people in decision making. At a strategic level, the County Council supports the 'Hear by Right' initiative, which sets standards for the involvement of young people in the planning and delivery of local services. We have put in place a cross-agency work-stream of the Children and Young People's Strategic Partnership, to develop participation strategies for children and young people in Nottinghamshire (further details are given in part F). • Whilst we are good at pro-actively involving children and young people in many aspects of decision making, we can further improve our performance in listening to concerns about individual services. Complaints procedures are of variable effectiveness and there is no county-wide advocacy service to support vulnerable children to express their views. • Preventing offending and re-offending: active multi-agency Crime and Disorder Reduction Partnerships (CRDPs) are operating in each of the seven Districts, but are not yet linked to the LSP children and young people's groups. A multi-agency group has been convened by the LA to develop a common corporate and multi-agency approach to dealing with anti-social behaviour and the use of Anti Social Behaviour Orders (ASBOs), as currently practice is variable. • The Youth Inclusion Support Programmes (YISPs) for 10 - 13 year olds are 	<p>Sure Start Evaluation reports</p> <p>Ofsted 2003 U project Delivery plan</p> <p>ALI inspection Report</p>

<p>being rolled out across the County. Specific pilots, funded by the Children's Fund, provide targeted services to identified young people and their families aged 11 to 13 to support parenting, strengthen protective factors and tackle issues such as disengagement with school that increases the risk of offending. Early evaluation suggests that they are being effective in providing a more coherent support to identified young people and families resulting in reduced offending behaviour by these young people.</p> <ul style="list-style-type: none"> • To tackle the risk factors associated with crime more effectively we need to better integrate the Youth Offending Service, the Crime and Disorder Strategy and Change for Children programme. • Children and young people looked after are pro-actively involved in many aspects of their care experience, as shown in Part F. They are actively supported at key transition points through our corporate parenting programme, particularly at the Key Stage 2 to Key Stage 3 transition where additional support is provided, if required, by the corporate parenting consultant. A pilot mentoring programme for year 11 pupils around examination time is being developed. • Disabled children and children with SEN are empowered and their voice is heard as shown in part F. Transitions for disabled children / children with SEN is supported through: <ul style="list-style-type: none"> ▪ multi-agency pre-admission meetings ▪ the Early Communication and Autism Programme, which plans transition to school, supported by an inter-agency autism strategy which seeks to improve the transition arrangements for children as they progress into the education system ▪ the Newark Joint Care Planning Group brings together health, education, social services and parents to plan services and the first steps in the child's education ▪ workshops for schools around the key stage 2 to 3 transition run by the PSDI team in the LEA ▪ multi-agency statutory transition plans, are in place for all pupils with a statement. Because of our low rate of statementing our Pathfinder Children's Trust has identified a number of pupils who would benefit from improved multi-agency planning at key transition points. 	<p>Source</p> <p>Children's Fund Plan 2005/8</p>
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	Source
<h2>5 Achieving Economic Wellbeing</h2>	
<ul style="list-style-type: none"> Overall our performance in supporting economic well being for children and young people is good, with strengths in the 14 to 19 strategy and the E2E programmes. Relative weaknesses have been identified in the retention levels in some areas of the County for young people in post-16 education and training. 	
<h3>A How good are the outcomes</h3>	
<p>Commentary on the APA dataset</p>	
<ul style="list-style-type: none"> The average points score within sixth forms is below the national and statistical neighbour's average. We are currently trying to assess the impact of the 15% of County pupils being educated post-16 within Nottingham City on this data. 	APA dataset
<ul style="list-style-type: none"> The number of care leavers in education, employment and training at 19 is good, but there is still room for further improvement. In 2004/5 73% of care leavers were in education, training or employment, with 91% in suitable accommodation. 	SSD performance management information
<ul style="list-style-type: none"> Only one school has been judged to have an underperforming sixth form and this has now improved significantly and is no longer in the Ofsted category. 	DfES data matrix
<p>Additional Commentary on outcomes</p>	
<ul style="list-style-type: none"> The numbers of young people not in education training or employment in the County is better than our comparators, following the second largest decrease in rates in England from 2003/4 to 2003/4. 	Needs mapping
<ul style="list-style-type: none"> The numbers of young people progressing to post-16 education or training is satisfactory; however, this masks poor outcomes at a local level within some of the in the ex-coalfield areas. Retention rates are of concern within the ex-coalfield communities. 	Connexions Data
<ul style="list-style-type: none"> Childhood poverty is concentrated in the ex-coalfield areas across the County; with 49 areas within the top 10% most deprived super output areas in the Country on the index of childhood deprivation and 115 within the top 20%. 	
<h3>B Are we making a difference</h3>	
<ul style="list-style-type: none"> Our Community Strategy has as two of its priorities transport and learning and earning. The learning and earning priority covers our work on economic and social regeneration helping to raise community aspirations and achievement. We work in partnership at all levels from local neighbourhood action teams to Strategic Sub Regional Partnerships (SSPs), the Alliance SSP in the north of the LA and the Greater Nottingham Partnership. There is active involvement in the seven Local Strategic Partnerships (LSPs), with Chief Officer representation on each LSP board, or core group. An officer group from the County Council meets regularly in each District to support the work of the LSP and ensure co-ordinated LA engagement. We were awarded Beacon Council status for our work promoting employment and skills development, such as Nottingham Training Partnership's provision of work based learning for the hardest to help young people in disadvantaged parts of the county and our work with public sector partners in delivering New Deal employment opportunities as part of our local public service agreement. 	

	Source
<ul style="list-style-type: none"> • The multi-agency Community Cohesion Board is developing a community cohesion strategy for the whole of the County, focussing on Travellers and black and minority ethnic communities, developing programmes to deal with racial attacks, violence against women, immigrants and vulnerable adults. • An active EYDCP is leading the development of good quality childcare (see enjoying and achieving). We have a good history of supporting and promoting neighbourhood nurseries and nursery education. The Children's Information Service website and call centre gives information on current vacancies, dealing with over 300 calls per week. A child care workforce development officer is employed by the Council and the EYDCP supports a working group to raise standards of training and qualification within the childcare workforce. This has resulted in the sufficiency and suitability of staff working in child care being better than average. • Our ten Sure Start local programmes have close links with Job Centre plus and local FE colleges to support and enable parents to access training and job opportunities – uniquely one of our programmes is run by a FE college. Many parents need extensive support to raise self confidence prior to accessing basic skills courses. Most programmes offer extensive formal and informal volunteering opportunities, some of which are linked to Open College Network accreditation. 	<p>Ofsted judgement</p>
<ul style="list-style-type: none"> • Family learning opportunities are offered by the LA to schools, nurseries, Sure Start programmes and community groups. Programmes include the nationally renowned Share programme, family literacy and numeracy programmes and a variety of activities that are devised and run by the organisations themselves. Evaluation of these programmes shows that parents and carers increase their confidence through their engagement, some go on to gain employment in schools, whilst others continue their studies by perusing additional courses. The programmes help raise the profile of learning in areas where aspiration and education are not valued. 	<p>ACLS learner evaluations</p>
<ul style="list-style-type: none"> • A strong positive 14-19 strategy has been agreed with schools, the LSC and other partners to promote a more flexible Key Stage 4 curriculum, providing vocational opportunities for young people across the 14 to 19 age range. The strategy is supported by seven area groups co-ordinating local provision involving schools, colleges, LSC, Connexions and work-based learning providers. LEA consultants are providing direct support to individual schools, focussing on new collaborative vocational provision. The strategy is on track, but the area groups are of variable quality and there needs to be stronger links with the Key Stage 4 strategy and the development of extended schools. A number of innovative schemes are in place to support the strategy, including: <ul style="list-style-type: none"> ▪ DfES 14-19 pathfinder, which is providing a long-term sustainable Skills Force programme in Bassetlaw and a student apprenticeship programme for 50 young people per year. In Mansfield the pathfinder has implemented a common timetable and integrated transport programme for post-16 students, with a view to extending the programme for post-14 pupils ▪ Newark Extended Learning Initiative (NELI) uses regeneration funds to support a variety of e-learning programmes across 19 primary, 3 secondary and one special school together with the local FE College. These developments are closely linked to extended school activities. 	<p>Ofsted inspection of LEA grade 2</p> <p>Judgement Recording Form (JRF) and 14-19 Development Framework</p>

	Source
<ul style="list-style-type: none"> We support a good range of Entry to Employment (E2E) schemes, including a ninety place LSC and County Council funded programme specialising in hard to reach young people, including care leavers. Specific additional support is provided for black and minority ethnic young people and disabled young people. We are working to improve links between the YOS and the E2E programmes. 	ALI inspection grade 1 YOS plan
<ul style="list-style-type: none"> Improving young people's attitudes to learning is one of our key priorities, because of the low aspirations of some young people, particularly in former coalfield areas, combined with relatively high drop out rates from further education. Specific action to increase retention in Further Education is being taken by: <ul style="list-style-type: none"> improving the availability of impartial advice and guidance, with additional investment being provided by Connexions. This is being achieved within the existing budget, by refocusing of services establishing post-16 achievement and retention targets in partnership with the LSC and schools. 	Connexions 2005/6 business plan
<ul style="list-style-type: none"> Services for young people leaving care are strong, in line with the corporate commitment to children looked after. Pathway plans are in place for care leavers aged over 15; these are regularly reviewed with the young person. Three training officers funded by Nottinghamshire Connexions are part of the leaving care service to ensure transition to employment or training. Practical advice and support is provided through commissioned services provided by the voluntary sector. Additional support is targeted at black and minority ethnic care leavers. We have developed an incentive payment scheme providing financial rewards for young people to encourage attendance at college or training: targets and the levels of reward are agreed with each young person as part of their individual plan. 	Children's Social Services Business Action Plan
<ul style="list-style-type: none"> Children with SEN/disabled children: examples of innovative approaches to providing differentiated learning and training provision, include: <ul style="list-style-type: none"> the DfES 14-19 pathfinder – supporting a nationally acclaimed programme for Year 11 SEN young people, which assists 55 young people with the transition into work a specialist E2E (Access All Areas) programme for disabled young people the 'tailor-made' programme which provides support for young people with high level emotional and behavioural difficulties. 	14 to 19 strategy
<ul style="list-style-type: none"> A Best Value Review of services to disabled children and young people has resulted in a very extensive action plan to further improve transition planning arrangements, driven by an interagency strategic transitions group, with the involvement of senior managers from Health, Connexions and across the LA. A particular issue is the support provided to black and minority ethnic disabled young people to ensure culturally appropriate services. 	Children's Social Services Business Action Plan
<ul style="list-style-type: none"> Our Direct Payment scheme is currently supporting over 40 children and young people, including one young person administering their own package of support. 	SSD performance management information

Does service management help to improve outcomes for children and young people?

Corporate framework

- The Audit Commission's 2004 corporate governance assessment of the County Council judged that: 'ambition remains an area of strength for the Council' and that 'overall the council has a strong focus for its activities'. This ambition and focus is reflected in its current Fast Forward strategy, which is led by Cabinet and the Corporate Management Board (CMB: Chief Executive plus chief officers). The strategy is making sure that key areas for development are driven forward with pace, determination and quality: children's services, adult social care, the local response to the Gershon initiative, access to services, community partnership, including a Local Area Agreement, and job evaluation. Children and young people are an existing key priority within our Community Strategy and strategic plan, and will be included within our Local Area Agreement.
- Nominated chief officers have a lead role for each of the Fast Forward priorities and, collectively, CMB supports and scrutinises progress with each priority area. Specific leadership of the Change for Children programme comes from the Chief Executive who chairs the Children and Young People's Strategic Partnership and the Director of Education who leads the Children's Services Action Group (see page 1).

Summary of the LA services' track record in supporting improved outcomes

- Overall we are starting from a position of relative strength in developing integrated services for children and young people. The Council is an excellent authority and its services have a proven track record in supporting improvement in existing outcome measures for children. The 2004 CPA judged the LA's education service as excellent with a proven capacity for improvement and children's social services as serving most children well with excellent prospects for improvement. The LEA's 2003 Ofsted report is very positive judging it to be good overall with very good capacity for further improvement (Grade 1). Of the 59 LEAs inspected over the last two years only two other LAs achieved a Grade 1 for capacity to improve.
- These overall judgements are supported by a range of other evidence in specific areas. The 2004 corporate assessment report judges that: 'the extended schools programme is making real inroads into developing cohesive communities... The youth service is successfully supporting young people into employment and the Sure Start programme is impacting on the lives of families.' (page 4). In addition, the LA's adoption and early years provision have been short-listed for Beacon Status; the post-Laming ACPC self-assessment was rated as excellent, feedback from GOEM on our teenage pregnancy strategy is positive; and the LA's implementation of the national strategies for improving standards in primary schools and at Key Stage 3 is judged as good by Ofsted and the DfES.

Approaches to service delivery and performance management

- Our reflection on practice across the LA's services for children shows that the most successful approaches to service delivery in terms of improving outcomes have had the following key ingredients:
 - clear plans and targets to be achieved
 - staff training programmes
 - performance management related to these outcomes
 - clear management accountability
 - targeting of resources on areas that are performing least well.
- Such approaches have, for example, raised the educational achievement of looked-after children - as evidenced by the grade 1 assessment in the 2004 CPA. Similarly these approaches have raised levels of attainment in literacy and numeracy through the primary strategies. The LA's medium-term financial strategy has enabled resources to be targeted at SEN, which has resulted in clear improvements in the rate at which statements are completed and in the full-time educational provision for children out of school, which is now rated at 'A' in the APA data set. The LA's medium-term financial strategy has also targeted additional funds at a key area for improvement: Key Stage 4. This has enabled us to grow our own Key Stage 4 strategy in tandem with our existing and established Key Stage 3 strategy.
- Such achievements are supported by an increasingly rigorous performance culture for the LA as a whole recognised by CPA in 2004 to include, sound performance management systems, good monitoring arrangements and a good approach to tackling underperformance, with strengths outweighing weaknesses. This includes a consistent approach across all services based on LA standards for business planning, a cross-LA corporate performance team that monitors progress towards outcomes and a six monthly review process with reporting to CMB and Cabinet.
- The LA has a strong track record in self evaluation. This is evidenced for education by the LEA's Ofsted inspection and the additional self-assessment presented as part of the 2003 CPA process. The post-Laming self-assessment of safeguarding arrangements was judged to be excellent and the process was noted to be very thorough. It was validated by the SSI inspection later in that year. The Social services undertake regular quality assurance audits of specific areas of work – one recent example of our work on the adoption service has been shared with CSCI.

Capacity to improve further

- Nottinghamshire County Council has Investors in People status with well defined policies and resources to support training and development for staff and members both at corporate and departmental level. There are programmes in place to grow our own staff, including a trainee scheme for social workers. There are extensive in-house training and development opportunities, including specialist support to enable black and minority ethnic staff to overcome barriers to promotion.
- Our approach to the Change for Children agenda is to build on existing strengths and local good practice, whilst maintaining high standards of services during the change process. To this end we have chosen to put our initial management energy into:
 - ensuring that our baseline self-assessment is rigorous so that our priorities for action focus on those areas most in need of improvement (see Part C)
 - addressing cultural issues and working practice at the beginning of the change management process
 - planning and action to support key areas of the change management process with

our partners

- further strengthening the good working relationship with partners, consolidating openness and honesty, and hence trust in its partnership arrangements (see Part G).
- The **self-assessment process** set out in Part C has established five priorities for improvement and the targeted action required to achieve improved outcomes, or for sustaining existing good practice in areas of high risk, particular with regard to safeguarding children (described in Part B). The performance indicators that will be used to measure success have been identified. The next steps will be to discuss these priorities and targeted action with the full range of partners so that we will have a Children and Young People's Plan with clear targets by 2006 that are rooted in a secure evidence base. We already have agreement with our partners that this plan will be multi-agency, covering all of children's services.
- Whilst current services are good overall, our self-assessment has demonstrated that with improved integration of service provision and shared targeted areas for action we can achieve further improvement in progressing the life chances of children and young people. For example, the self-assessment identified how the current Key Stage 4 strategy, designed to accelerate improved outcomes for sixteen-year-olds, could be strengthened by targeting youth service work at specific groups of young people and specific underperforming localities.
- To achieve integrated and locality service provision we need to support **cultural change in working practice** across staff working within services for children. Our experience of developing our Pathfinder Children's Trust, managing a substantial Children Centre's programme, our workforce remodelling and extended school work shows that integrated and locality working becomes an effective reality for children and families when staff understand and can see for themselves the additional value they can add by working differently. This is not to say that we are ignoring structural change; the LA has engaged consultants to report on structural options - their work will be ready for discussion at the end of May, and a Director of, and Lead Member for, Children's Services will be appointed by April 2006.
- The Pathfinder Children's Trust is producing some very important learning through the 'team around the child' approach, which cuts across traditional boundaries of staff from health and the full-range of LA services. We have also learned much from the introduction of workforce remodelling across education services and schools, and have quickly developed a very good national reputation, endorsed by the National Remodelling Team, for our willingness and capacity to embrace cultural change and new ways of working. This is complemented by our approach to extended schools, which is now joined up, practically and strategically, with the work of our remodelling team and the Pathfinder Children's Trust.
- To maintain the momentum of the local Change for Children agenda, CSAG has an action plan, agreed with CMB, which is summarised below:
 - implementing a communication and consultation strategy with all partners and stakeholders and staff
 - establishing a model with partners for joint commissioning and a strategy for putting it into place
 - evaluating the work of the pathfinder Children's Trust and learning from good practice on locality working
 - continuing to strengthen the role of CYPSP and establishing a framework for 'children's trust' arrangements
 - agreeing a 'new' vision and strategy for early years and extended schools
 - baseline mapping and quantifying existing LA resources for children's services to

guide the budget debate for 2006/07.

How well are we using our resources

Investment in Change for Children activities and services

- The LA has invested a significant resource to meet the change management challenges of integrated children's services. A senior dedicated development manager has been in post since June 2004 and an information sharing and assessment (ISA) project manager in post since September 2004. A further £200,000 has been allocated to resource two additional project officer posts and a comprehensive communication and consultation strategy (see previous section). In the same period we have appointed a Pathfinder Children's Trust Development Manager, a Children's Centre development team, and extended schools consultants.
- Since April 2004, a Children Services Executive Group comprising second tier officers from across the County Council (Education, Social Services and Culture and Community), Pathfinder Children's Trust Manager and Children's Services Development Manager, the Primary Care Trusts, the voluntary sector and Connexions has met monthly. It is responsible for driving much of the work of the CYPSP setting its agenda and putting decisions into action and is accountable for specific partnerships overseeing initiatives such as the Children's Fund, Children's Centres and Information Sharing and Assessment (ISA).
- Since January the strategic leadership of Children's Services has been strengthened by creating a cross-service group (Children Services Action Group) of five Assistant Directors and the Children's Services Development Manager, led by the Director of Education. Each of the five assistant directors and Director of Education has allocated the equivalent of two days per week to the Change for Children agenda. This investment has ensured robust and rigorous leadership of the self-assessment process and the effective action planning required to establish the Children and Young People's Plan, and further key work on commissioning and the development of a 'Children's Trust' with our partners.
- We have also invested in the children's change agenda by commissioning a national firm of consultants to review current departmental organisation and to identify options for restructuring the Council's services. This holistic approach recognises that to change the structure of one part of the organisation without considering other drivers for change could well set up unnecessary tensions. The focus is on the citizen whether child, young person or adult and how resources can be used to add maximum value.
- The LA's medium-term financial strategy for 2002 - 2006 ensured a shift in financial resource to under-resourced or underperforming areas. This has meant significant resources (£4m uplift in base budget) have been targeted at children with special educational needs, because national benchmarking identified it as an under-resourced area and a Best Value review identified areas for improvement. The additional resource has resulted in an improved confidence in the service, as evidenced by the judgements in the LEA's Ofsted inspection report and in improved performance in key indicator areas such as the provision for pupils out of school. We have strengthened the management capacity in the Youth Offending Service, which together with changes in personnel and tighter performance management have resulted in performance improving, with a rank of 42 out of 155 YOSs in England for January to March 2005. Since 2003/4 funds have been targeted at school improvement work in Key Stage 4, but it is not yet possible to assess the impact.

Using resources differently

- In meeting the challenge of children's services the LA has set out to learn from experience and to base decisions about future practice on firm evidence. To this end we have established three small pooled budgets within our Pathfinder Children's Trust. These budgets are supporting multi-agency training, specialist equipment and the 'team around the child' approach to service provision. The evidence to date is that the pooling of resources is having a considerable impact on the small, but growing, number of children involved in the Pathfinder.
- The Pathfinder Children's Trust Development Manager, the Children's Centre development team and the extended schools consultants are co-located with the Child Protection Manager, the Children's Fund Manager and the Early Years Development manager form the Change for Children Team. The co-location is already showing real benefits in cross-fertilization of ideas and strategies for implementing change.
- Workforce reform is being progressed through the CYPSP along with other key areas for development related to joint commissioning. This will need to be complemented by further work on locality working and on joining up services both within and beyond the County Council. In achieving these goals we will need to use Building Schools for the Future as a vehicle for change, as we have already begun to do with the development of extended schools. Our most innovative project to date is the establishment of 3-18 extended school from September 2005.
- Workforce reform in education has already been referenced in the previous section. Currently, 250 schools across the County are involved in workforce remodelling, with evidence from Ofsted inspections that schools are implementing the changes based on an understanding of the principles, rather than mechanistically. Progression ladders are being developed for support staff, backed up by targeted training.
- Within the Youth Service we are currently working on the introduction of the new National Framework for Youth Workers. This is designed to build a workforce to meet the modernisation agenda. A senior youth worker is leading a project team to evaluate how the scheme should be applied locally, with a view to implementation in April 2006. The Framework will provide an opportunity to tackle the recruitment and retention issues within the service by providing better careers opportunities and clear routes into training. It will rationalise the number and types of different jobs within the service.
- Within Social Services social work teams have been developed to include trainee social workers, social work assistants, locality support workers and team support workers to relieve social workers of routine and administrative tasks, so easing our recruitment problems of qualified social workers. Within the Education Welfare Service a similar process has been occurring with the establishment of the Education Welfare Assistant role to work in specified primary schools. This is helping to grow our own next generation of EWOs and is making a real difference to attendance rates in targeted primary schools.
- Within the Pathfinder Children's Trust we are extending the existing LEA early years Support Programme, to provide support all year round, not just within school term times, extending the role of teachers within the programme and developing the role of support worker to cross over traditional boundaries between health, education and social care support workers, providing the appropriate support to the child across organisational boundaries, through key working.

Value for money

- In overview, the FSS received for education is well below average (130 out of 150 LEAs or 25 out of 34 county authorities). To offset this low funding the LA has consistently allocated additional funding for education but the driver has been maximising funding to the front-line services i.e. schools through maximum delegation. This means that the actual budgets for schools are at the average for counties but central expenditure on education department services is still well below average. The effectiveness and quality of education services, as evidenced by its Ofsted report of the LEA, is good overall.
- Within the overall budget for education, as per Section 52 statement, the expenditure of the Youth Service (currently managed within the Culture and Community Department) is comparatively high and in the top quartile nationally. This means provision is more extensive and varied. Recent surveys indicate that the youth service is now in contact with 28% of young people aged 13 to 19, which is higher than average. The Service offers a range of generic and targeted support to young people, including a dedicated Disability Support Team, an Arts Team, an Adventure Team, a Crime and Disorder Team, an entry to Employment Team and a Youth Engagement Team. The service has an extensive mobile, outreach, detached and advice and information function as well as youth centres. The service targets resources on the areas of greatest need and complements the work of schools with high degrees of accredited, enrichment activity. In 2004/2005, the service supplemented its £6 million budget with £5 million of external funding.
- The FSS budget for PSS is also below the national average, as is that for Children's Social Services. As with education, the LA spends more than the Government allocation and local political decisions mean that expenditure on children is above average and has increased above comparator rates since 2000/01. This has been a deliberate policy to improve provision and outcomes for children in need and those looked after, and it has been successful in achieving improvement. The relatively high investment in children in need services is resulting in lower than average numbers of looked after children (LAC). The expenditure on this group is higher than average because of the high quality of LA residential homes and on the high volume and quality of respite care services for disabled children, including three residential units. Our residential services for LAC are in small homely units. This means higher unit costs and fewer economies of scale but higher outcomes for example, in terms of placement stability, numbers who offend and educational achievement.
- Within our residential services we have an integrated approach with CAMHS, so that they can all offer similar support to independent 'therapeutic' services. We have rigorous systems in place to ensure that only those children and young people who need to be looked after are within the care system, as well as gate-keeping of residential resources and out of county placements. We have a system that provides additional support to prevent disruption of placements. All of this together with the high quality of our 'in house' provision means that we are able to meet the needs of most children and young people within our own resources. As a result, the LA has only 23 children in Independent Fostering Agency (IFA) placements and 23 in out of county specialist residential settings, illustrating the value for money of the in house provision.
- Across all of the LA's services for children there is a constant focus on efficiency and the LEA's inspection report judged that its systems for securing Best Value are good. All three departments have achieved their targeted contribution to this year's required Gershon efficiencies. In Social Services, for example, the new ICT Framework System has been developed to remove paper in casework management and to ensure that the costs of particular services and packages are clearly identified so that career costs for intervention programmes can be set against outcome measures. The efficiencies from this approach and from a review of management structures are built into current budget planning.

PART F Involving children and young people

How well are we engaging children and young people?

- The engagement of children and young people is an area of strength across the Council's services and those of some of our partners. An area for development is to ensure that children and young people are consistently enabled to feedback about services.
- At a **strategic level**, the Council is developing a **Public Engagement Policy** which is designed to provide a consistent approach to consultation and engagement at all levels. The Council has formally adopted the Local Government and National Youth Agency 'Hear by Right' Standards. At the same time, a work-stream of the Children and Young People's Strategic Partnership has been established to lead on the engagement of children and young people. This group is developing an overarching strategy for engagement which will be considered by the Partnership later this year.
- In **schools** (at both primary and secondary phases) there are school councils where each class nominates two representatives from the class council to sit on the main group. A number of these councils are linked to the school's senior management team and governing body. However, as yet we do not have accurate figures on the numbers of school councils, or any quality assurance mechanisms. Many of our schools operate peer support schemes and participative initiatives such as the National Healthy Schools Programme. In terms of wide-scale consultation, many secondary schools participate in the detailed 'Pupil Survey of School Life' surveys conducted by Keele University.
- In the **Youth Service**, our dedicated Youth Engagement Team (YET) leads on a range of engagement initiatives, including a network of District Youth Assemblies and a new County Youth Assembly. The YET, which is funded in partnership with Connexions, also manages the engagement of young people in the Connexions Local Management Committee and Board. The YET is also responsible for the County Council's support to the UK Youth Parliament, including the election of four Members of the Youth Parliament. This year, the elections took place in partnership with schools and over 3,000 votes were cast, with the results being announced at the annual Citizenship Day at County Hall. The day included a range of workshops, inputs by two local MPs and 'surgeries' by Elected Members of the County Council. Currently, the YET is working with young people on the Youth Service's new pledge to young people, which will be known as the 'Statement of Opportunity'.
- Elsewhere in the Youth Service, there is a broad mix of local engagement opportunities as part of the Service's approach to involving young people in the management and delivery of their service. These range from youth forums and other representative bodies at unit level to set piece projects and events where young people are encouraged to engage with the democratic process and participate in decision making. The annual 'Have Your Say' survey gathers views about the Service and other areas of informal education such as Connexions. The 2004 survey was completed by nearly 1300 young people on their hopes, aspirations and fears as well as their experience of the Youth Service and Connexions.
- In the **Play Service**, the 'Play Nott's' partnership features 25% membership by children. Children engaged by the Play Service have been involved in shaping the Community Strategy for Nottinghamshire. At the same time, children (and young people from the Youth Service) were involved also in the development of the Division's new Statement of

Purpose.

- As part of the **Teenage Pregnancy Strategy**, young people from schools across the County have developed a sex and relationship education DVD which was recently launched at the Corner House Cinema in Nottingham, and will be used across the County in formal and informal settings.
- **Children and young people looked after** are pro-actively involved in shaping all aspects of their care experience:
 - the Listen 4 a Change programme where young people are asked for their views on a range of issues, which informs practice in areas such as Fostering and Residential Care, They have developed and maintain their own website www.nottinghamshire.gov.uk/l4achistory.htm
 - each residential unit has regular young people's meetings where they are encouraged to give their views and participate in the running of the house. In our regional secure unit these meetings have been formalised into the Clayfields Council. An annual 'User Involvement Action Plan' is in place to set targets for increasing the level of involvement in each setting
 - young people are involved in quality audits through completion of questionnaires and undertaking interviews. Their views have been taken into account in the writing of the aims and objectives and procedures and standards documents used by Independent Reviewing Officers
 - young people are involved with the recruitment of foster carers. An A-Z of Fostering Teenagers was co-written with young people and is used as part of the training for foster carers. Children and young people are routinely asked for their views each year as part of the foster carers' review process.
 - in schools, looked after young people have given their views on how they feel teachers could help better with their education – these were fed back directly to the Corporate Parenting Consultant.
 - in the Support after Adoption team, young people have given their views through therapy and life story work and the young people's committee. Recently, a video has been produced which features the opinions of young people in relation to teachers and social workers.
- **Disabled children and young people** are fully included in school councils, district and county youth assemblies. The Youth Service Young Pioneers Group engages disabled children and young people in influencing service planning and delivery. They are using the 'Hands up for Inclusion' audit tool developed by our EYDCP to look at the accessibility of out of school clubs. They write reports from these visits for the management committees of the centres visited and recommend action. A number of centres will be awarded a Charter for Inclusion award. Their work also includes engagement in the recent Best Value Review 'Promoting Independence for Young Disabled Adults (16-25)'.
- The Cool Kids project involves disabled children and young people in the development of their own information sharing comic, a directory of service and a website. For the comic, an editorial board of 25 children from around the County meet monthly to agree and write the content, with the end product being circulated to nearly 3000 children. The project is supported by the Children's Fund and the DfES national evaluation of Children's Trusts.
- There is no consistent county-wide service to advocate for disabled children, particularly those who use other forms of communication than speech. The views of children with SEN are not always included in statutory assessment documentation. These are areas for development.
- The **Connexions Service** is managed by a Local Management Committee (LMC). The LMC membership is 14 young people and 14 partner agencies. The young people are

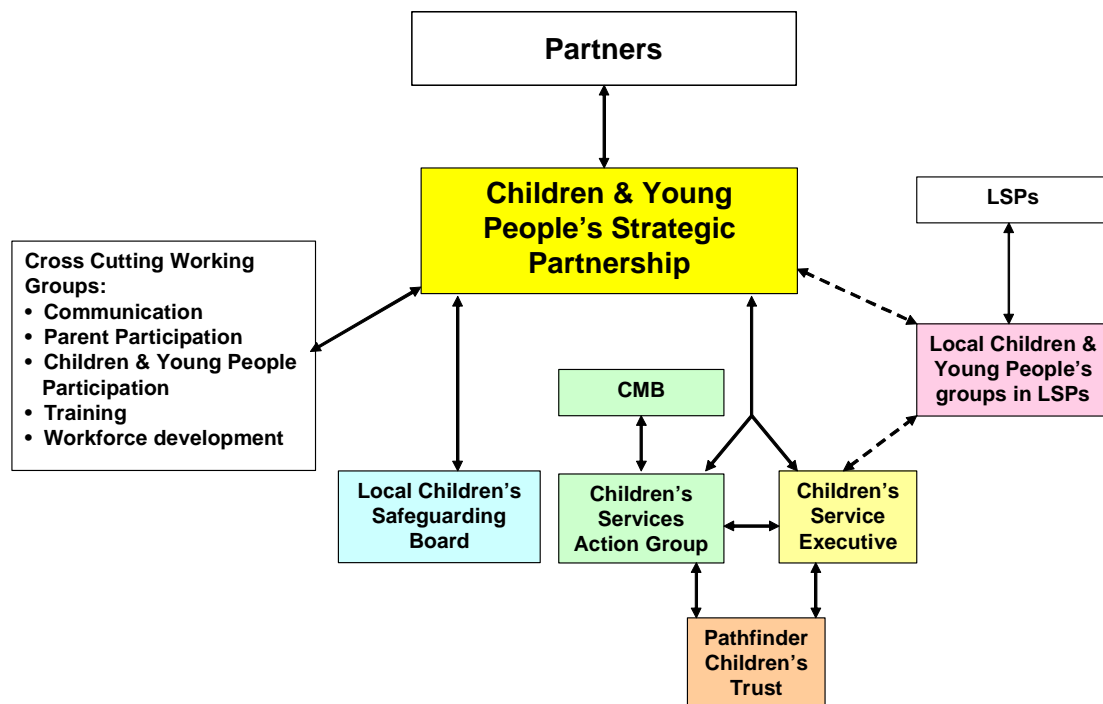
aged between 13 and 19 and they represent the 7 Districts and 7 specialist groups such as gay, lesbian and bisexual and black and minority ethnic young people. Young people are voted to their district or group annually and the process is managed in partnership with the Youth Engagement Team.

- Through the **Early Years Development and Childcare Partnership**, an annual Children's Conference engages children in a dialogue about the planning and delivery of out of school clubs, day nurseries and other childcare settings. Young people outside the normal conference age range help to facilitate the event.
- Children have also been involved in shaping **Sure Start** services, for instance making a CD of children's voices as a radio programme with five and six-year-olds interviewing each other.
- Through the Nottinghamshire **Children's Fund**, children have been involved in identifying success criteria from the five outcomes for the DfES. Children have been involved in the recruitment of staff in commissioned organisations such as the Play Service, Social Services and voluntary organisations. At our 2004 Children Bill conference in November 2004, addressed by Tom Jeffrey, one workshop for adults on promoting participation of young people was run by two young people, whilst another on participation of children was run by nine primary school aged children.
- Rigorous **complaints procedures** are in place within Social Services, which are used infrequently by children and young people. We commission an advocacy service from the voluntary sector to support children looked after, for other vulnerable groups of children and young people there service is patchy. We have no overall consistent mechanisms to pick up comments about services, which we can use to inform service development.
- In **summary** these examples demonstrate a commitment to the engagement of children and young people at both a strategic and local level. This commitment goes beyond consultation and provides a wide range of meaningful opportunities for children and young people to shape the planning and delivery of services. With the developing Strategy for Involvement and the adoption of the 'Hear by Right' standards, the excellent work amongst Council services and partner agencies at local level has a growing strategic influence, with strong support from the Children and Young People's Strategic Partnership, senior managers and Elected Members.

PART G Partnership working

Strategic partnership arrangements

- The **Children and Young People's Strategic Partnership (CYPSP)** has the overall strategic responsibility for the whole of the Change for Children agenda across the County. The CYPSP has membership at Chief Executive or Chief Officer level from all the relevant agencies delivering services to children and young people across Nottinghamshire, including the County Council, the seven District Councils, the LSC, Nottinghamshire Connexions, schools, police, each of the seven PCTs and the voluntary sector. The **Children's Services Executive**, described in Part E, supports the CYPSP and is accountable for specific partnerships overseeing initiatives that contribute to the Change for Children agenda, such as the Children's Fund, Children's Centres and Information Sharing and Assessment (ISA).



- The effectiveness of the CYPSP has grown since its first meeting in April 2004 and is the focus for further improvement between now and the end of 2005. This targeted action relates to style of working and to accelerating discussion and agreement about commissioning models, pooling of resources and the nature of the local children's trust. The CYPSP has agreed a joint vision statement, sponsored the development of cross cutting workstreams, approved arrangements for establishing a shadow LSCB and commissioned needs mapping and the development of CAMHS strategies.
- The **Local Children's Safeguarding Board (LCSB)** will be in place from June 2005. All member agencies will be active members of LCSB (approx 40), which will meet three times a year, supported by an 15-20 member Executive Group meeting every 2 months. The LCSB will have a number of sub groups; the current groups (Training, Serious Case Review Panel, Quality Assurance, Legal Issues), and 2 new groups for Vulnerable Children (including Disabled Children), and Black and Ethnic Minority Children. The Local Children's Safeguarding Board will be accountable to the CYPSP.
- The LCSB builds upon the work on an existing robust and effective Area Child Protection Committee (ACPC), with strong and effective representation from PCTs, designated Doctors and active engagement of the Police (SSI 2003). It has been developed further by involving schools and the Youth Offending Service. It is supported by a strong

substructure of working groups, including three locality based child protection committees facilitating working together on the ground. It conducts twice yearly multi-agency audits of practice. Learning from serious case reviews are shared between Nottingham City and the County.

- **Children and young people's groups** are being established within each of our seven Local Strategic Partnerships (LSPs) across the County. Each is responsible for facilitating the local implementation of the Change for Children agenda and ensuring local agencies and communities work together effectively to safeguard and promote positive outcomes for children and young people in the area. These groups link directly to the CYPSP and the membership of the Children's Services Executive group has been revised to ensure that there is at least one common member on each LSP group. These groups are in their early stages, but are developing greater mutual understanding of roles and local needs as well as practical action to allow closer multi-professional working.

Involvement of service users

- The engagement with children and young people is described in Part F. We are committed to involving parents and have established a multi-agency work stream of the Children and Young People's Strategic Partnership, to develop a participation strategy for parents and carers in Nottinghamshire. This will build on existing good practice, for instance:
 - extensive involvement of local parents in the shaping, management and governance of Sure Start local programmes, being involved in service planning, recruitment, evaluation and management boards
 - involvement of parents in the Children's Fund and the various work streams
 - active engagement of parents in shaping the Pathfinder Children's Trust, which was developed as a result of community consultation with parents where they were telling us that they wanted our services to be better co-ordinated and joined up. Parents have set success criteria and informed priorities for development
 - the parent partnership service runs training courses and groups to enable parents to fully participate in school, LEA and multi-agency meetings, particularly IEP reviews and target setting meetings
 - involvement of parents in child protection case conferences and LAC reviews.

Other examples of effective partnership working

- A coordinated approach to promoting health and well being for children with SEN between health and education services with a termly meeting in all schools bringing together paediatricians, educational psychologists, speech and language therapists, health workers and SEN support officers to plan support for individual pupils with the head teacher.
- Multi-agency working to support disabled children and young people, which includes a monthly panel meeting to coordinate services with membership from education, health social services and environment department, commissioning on average 60 projects each year to improve accessibility in line with the local authority access strategy.
- A joint protocol is in place for funding children with additional educational health and social care needs who require placement in out of area special educational or care placements.
- The Children's Fund black and minority ethnic children work stream, bringing together organisations across the statutory and voluntary sectors to share good practice, develop services and make sure that the needs of black and minority ethnic children are seen as

a priority by all agencies.

- The early years development and childcare partnership workforce development group, encouraging and enabling workforce training and development within the early years sector, particularly in the voluntary and private sectors.
- A partnership between the Council, health partners and the voluntary sector, supported by the Children's Fund has led to the development of the Fusion 4 web site www.fusion-4.org providing comprehensive, accessible and up to date information service for disabled children and their carers. This has over 25,000 hits a year. Service information is also available in a paper format – the 'Finding Your Way' Directory.

Involving the voluntary and community sectors

- The voluntary sector is extensively involved in planning and developing children's services. The County Council largely funds 'Networking Action with Voluntary Organisations' (NAVO), a local infrastructure organisation supporting voluntary organisations across the County. NYON – Nottinghamshire Youth Organisations Network (developed with NAVO's support over the past 4 years) is now a fully-established independent organisations which brings together voluntary youth organisations across the County. NAVO has a Family and Children's Forum, consisting of over 200 voluntary organisations providing services in the County. Uniquely this forum provides the leadership of the County Children's fund, although accountability rests with the LA.
- Recently the Children's Fund has sponsored a project to develop the capacity of the voluntary sector to engage strategically with the LA on the Change for Children agenda. This is allowing the voluntary sector to be represented at all levels of partnership working and is developing the capacity of the voluntary sector representatives to reflect the variety and diversity of the sector. The County Council commissions and grant-funds a wide range of voluntary sector services (many of them referred to above) and benefits from the added value (in time and in money) of voluntary and charitable activity across services to children and young people.

Improving service delivery and outcomes for children and young people

- Within the self-assessment a number of different partnerships have been identified, which are improving outcomes. These include:
 - ten Sure Start programmes, improving outcomes for young children, reducing Children in Need referrals and increasing teacher entry level assessment
 - Children's Centre Board delivering on the children's centre programmes
 - Pathfinder Children's Trust steering group, delivering improved outcomes for individual children, as well as changes in culture and locality working
 - Children's Fund Board delivering improved outcomes through participation, prevention and partnership
 - CAMHS strategy groups delivering improvement in mental health services, particularly to young people looked after
 - Connexions Partnership delivering large decreases in the numbers of young people not in education, employment or training
 - Teenage Pregnancy Board, which has delivered higher than average reduction in teenage conception in the County
 - Corporate Parenting Board and the health of children looked after group, delivering good outcomes for children looked after.

Jargon Buster

Term	Definition
ACPC	Area Child Protection Committee
BME	Black and Minority Ethnic
CAMHS	Child and Adolescent Mental Health Services
CMB	Corporate Management Board
CSAG	Children's Services Action Group
CYPSP	Children & Young People's Strategic Partnership
E2E	Education to Employment
EBD	Emotional and Behavioural Difficulties
EDP	Education Development Plan
EOTAS	Educated Otherwise Than at School
EWO	Education Welfare Officer
EYDCP	Early Years Development & Childcare Partnership
GOEM	Government Officers for the East Midlands
IEP	Individual Education Plan
ISA	Information Sharing & Assessment
LA	Local Authority
LAC	Looked After Children
LEA	Local Education Authority
LIG	Leadership Incentive Grant
LMC	Local Management Committee
LSC	Learning Skills Council
LSCB	Local Children's Safeguarding Board
LSP	Local Strategic Partnership
NAVO	Networking Action with Voluntary Organisations
NELI	Newark Extended Learning Initiative
NSF	National Service Framework
PSDI	Personal and Social Development Initiative
PRU	Pupil Referral Unit
PSA	Public Service Agreement
PSS	Personal Social Services
SEN	Special Educational Needs
SRE	Sex and Relationships Education
YET	Youth Engagement Team
YOS	Youth Offending Service