

Children and Young People's Committee

Monday, 20 April 2015 at 10:30

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

AGENDA

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Notes

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

Customer Services Centre 0300 500 80 80

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

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

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting CHILDREN & YOUNG PEOPLE'S COMMITTEE

Date 9 March 2015 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

John Peck JP (Chairman)
Liz Plant (Vice-Chairman)
Kate Foale (Vice-Chairman)

John Allin
Boyd Elliott
Alice Grice
Keith Longdon

Philip Owen
Sue Saddington
Gail Turner
John Wilmott

A Ex-officio (non-voting)
Alan Rhodes

CO-OPTED MEMBERS (NON-VOTING)

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

OFFICERS IN ATTENDANCE

Marion Clay	Children, Families and Cultural Services
Steve Edwards	Children, Families and Cultural Services
Derek Higton	Children, Families and Cultural Services
Laurence Jones	Children, Families and Cultural Services
Philippa Milbourne	Children, Families and Cultural Services
Chris Warren	Children, Families and Cultural Services
Helen Fifoot	Environment and Resources
Kevin McKay	Environment and Resources
Alison Fawley	Policy, Planning and Corporate Services

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 9 February 2015, having been circulated to all Members, were taken as read and were confirmed subject to the following amendment, and were signed by the Chair:

- 2015/013 - Members requested that briefings on the subject of the British values agenda including extremism and radicalisation be available to all Members of the County Council.

APOLOGIES FOR ABSENCE

None.

DECLARATIONS OF INTEREST

None.

PERFORMANCE FIGURES FOR NOTTINGHAMSHIRE SCHOOLS AND ACADEMIES – ACADEMIC YEAR 2013/14

Marion Clay introduced the report and responded to questions and comments from Members.

RESOLVED 2015/019

That the achievements of young people attending Nottinghamshire schools and academies in Key Stage assessments in 2013/14 be noted.

KEY STAGE 2 PERFORMANCE – ANALYSIS AND ACTIONS

Marion Clay introduced the report and responded to questions and comments from Members.

RESOLVED 2015/020

- 1) That the analysis of the final outcomes at Key Stage 2 be noted.
- 2) That the additional actions undertaken by the Support to Schools Service from January 2015 to address the issues raised by the relative decline in outcomes at Key Stage 2 as well as those planned for 2015-2016 be endorsed.
- 3) That the supporting documents entitled Education Improvement Strategy (Appendix 2) and the Statutory Guidance to Local Authorities for Schools Causing Concern (January 2015) be noted.
- 4) That the Committee endorsed the approach of encouraging school governors to ensure a sharp focus on reviewing 'impact' rather than completion of actions when reviewing and evaluating the school's development plan.

NOTTINGHAMSHIRE SCHOOL ADMISSION ARRANGEMENTS 2016/17

Marion Clay introduced the report and responded to questions and comments from Members.

RESOLVED 2015/021

That Nottinghamshire County Council determined the proposed admission arrangements for 2016-2017, as detailed in Appendix 1, including:

- published admission numbers as listed in Section 1 of the arrangements
- admission oversubscription criteria for community and voluntary controlled schools in Section 2
- Nottinghamshire County Council's coordinated schemes in Section 3.
- items in Section 4:
 - amendment to measuring point for Chuter Ede Primary School to take effect for admissions from September 2016
 - expansion of Sutton Bonington Primary School catchment area to include Redhill Lock to take effect for admissions from September 2016.

SCHOOLS REQUIRING EXPANSION BY 25% OR MORE PUPIL PLACES – OUTCOME OF CONSULTATION AND PUBLISHED STATUTORY NOTICES

Marion Clay introduced the report and responded to questions and comments from Members.

RESOLVED 2015/022

- 1) That the Committee noted and considered the outcomes of the Section 19 Notices published under the provisions of the Education and Inspections Act 2006 concerning the proposals referred to in this report.
- 2) To ensure provision is available in 2015/16, Committee conditionally agreed to the implementation of the proposals with effect from 1 September 2015 to significantly increase:-
 - the number of pupil places at Butler's Hill Infant School from 180 places to 225 places, and to raise the school's PAN from 60 to 75
 - the number of pupil places at Broomhill Junior School from 240 places to 300 places, and to raise the school's PAN from 60 to 75
 - the number of pupil places at Heatherley Primary School from 210 places to 315 places, and to raise the school's PAN from 30 to 45
 - the number of pupil places at Lambley Primary School from 119 places to 154 places, the school's PAN to remain at 22
 - the number of pupil places at Robert Mellors Primary School from 247 places to 315 places, and to raise the school's PAN from 30 to 45
 - the number of pupil places at Stanhope Primary School from 240 places to 420 places, and to raise the school's PAN from 35 to 60

pending planning permission being granted under the provisions of Regulation 3 of the Town and Country Planning General Regulations 1992 by 31 August 2015.

PROPOSAL TO CLOSE OAKDALE LEARNING CENTRE

Marion Clay introduced the report and responded to questions and comments from Members.

RESOLVED 2015/023

- 1) That approval be given for the closure of Oakdale Learning Centre with effect from 31 August 2015.
- 2) That arrangements were accelerated to ensure that all pupils currently on roll were placed in suitable provision from 1 September 2015.
- 3) That plans continued for all school partnerships to develop alternative provision for pupils at risk of permanent exclusion.

NATIONAL SCHOOL FOOD PLAN

Kevin McKay and Helen Fifoot introduced the report and responded to questions and comments from Members.

RESOLVED 2015/024

That the update on the National School Food Plan and the progress on actions required to deliver the Plan in Nottinghamshire be noted.

CHANGES TO EARLY HELP STAFFING STRUCTURE

Laurence Jones introduced the report and responded to questions and comments from Members.

RESOLVED 2015/025

- 1) That the changes to the staffing structure to support the delivery of the Integrated Family Support Model as detailed in paragraph 5 and Appendix 1 be approved.
- 2) That the changes to the staffing structure of the Youth Justice Service and the Early Years Specialist Teacher team to deliver the savings required in “Redefining your Council – Transformation and Spending Proposals” as detailed in paragraph 12 and appendix 1 be approved.
- 3) That the post of Temporary Systems of Work Development Manager be extended until 31 October 2015 as detailed in paragraph 7.

STAFFING STRUCTURE OF THE YOUTH SERVICE GROUP

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

RESOLVED 2015/026

That the proposed changes to the staffing structure of the Youth Service group, as detailed in the report, be approved.

PROVISION OF FURTHER FUNDING FOR ADAPTATIONS TO LOCAL AUTHORITY FOSTER HOMES

Steve Edwards introduced the report and responded to questions and comments from Members.

RESOLVED 2015/027

- 1) That approval be given to provide further funding of £6,000 for an adaptation to a Local Authority foster home to foster carers KOD and PP. Standard legal charges upon the foster carers' property would apply to protect the Local Authority.
- 2) That approval be given to provide further funding of £18,100 for an adaptation to a Local Authority foster home to foster carers JT and CT. Standard legal charges upon the foster carers' property would apply to protect the Local Authority.
- 3) That approval be given to provide further funding of £2,000 for an adaptation to a Local Authority foster home to foster carers JJ and PJ. A legal charge upon the foster carers' property would apply to protect the Local Authority.

NATIONAL MINIMUM FOSTERING ALLOWANCES AND FEES FOR FOSTER CARERS

Steve Edwards introduced the report and responded to questions and comments from Members.

RESOLVED 2015/028

- 1) That Nottinghamshire County Council pays its foster carers a weekly fostering allowance, at the national minimum rates, as prescribed by the Department for Education.
- 2) That Nottinghamshire County Council maintains its current payment rates in its additional/specific allowances and in its fees to foster carers.

AUTHORITY GOVERNOR APPOINTMENTS AND REAPPOINTMENTS AND LOCAL AUTHORITY GOVERNOR APPOINTMENTS TO SCHOOL GOVERNING BODIES

Marion Clay introduced the report and responded to questions and comments from Members.

RESOLVED 2015/029

- 1) That new appointments to Authority governor vacancies and re-appointments of Authority governors, who reach the end of their term of office during the period 1 November 2014 to 28 February 2015, as listed in paragraph 9, be noted.
- 2) That the appointment of an Additional Authority governor to The Muskham Primary School governing body, as listed in paragraph 9, be noted.
- 3) That the nomination and appointment of Local Authority governors to reconstituted governing bodies, as listed in paragraph 10, be noted.

WORK PROGRAMME

RESOLVED 2015/030

That the Committee's work programme be noted.

The meeting closed at 12.15pm

CHAIRMAN



20 April 2015

Agenda Item: 04

REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE
SOCIAL WORK HEALTH CHECK 2014

Purpose of the Report

1. The report presents a summary of the responses to the Social Work Health Check Report 2014 and the recommendations made for noting. The report proposes that progress on the implementation of the subsequent action plan be reported to the Children's Social Care divisional leadership team.

Information and Advice

2. The final report of the Social Work Task Force, published in November 2009, asked employers of social workers to undertake a regular 'health check' with their workforce covering areas of:
 - Effective workload management
 - Pro-active workflow management
 - Having the right tools to do the job
 - A healthy workplace
 - Effective service delivery.
3. A summary of the responses made to the 2014 Nottinghamshire County Council Children's Social Care Social Work 'health check' is **attached**.

Other Options Considered

4. Production of the 'health check' is a best practice requirement. No other options were considered as resources of the Principal Child and Family Social Worker are annually allocated to the production of this report.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and

where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

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

RECOMMENDATION/S

That:

- 1) the summary of the responses to the Social Work Health Check Report 2014 and recommendations be noted.
- 2) progress on the implementation of the subsequent action plan be reported to the Children's Social Care divisional leadership team.

Steve Edwards
Service Director, Children's Social Care

For any enquiries about this report please contact:

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E: diana.bentley@nottsc.gov.uk

Constitutional Comments (LM 16/02/15)

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

Financial Comments (SS 13/02/15)

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

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

All.

C0595

SOCIAL WORK 'HEALTH CHECK' REPORT 2014

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1. Acknowledgments

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

Diana Bentley, Principal Child and Family Social Worker, has been supported by colleagues from the Planning and Quality Assurance Team, Transformation Team, Workforce and Organisational Development Team, Health and Safety Team and the Occupational Health Team.

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

Martin Sleath, Joint Branch Secretary, Notts Unison and Sandra Duckworth from GMB supported with the development of the 'health check' staff survey 2014 and also jointly facilitated the focus groups with Diana Bentley.

2. Introduction and background information

This report is a summary of the responses made to the 2014 Nottinghamshire County Council, Children's Social Care Social Work 'health check'.

The Social Work Task Force in its final report published in November 2009, presented an initial framework to help employers and practitioners to take action in assessing the 'health' of their organisation on a range of issues affecting workload:

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

The Standards of employers of Social Workers in England (May 2014) advises that all employees of social workers should "complete, review and publish an annual 'health check' or audit to assess whether practice conditions and working environment of the organisation's social work workforce are safe, effective, caring, responsive and well-led."

Nottinghamshire County Council, Children's Social Care completed a 'health check' and associated action plan in 2011, 2012 and 2013. This has enabled ongoing learning and comparison with previous years and is a valuable tool to monitor the progress of the organisation.

3. Health check project objectives and methodology

The aim of the health check has been to gather relevant information which can inform conclusions and recommendations to improve the working environment and wellbeing of our social workers.

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

- Current available performance data
- Workforce data
- A staff survey of social workers
- Targeted focus groups
- National data
- Nottinghamshire County Council, Children's Social care 'health check' 2013

A staff survey was designed in collaboration with Trade Union representatives to enable comparison with previous surveys completed within the organisation and also national surveys which have been completed by external bodies during the last 12 months.

In November 2014 an electronic staff survey was sent to all of 433 qualified social workers (including managers) working for children's social care in fieldwork teams and non-fieldwork teams. In total 209 social workers and managers replied, a response rate of 48% (an increase of 10% from last year and a 17% increase since 2012).

Of these 149 were completed by fieldwork social workers and managers from:

Team	% of responses	No. of responses
MASH	4.76%	7
Emergency Duty Team	2.72%	4
Assessment Team South	8.84%	13
Assessment Team North	20%	15
Bassetlaw District Child Protection Team	8.16%	12
Newark District Child Protection Team	10.88%	16
Mansfield District Child Protection Team	10.88%	16
Ashfield District Child Protection Team	3.40%	5
BGR District Child Protection Team	4.76%	7
Children's Disability Service	5.44%	8
Permanence Team	6.80%	10
Looked After Children Team	10.88%	16
Court Team	7.48%	11
Other	4.76%	7

and by 60 social workers and managers from non-fieldwork services:

Team	% of responses	No. of responses
Access to resources	1.69%	1
CAMHS	6.78%	4
Adoption service	13.56%	8
Support after adoption	8.47%	5
Bassetlaw Fostering	3.39%	2
Ashfield Fostering	10.17%	6
Mansfield Fostering	10.17%	6
Newark Fostering	3.39%	2
South Notts Fostering	5.08%	3
Family Futures	3.39%	2
Short breaks fostering DCS	1.69%	1
Safeguarding and independent review	6.78%	4
Child protection coordinators	5.08%	3
IRO	6.78%	4
Family resource	1.69%	1
Other	11.86%	7

In 2014 and 2013 88% of social workers who responded to the survey were permanent employees of Nottinghamshire County Council whereas in 2012 this figure was 92%.

Five focus groups were arranged in November 2014 by Diana Bentley, Principal Child and Family Social Worker with representatives from UNISON and GMB Trade Unions. All children's social care social workers and managers were sent invitations to attend and 18 fieldwork social workers chose to attend these meetings. Although this is a relatively small sample, this represents 12.3% of fieldwork social work workforce and was an increase from the 8 people who attended in 2013

4. Effective workload management including vacancy rates and workload

Vacancy rate

The vacancy rate is reported at nil due to the use of agency (interim) staff to cover staff vacancies. In September 2014 there were 37.5 full time equivalent (FTE) vacancies being covered by interim (agency) social workers in Nottinghamshire County Council, Children's Social Care.

In November 2014 Community Care reported that their annual investigation found that across the UK there was a 27% increase in spending on agency staff in children's services. Although the use of agency social workers has been important and has enabled Nottinghamshire County Council to continue to provide a quality service to children and their families, the current evidence is showing

that contrary to the national picture in Nottinghamshire there has been a reduced reliance on agency social workers in 2014.

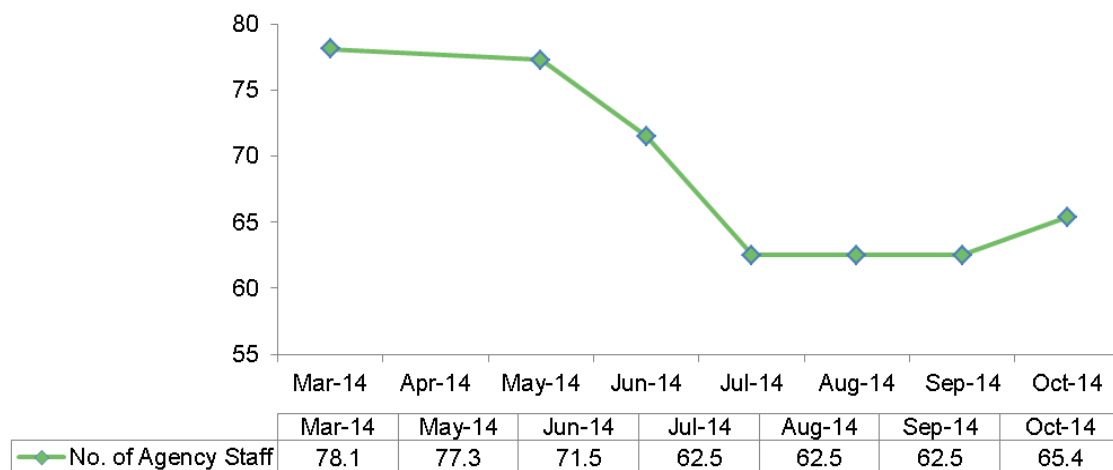
Over the last year Nottinghamshire County Council has used agency social workers to cover a wide range of social work posts. From September 2013 to September 2014 the overall number of agency staff employed by Nottinghamshire County Council Children’s Social Care fell by 10.6 full time equivalents (FTE).

The table below presents data from the finance department giving a breakdown of the roles which agency social workers have filled over a three year period.

	Children’s Service Manager	Team manager	Social Worker	Child Protection Coordinator	Independent Reviewing Officer	TOTAL
Sept 2012	4	10	41.4	3.5	2	60.9
Sept 2013	2	13	52.1	4	5	76.1
Sept 2014	3	6	52.3	2.5	1.6	65.4

This shows that the employment of agency social workers in Nottinghamshire as a total reached a peak in 2013 and has since decreased, though the use of agency social workers to cover social worker (as opposed to management or specialist roles) has remained virtually static. The table below gives a further indication how the overall numbers of agency staff reduced during 2014.

No. of agency staff per month March 2014 – October 2014

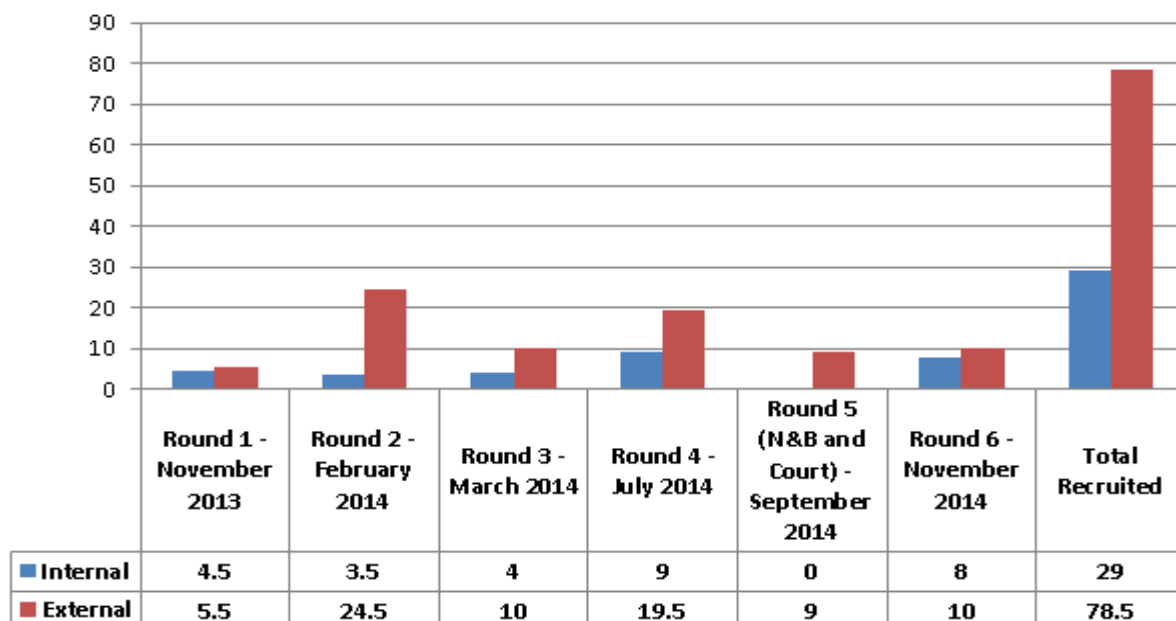


Recruitment

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

Nottinghamshire County Council has recognised that there is a highly competitive market for the recruitment of good quality social workers and a project has been specifically working on this. Nottinghamshire County Council now has a consistent brand for social care recruitment and since November 2013 over 600 applications for social care posts have been received and 107.5 full time equivalents (FTE) posts have been recruited to.

The graph below gives a breakdown of the recruitment of people to FTE posts November 2013 to November 2014.



Retention

The retention of permanent, experienced social workers in frontline roles is a challenge faced by Nottinghamshire County Council, Children’s Social Care and nationally by many local authorities. Nottinghamshire County Council has been working on a retention strategy to try to encourage and support workers to remain working for the authority.

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

Completed NQSW Scheme	2011 - 2012	27
Completed NQSW (ASYE) Scheme	2012 - 2013	23
Completed ASYE Scheme	2013 - 2014	38
Started ASYE Scheme	2014	50
TOTAL NQSW on the ASYE programme over 4 years		138

When social workers are appropriately skilled and qualified to undertake more complex casework they can make an application for progression from pay scale band A to band B. The diagram below shows how many social workers have successfully progressed in the last 4 years.

2011	25
2012	19
2013	27
2014	29
TOTAL number of social workers progressed from band A to band B (experienced social worker grade)	100

These figures indicate that Nottinghamshire County Council is able to successfully recruit Newly Qualified Social Workers and that during the last 4 years 100 social workers have continued working for the department and achieved progression to being an ‘experienced social worker’ as defined by the Social Work Professional Capabilities Framework (College of Social Work).

Stability of workforce

The table below shows how long respondents to the 'health check' survey have worked in their current post.

How long have you been in post?		
	Field work, social workers	Non-field work services, social workers
0 – 1 year	32% (47)	10% (6)
1 – 2 years	36% (52)	22% (13)
3 – 4 years	12% (17)	25% (15)
5 years and over	20% (29)	42% (25)

Health Check Survey 2014

This shows that 68% of social workers in fieldwork teams have been in their post for less than 3 years, whereas in non-fieldwork teams only 32% of social workers have been in post for less than 3 years. This data suggests that there is more instability within fieldwork teams and that the majority of workers in fieldwork roles do not stay in these positions for more than 2 years.

The table below shows that within non-field work teams the average age of a social worker is higher than in field work teams. In Non field work teams 64% of the workforce report that they are 46 years or over, whereas in fieldwork teams only 35% of the work force are 46 years or over. This suggests that as social workers progress through their career they are more likely to move out of field work services and into non-fieldwork services.

What is your age?		
	Fieldwork	Non-fieldwork
16-25 years	6% (8)	2% (1)
26-35	27% (35)	11% (6)
36-45	31% (40)	25% (13)
46-55	28% (36)	35% (19)
56-65	6% (8)	25% (13)
Over 65	1% (1)	4% (2)

The tables below show the turnover of permanent staff during the 18 month period April 2013 to October 2014. This shows that in the 12 months April 2013 – March 2014, 77 people left their permanent positions, of which 55 ceased working for Nottinghamshire County Council and 22 were promoted into other positions. During this period 52 people also started working for the department which equates to a nett loss of 3 permanent workers. In the 6 month period April 2014 to October 2014 there has been a nett increase of 4 people working in these roles.

Turnover Rates for Permanent Staff (April 2013- March 2014)

		Starters	Leavers		
		Total Starters	Left NCC	Promoted to another NCC post	Total Leavers
Fieldwork	Social Work Services	28	32	19	51
Non-fieldwork	Access to Resources	21	21	2	23
	Safeguarding / independent review	3	2	1	3
Total		52	55	22	77

BMS

Turnover Rates for Permanent Staff (April 2014 -October 2014)

		Starters	Leavers		
		Total Starters	Left NCC	Promoted to another NCC post	Total Leavers (including promotions)
Fieldwork	Social Work Services	21	18	3	21
Non-fieldwork	Access to Resources	10	11	1	12
	Safeguarding / independent review	4	2	0	2
Total		35	31	4	35

BMS

This identifies that despite the success seen in the recruitment of social workers, the retention of experienced social workers in fieldwork services does continue to be a challenge.

In 2014 the Guardian in association with CAF/CASS undertook a national study “understanding the working lives, attitudes and motivations of social workers”, for the 2014 ‘health check’ comparative questions have been asked of the social workers working for Nottinghamshire Children’s Social Care which enables us to have some evaluation with national findings.

In your current role are you?				
	National	Nottinghamshire CSC Field work	Nottinghamshire CSC Non-fieldwork	Nottinghamshire CSC
Happy	63%	59% (79)	73% (41)	63%
Unhappy	No data	7% (10)	4% (2)	6%
Neither happy or unhappy	No data	33% (44)	23% (13)	30%
No view	No data	1% (2)	0	1%

The table above show us that for social workers working in Nottinghamshire their overall “happiness” at work is in line with the national findings and in some teams / work areas the levels of “happiness” at work are greater in Nottinghamshire than the national average.

For the 2014 ‘health checks’ social workers in Nottinghamshire were asked to describe their current role. 60% (113) of all child care social workers described their role as either rewarding or fulfilling with 21% (39) social workers described their role as frustrating. When broken down this showed that for non-field work social workers only 9% (5 respondents) found their job frustrating, whereas 26% (34 respondents) in field social work roles felt frustrated in their role.

42 social workers gave additional information in response to this question which are summed up in these responses:

- “I feel that I am happy within my role I have great support from my manager”
- “I enjoy working with families and work in a great team”
- “Sometimes I like what I do other times I do not. I do not feel there is much respect in the department for front line social workers you only gain this if you go to management”
- “It is rewarding but equally very demanding and limiting on work life balance”

A Study carried out by Community Care in conjunction with TMP Worldwide (2014), found that “Nearly one out of every 10 social workers is looking for a job outside the profession and found that 8% were looking to leave the profession”. A further national survey published in the Guardian 2014 showed that 52% of respondents were considering leaving social work. To get an understanding of the Nottinghamshire social work workforce the 2014 ‘health check’ survey asked social workers what professional role they hoped to have in 12 months’ time. The table below shows the responses made for fieldwork and non-field work social workers and an overall score for the whole social work workforce.

In 12 months' time, do you hope to be?			
	Fieldwork	Non-fieldwork	Total
Working in the same job	50% (65)	68% (38)	55%
Working for Nottinghamshire County Council in a different social work role	30% (29)	11% (6)	19%
Working for another organisation in a social work role	8% (11)	5% (3)	7%
No longer working in a social work role	4% (5)	2% (1)	3%
Other	17% (22)	14% (8)	16%

These findings positively contrast with the national surveys and show that in Nottinghamshire only 3% of social workers are planning to leave the profession in the next 12 months. Over half of our social work workforce is intending to be in the same job in 12 months' time and a further 19% of the workforce hopes to continue to work for Nottinghamshire County Council Children's Social Care in a different social work role. The answers to this question shows that although for fieldwork and non-field work there is the same proportion of social workers who wish to continue working for Nottinghamshire County Council as a social worker a higher proportion of social workers in non-fieldwork roles intend to stay in the same job for the next 12 months while in fieldwork teams a higher proportion of respondents are hoping to move into an alternative role within the department.

30 social workers answered "other" to these questions; most of these stated that they were undecided about their future role, partly because of uncertain personal circumstances (relocation and family issues) and due to being agency (interim) social workers and therefore not able to determine this far in advance where they will be working . These answers included:

- "As I am an agency worker, I do not anticipate being in this role in 12 months' time, however, I would be pleased if my time were to be extended."
- "working in the same job but following a career path to move on"
- "Working in the same job, but with a different Local authority where pay conditions are better"

Hays UK salary and recruiting trends 2015 suggests that at the current time up to 70% of companies are planning to recruit new staff over the next 12 months and 61% of employees questioned anticipated moving jobs in the next 12 months. This shows that the recruitment and retention of qualified, experienced staff is not a unique problem faced by children's social care services.

Whilst it is the case that child care social workers have specifically trained to do this role we must not lose sight that the skills and experiences social workers have are valuable to other markets and industries and as the economic upturn progresses we need to ensure that we continue to provide a working environment which encourages experienced and competent social workers to remain working in frontline, fieldwork social work roles.

For the 2014 'health check' social workers were asked what factors would encourage them to remain working in their current role. The diagram below shows the responses made to this question and that overall the four factors which are seen as most important in encouraging social workers to remain in their current role are:

1. Higher salary
2. Improved work life balance
3. Less bureaucracy
4. More face to face contact with children and their families

It is of note that for social workers in non-field work teams improved technology was ranked as their fourth highest factor and more face to face contact with children and their families was not seen as so important. This suggests that workers in these teams / services are currently more able to have face to face time with the children and families they work with while fieldwork social workers struggle to do this.

What factors would encourage you to remain working in your current role?						
	Fieldwork social workers		Non-fieldwork social workers		Total	
	%	Rank	%	Rank	%	Rank
Less bureaucracy	65%	3	56%	2	63%	3
Improved work / life balance	71%	=1	50%	3	65%	2
Improved technology	40%	10	46%	4	42%	5
Higher Salary	71%	=1	68%	1	70%	1
Pool Cars	9%	11	6%	11	8%	11
Flexible working hours	35%	6	36%	=7	35%	7
Improved office environment	31%	7	36%	=7	32%	8
More face to face time with children and their families	63%	4	36%	=7	55%	4
Improved learning and development opportunities	23%	9	40%	=5	28%	10
Career development	36%	5	40%	=5	37%	6
Increased job satisfaction	29%	8	28%	10	29%	9

40 people gave supplementary information regarding factors which would encourage them to continue working for Nottinghamshire County Council, these responses included:

- “I am currently on the ASYE and feel I am getting lots of good training. I like the idea of flexible working hours and TOIL
- “The IT systems are often inefficient and repetitive and would benefit from a far more efficient approach that aims to help Social Workers with case recording and episode completion far more”
- “The team is too big and it is horrendous being expected to have such a vast patch (county wide) changes need to be made so people are not burned out by driving and then driving home from offices miles away.”
- “I enjoy what I do however the work has a significant impact on my work life balance as I have to complete work in my own time”
- “Praise/Thanks and understanding”
- “I am happy with my current situation within the Authority”

During staff focus groups social workers explained that they are aware that permanent members of staff have decided to leave the department and join an agency due to the higher salary which can be earned in these roles and the greater flexibility regarding working hours and time off work which they can have.

A national study of 2,100 social workers completed by Community Care and advertising agency TMP (2914) found that of those looking to leave social work, 23% said the job was too stressful or affecting their health, 20% cited high caseloads 17% talked of too much paperwork and 14% not spending enough time with clients.

Workloads

In 2014 the Guardian in association with CAFCASS undertook a national study “understanding the working lives, attitudes and motivations of social workers” The national survey identified that the demands on social workers are greater than ever and over the last 6 years caseloads have increased, bureaucracy and red tape have increased significantly and demands on social workers are greater.

The table below shows how many cases (individual children) were open to an allocated social worker in Nottinghamshire County Council, Children’s Social Care on 1st September 2013 and 1st September 2014, which teams these cases were open to and whether the child was the subject of a child in need assessment or plan, a child protection plan or a looked after child.

2013

Group	No. of Cases	%	CIN	CPP	LAC
Assessment North	231	5%	14	2	1
Assessment South	401	9%	12		2
CDS	432	10%	244	36	46
District CPT	2,245	51%	912	729	99
Other	11	0%	3	2	
Through Care	1,101	25%	26	9	767
Total:	4,421	100%	1,211	778	915

Business Objects Caseloads 1st September 2013**2014**

Group	No. of Cases	%	CIN	CPP	LAC
Assessment North	204	5%	19	6	1
Assessment South	210	5%	8		4
CDS	315	8%	161	23	50
District CPT	2,077	53%	1,050	581	77
Other	14	0%	1	7	
Through Care	1,107	28%	35	27	736
Total:	3,927	100%	1,274	644	868

Business Objects Caseloads 1st September 2014

This shows that between 1st September 2013 and 1st September 2014 there was an 11% reduction in the number of cases (children) with an allocated social worker, indicating that the increases in allocated cases (children) seen in Nottinghamshire in the previous three years has stabilised.

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

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

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

On quarterly basis (March, June, September, December) WLM scores for all teams are collated and a service wide analysis of workflow and case allocation charted.

The table below offers a summary of the Assessment Teams September 2013 to September 2014 which shows that the majority of workers have consistently had 'sustainable' caseloads during this 15 month period.

Assessment Teams	Number of Social Workers	'Sustainable'	'Demanding'	'High'
		(75 to 95 points)	(95 to 110 points)	(110+ points)
September 2013	22	22 (100%)	0 (0%)	0 (0%)
December 2013	41	41 (100%)	0 (0%)	0 (0%)
March 2013	42	38 (90%)	0 (0%)	4 (10%)
June 2014	32	23 (72%)	3 (9%)	6 (19%)
September 2014	17	17 (100%)	0 (0%)	0 (0%)

The following table offers a summary of the workload management scores for District Child Protection Teams (DCPT) September 2013 to September 2014 which shows that more workers in these teams have 'demanding' or 'high' case loads and that during this 15 month period there has been little change in the numbers.

DCPT	Number of Social Workers	'Sustainable'	'Demanding'	'High'
		(75 to 95 points)	(95 to 110 points)	(110+ points)
September 2013	80	60 (75%)	11 (14%)	9 (11%)
December 2013	84	58 (69%)	16 (19%)	10 (12%)
March 2013	101	73 (72%)	18 (18%)	10 (10%)
June 2014	93	56 (61%)	26 (28%)	11 (12%)
September 2014	89	75 (84%)	6 (7%)	8 (9%)

The table below offers a summary of the workload management scores for the Children's Disability Service (CDS) September 2013 to September 2014 which shows a trend towards more social workers having 'demanding' and 'high' caseloads.

CDS	Number of Social Workers	'Sustainable'	'Demanding'	'High'
		(75 to 95 points)	(95 to 110 points)	(110+ points)
September 2013	16	11 (69%)	4 (25%)	1 (6%)
December 2013	14	9 (64%)	2 (14%)	3 (22%)
March 2013	10	2 (20%)	5 (50%)	3 (30%)
June 2014	11	3 (27%)	2 (18%)	6 (55%)
September 2014	8	6 (75%)	0 (0%)	2 (25%)

The table below shows the workload management scores for the Court Team September 2013 to September 2014 which each month shows fewer social workers with 'sustainable' caseloads and an increase in the number of social workers with 'demanding' and 'high' caseloads.

Court Team	Number of Social Workers	'Sustainable'	'Demanding'	'High'
		(75 to 95 points)	(95 to 110 points)	(110+ points)
September 2013	17	15 (88%)	1 (6%)	1 (6%)
December 2013	17	13 (76%)	4 (24%)	0 (0%)
March 2013	16	11 (69%)	3 (19%)	2 (12%)
June 2014	14	6 (43%)	2 (14%)	6 (43%)
September 2014	16	6 (37%)	6 (37%)	4 (26%)

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

Permanence Team	Number of Social Workers	'Sustainable'	'Demanding'	'High'
		(75 to 95 points)	(95 to 110 points)	(110+ points)
September 2013	13	3 (23%)	4 (31%)	6 (46%)
December 2013	13	3 (23%)	8 (62%)	2 (15%)
March 2013	7	6 (86%)	1 (1%)	0 (0%)
June 2014	14	9 (64%)	5 (36%)	0 (0%)
September 2014	13	10 (77%)	1 (8%)	2 (15%)

The table below offers a summary of the workload management scores for the Looked After Children (LAC) Team, which also shows a trend towards more workers having 'demanding' caseloads and fewer having 'high' caseloads.

LAC	Number of Social Workers	'Sustainable'	'Demanding'	'High'
		(75 to 95 points)	(95 to 110 points)	(110+ points)
September 2013	25	13 (52%)	9 (36%)	3 (12%)
December 2013	29	18 (62%)	6 (21%)	5 (17%)
March 2013	28	19 (68%)	5 (18%)	4 (14%)
June 2014	30	17 (57%)	12 (40%)	1 (3%)
September 2014	17	13 (76%)	4 (24%)	0 (0%)

Despite some workers in some teams having demanding or high caseloads the overall analysis of the work load management scores which have been completed shows that the majority of workers (79%) do have sustainable caseloads. In the table below caseloads in September 2014 are compared to those in September 2013 showing a small increase in the percentage of workers with a 'sustainable' caseloads and a reduction in the percentage of workers with 'high' caseloads.

	Number of Social Workers	'Sustainable'	'Demanding'	'High'
		(75 to 95 points)	(95 to 110 points)	(110+ points)
All Teams Sept 2013	173	124 (72%)	29 (17%)	20 (12%)
All Teams Sept 2014	160	127 (79%)	17 (11%)	16 (10%)

In the 2012, 2013 and 2014 social work surveys fieldwork social workers were asked whether or not their managers use the workload management tool as a part of their supervision session.

Does your manager use the workload management tool as a part of your supervision session?						
	Response 2012		Response 2013		Response 2014	
	Percentage	Number	Percentage	Number	Percentage	Number
Yes	55%	41	40%	48	34%	43
No	8%	6	12%	14	11%	15
Sometimes	16%	12	26%	31	16%	20
N/A	21%	16	12%	14	27%	34
Do not know					11%	14
TOTAL		75		120		126

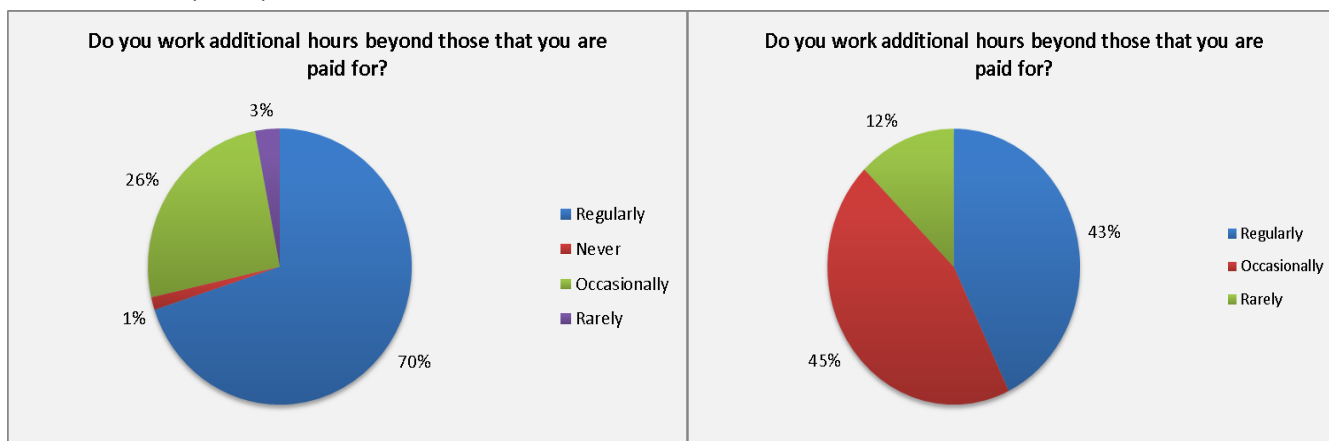
Social Work Health Check Survey 2012, 2013 and 2014

These answers indicate that year on year fewer social workers are aware of the completion of their workload management scores and therefore will not have a sense of the levels of work they are undertaking.

It is also noted that there is not always full compliance with Team Managers and Service manager submitting WLM scores for their staff. The WLM scores do not show an individual social workers story and also do not show us whether it is the same social worker(s) or different people who have demanding and high caseloads each month. If the same social worker month on month has a high case load this is likely to result in increased pressure being placed on the worker and a risk of reduced performance and consequently less favourable outcomes for children and young people.

Average hours worked by staff on a weekly basis

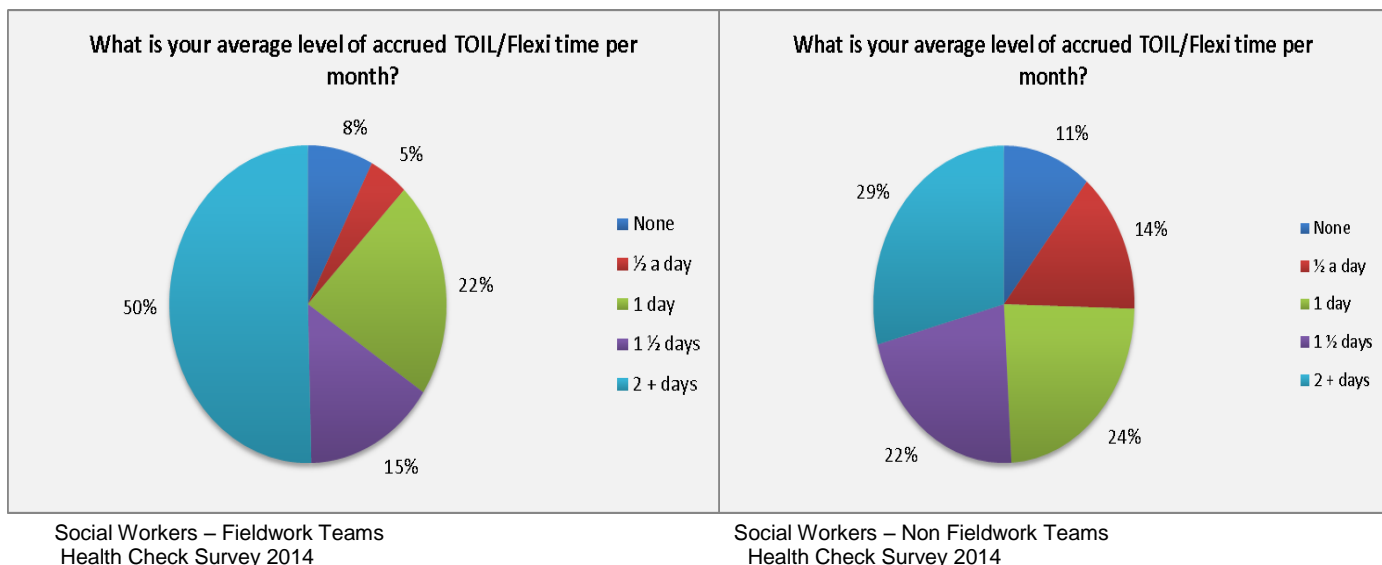
The staff survey asked social workers in both fieldwork and non-fieldwork roles whether they work additional hours beyond those they are paid for. The diagrams below show that in fieldwork teams higher proportions (70%) of social workers report to regularly working additional hours than in non-fieldwork teams (43%).



Social Workers – Fieldwork Teams Health Check Survey 2014

Social Workers – Non Fieldwork Teams Health Check Survey 2014

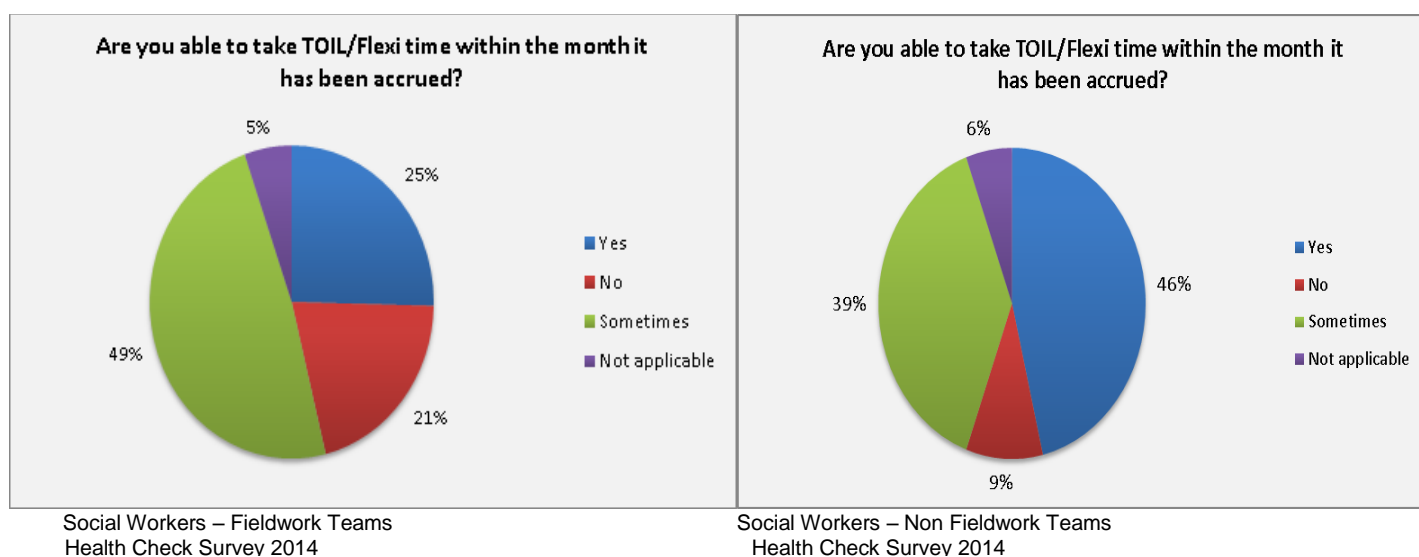
Findings from the 2014 staff survey show that 50% of our social workers from fieldwork teams (66 people) and 29% of our social workers from non-fieldwork (16 people) normally work in excess of 2 additional days per month. These figures show that within fieldwork services there has been no change since 2013 with half of the workforce continuing to work at least 2 additional days per month, whereas in non-fieldwork services the survey has shown an 8% reduction since 2013 in the number of social workers who do more than 2 days additional work per month.



58 of the 184 respondents (31%) felt that they were normally able to take TOIL / flexi time within one month of accruing it which is an 8% increase since 2013 and nearly restores this back to the level of 2012 when (33%) gave this answer.

In response to the findings of the Children’s Social Care ‘health check’ 2013 a management guidance note was written, circulated and published on the intranet giving advice to managers regarding the consistent application of TOIL / flexi time across the department.

It is notable that the staff survey does suggest that it has become a little easier for social workers who do work additional hours to claim back this time, but the diagram below illustrates a continuing disparity between fieldwork social workers and non-fieldwork social workers in this respect.



The Health Check survey 2014 identifies that many social workers regularly work additional hours (as detailed in the diagrams above) with 70% of fieldwork social workers stating that they never or only sometimes able to claim back the hours they had worked.

Social workers who attended the focus groups reported that “in general social workers don’t mind working some additional hours”. For most of the attendees they stated that in general managers are flexible and try to accommodate workers taking TOIL. This however is not always possible due to pre-planned work and the demands of a full case load. There were still some inconsistent practices identified with TOIL being recorded in different ways, different cultural practices within team and a feeling that not all managers had the same way of working.

The lack of work / life balance is cited in national and local social work surveys as one of the key factors encouraging social workers to look at other career options and therefore something Nottinghamshire County Council children’s Social Care does need to consider.

Within focus groups it became apparent that for some social workers in some teams there have been difficulties taking annual leave at times which suit the workers. One social worker explained that when they came for their job interview they explained that they had a family commitment and wished to take annual leave over the Christmas period. During the interview this was agreed, however once she had started her job she was told by the manager that due to staffing levels and the need of the service she could not take the full period of leave she had wanted. It was noted that in larger teams it was easier for staff to take annual leave when they wanted, but in smaller teams this was not the case.

One of the focus group was attended by six agency social workers. In this meeting it was clearly cited that some social workers do work for agencies because they “like the flexibility of taking leave when (they) want and for longer periods of time”.

Induction

A good induction is absolutely vital, it ensures that starters are settled and feel confident in their new role. In 2012 social workers newly appointed to the department identified a very varied experience of induction. Some experienced a well-planned and informative induction period, while others had an extremely poor experience. For this reason the 2012 ‘health check’ action plan identified the need to improve the induction process for new starters and for managers to be advised of their responsibility toward new starters. In 2013 a new Children’s Social Care induction pack was developed, and in July 2013 the Social Work Practice Consultant’s Team began to facilitating fortnightly induction workshops for new starters.

The table below shows that since 2013 there had been an improvement in the induction experience of new staff.

How would you rate your induction to Children’s Social Care (only for those in post 12 months or under)				
	Fieldwork social workers		Non-fieldwork social workers	
	2013	2014	2013	2014
Good	47%	66%	78%	100%
Average	39%	66%	22%	
Poor	15%	11%		

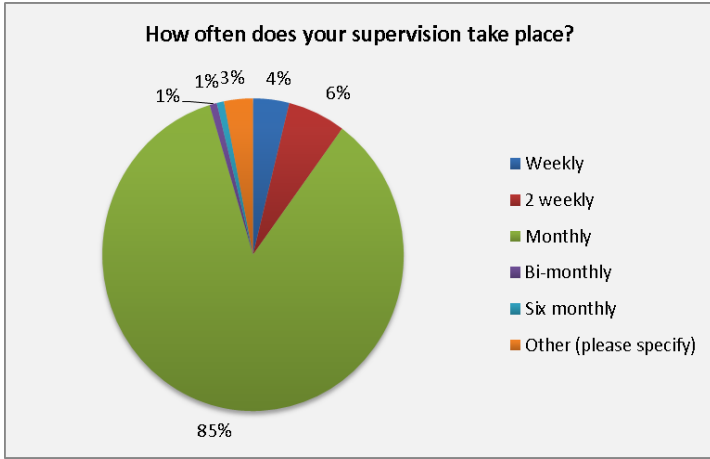
Health Check survey 2013 and 2014

Several workers made additional comments, showing that new starters did receive a planned induction and were welcomed by their manager and new team colleagues. Some agency social workers commented that in most local authorities they have not received an induction and were impressed that when starting in Nottinghamshire an induction was provided. There however were also some workers who continued to receive a poor induction these comments included:

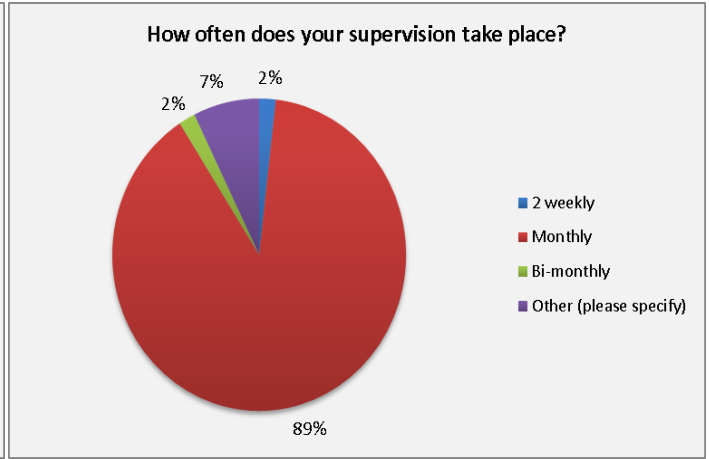
- “I didn't have an induction but obtained information from colleagues as required”
- “I didn't have an induction to my new role as a team manager”

Staff supervision and development

Nottinghamshire County Council, Children’s Social Care has a formal supervision policy and additional practice guidance outlining expectations for supervision. The social work ‘health check’ survey 2014 showed that social workers feel that the frequency and quality of supervision has remained very good over the last 12 months. 96% of the social workers who responded to the survey confirmed that their supervision takes place at least on a monthly basis, with some of these having fortnightly supervision.



Social Workers – Fieldwork Teams
Health Check Survey 2014

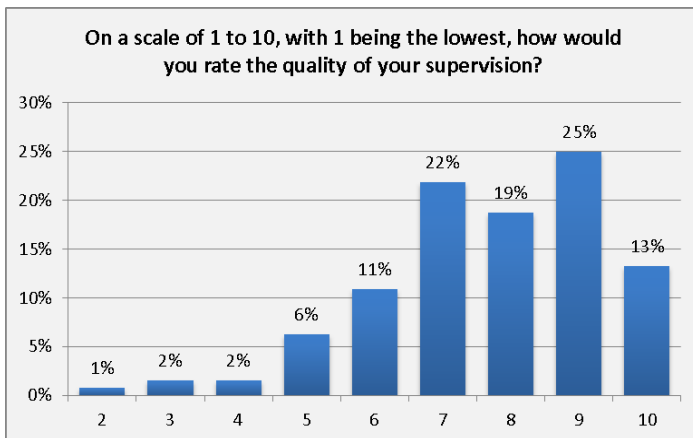


Social Workers – Non Fieldwork Teams
Health Check Survey 2014

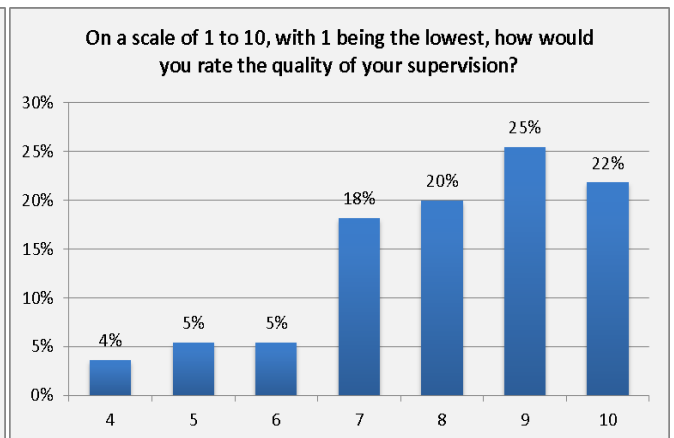
In 2013 only 3% of fieldwork social workers reported that their supervision was never cancelled with 73% reporting that it was frequently cancelled. In 2014 there has been a positive change with 30% of fieldwork social workers now reporting that their supervision is never cancelled and only 17% stating that it is frequently cancelled, 88% of Respondents also reported that when supervision is cancelled this is rearranged within a month of the previous session.

88% of fieldwork social workers reported that if supervision is cancelled this was re-arranged immediately, and in non- fieldwork services supervision was re-arranged immediately in 95% of cases. In 2013 61% of social workers who completed the survey rated the quality of their supervision to be 8/10 or higher in 2014 this figure has increased with 66% (120 people) rating the quality of their supervision to be 8/10 or higher.

The graphs below shows 57% of respondents from fieldwork teams and 85% of respondents from non-fieldwork teams rated the quality of supervision as 8/10 or higher. In 2013 only 6% of respondents (10 people) from across the service rated the quality of their supervision as 3/10 or lower. In 2014 there are fewer people (1.6% or 3 respondents) now feeling that their supervision is of that poor quality.



Social Workers – Fieldwork Teams
Health Check Survey 2014



Social Workers – Non Fieldwork Teams
Health Check Survey 2014

This is very positive for Nottinghamshire County Council Children's Social Care as the national survey completed by Community Care and TMP's research (2014) cited good management support as the number one factor social workers looked for in a new employer.

Nottinghamshire County Council has a formal Employee Performance and Development Review process (EPDR). For the 2014 'health check' social workers were asked what proportion of training they attended was identified through the EDPR process. For fieldwork social workers 67% of respondents confirmed that all or most of their training was identified in a formal EPDR, whereas for non-fieldwork social workers 50% of their training was identified this way.

The social work 'health check' survey confirmed that despite training needs not consistently being identified during the EDPR process 92% of social workers in fieldwork teams and 80% of social workers in non-fieldwork teams felt that there were relevant training options open to them (showing an increase since last year).

During staff focus groups social worker reported that there are good learning opportunities for staff to access. A group of agency social workers commented that they had found the training and developmental opportunities available in Nottinghamshire for agency and permanent members of staff to be superior to other local authorities they had worked for. It was noted in three focus groups that staff briefings given by Social Work Practice Consultants within teams have been very useful.

Some workers commented that there are regular e-mails regarding training event and that this can feel like a 'bombardment' as there appears to be no training plan or structure to the training which is offered.

In 2013 45% of fieldwork social workers reported that they had previously needed to cancel training or CPD events due to re-prioritisation of their workload, however in 2014 this had significantly reduced to 37% of workers which indicates that greater priority is now being given to attending training and development events.

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

For many social workers having additional or new responsibilities is rewarding, and gives additional developmental opportunities. Of those that responded to the social work survey 2013 only 30% (48 people) reported that they were able to undertake additional duties and responsibilities. However in 2014 this has also improved with 38% (71 people) stating that they were able to take on additional duties and responsibilities.

During the academic years September 2013 – July 2014 and Sept 2014 until present Nottinghamshire County Council have hosted student placements and provided practice educators for 79 student social workers. These placements have been for students attending a range of universities including Nottingham Trent, Nottingham, Derby, Lincoln, Sheffield, Sheffield Hallam, York, Birmingham, Manchester Metropolitan and Norwich.

In focus groups social workers explained that many of them do have formal and informal responsibilities within their teams. One worker who had previously worked in a drug treatment service explained that people in the team ask her for information regarding this area of work, others also commented that they give informal support to colleagues as and when needed. Workers commented that they often feel that they have knowledge and skills which would be useful to others and would welcome an opportunity to have further training or guidance regarding how to facilitate learning events and to mentor and support others.

When giving supplementary information respondents generally reported that their managers are supportive of their desire to act as an ASYE mentor and / or Practice Educator. The information available suggests that experienced social workers who want to are feeling able to take on these important mentoring and coaching roles.

Other additional duties which respondents reported doing were:

- PAM Trained
- Theraplay
- DDP Therapy
- Adoption Panel
- AIM's trained, although I have not been called upon yet and quite a while since I undertook the training.
- I have been trained to complete video interviews, however have not been asked to complete any at this time.

The answers identified that there are some workers who do have specialist skills and training who would be prepared to use these skills but are not currently being asked to do so.

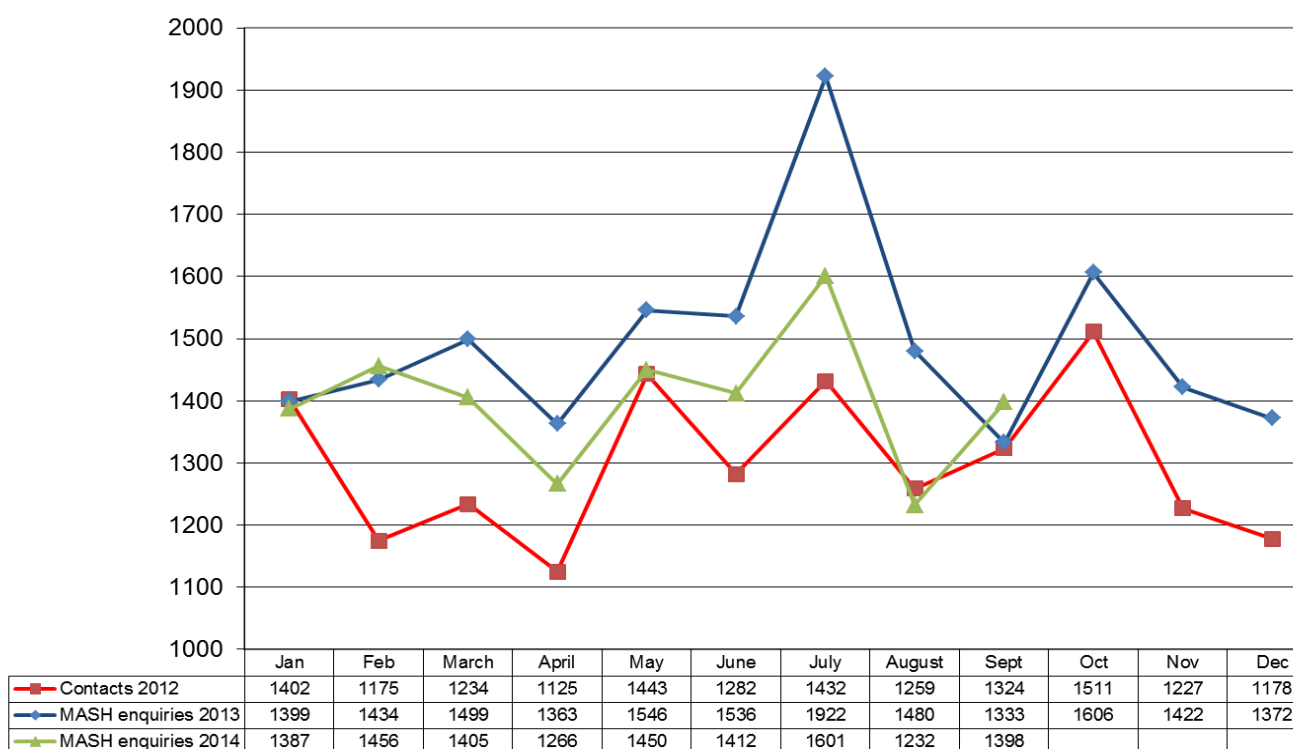
5. Proactive Workload Management

Number of unallocated cases

Nottinghamshire County Council, Children's Social care does not have any unallocated cases. All children and young people who are in need of a statutory assessment or services do have a named social worker as their key professional.

During the period since the last health check was completed there has been continuing pressure on the service; however some more positive trends are being identified which indicate that the pressures and demands on the service are stabilising.

The table below shows that the number of referrals (MASH enquires) in 2014 have been lower than 2013, however for all months (bar August 2014) they remain at a higher rate than those dealt with by the department prior to the launch of the Multi-Agency Safeguarding Hub (MASH) in Dec 2012. The diagram below illustrates the number of MASH enquiries January 2013 to September 2014 compared to the number of Contacts January 2012 to December 2012

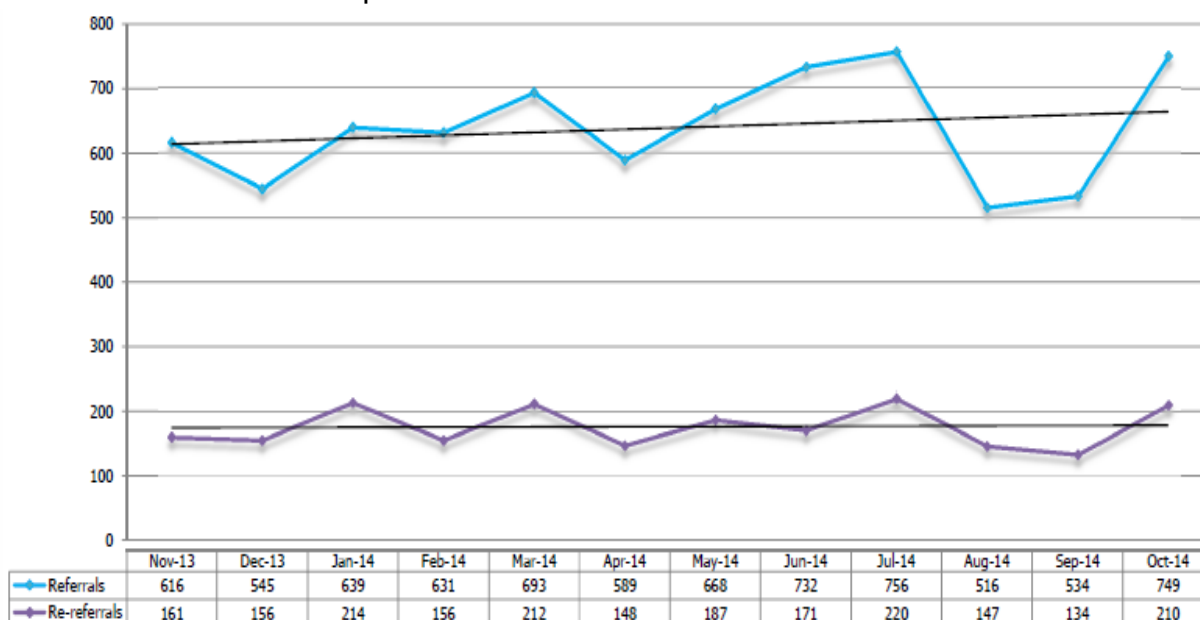


34% of social workers reported that due to the nature of their duties they did not need to transfer cases to other teams. Of those who did need to transfer work they were asked whether or not they were able to transfer cases in a timely manner at an agreed point 72% confirmed that cases were always or regularly transferred in a timely manner. The diagram below shows that the case transfer process has improved since last year and in the opinion of the social workers this is the best it has been since the 'health check' started in 2011.

Are you able to transfer cases in a timely manner at agreed points?				
	2011	2012	2013	2014
Always	4.5%	20%	14%	26%
Regularly	42%	52%	48%	46%
Occasionally	21%	9.5%	23%	23%
Rarely	32%	16%	12%	4%
Never			3%	1%

Re-referral rates

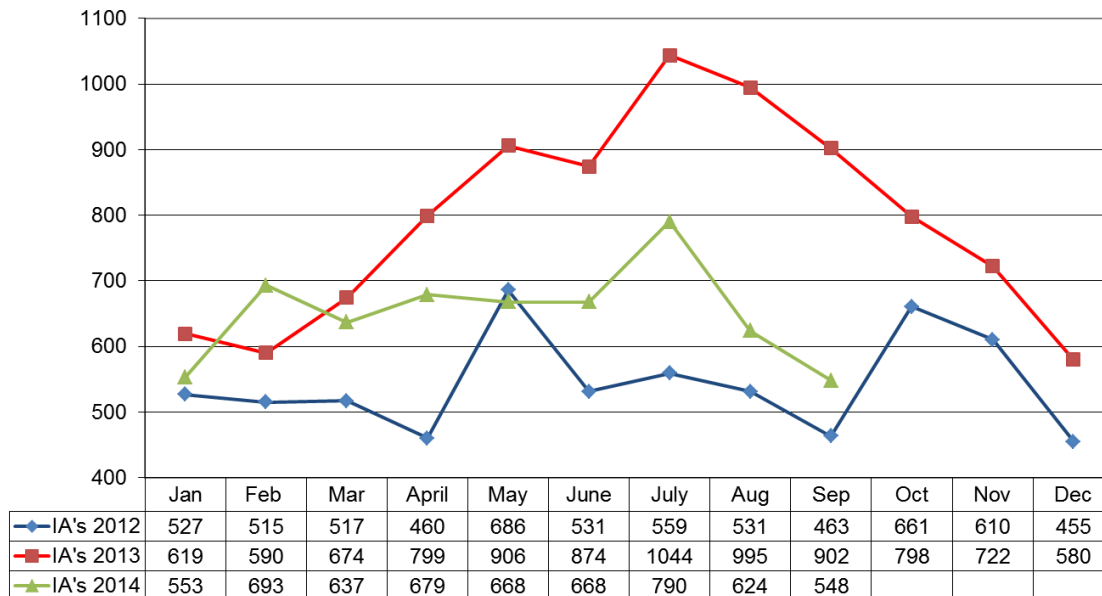
The graph below shows the number of referrals taken by children's social care and the average number of re-referrals in the period Nov 2013 to Oct 2014.



Data available shows that during 2014 the re-referral rate has remained consistent at 25 – 27%

Change in workflow over time (peaks and troughs)

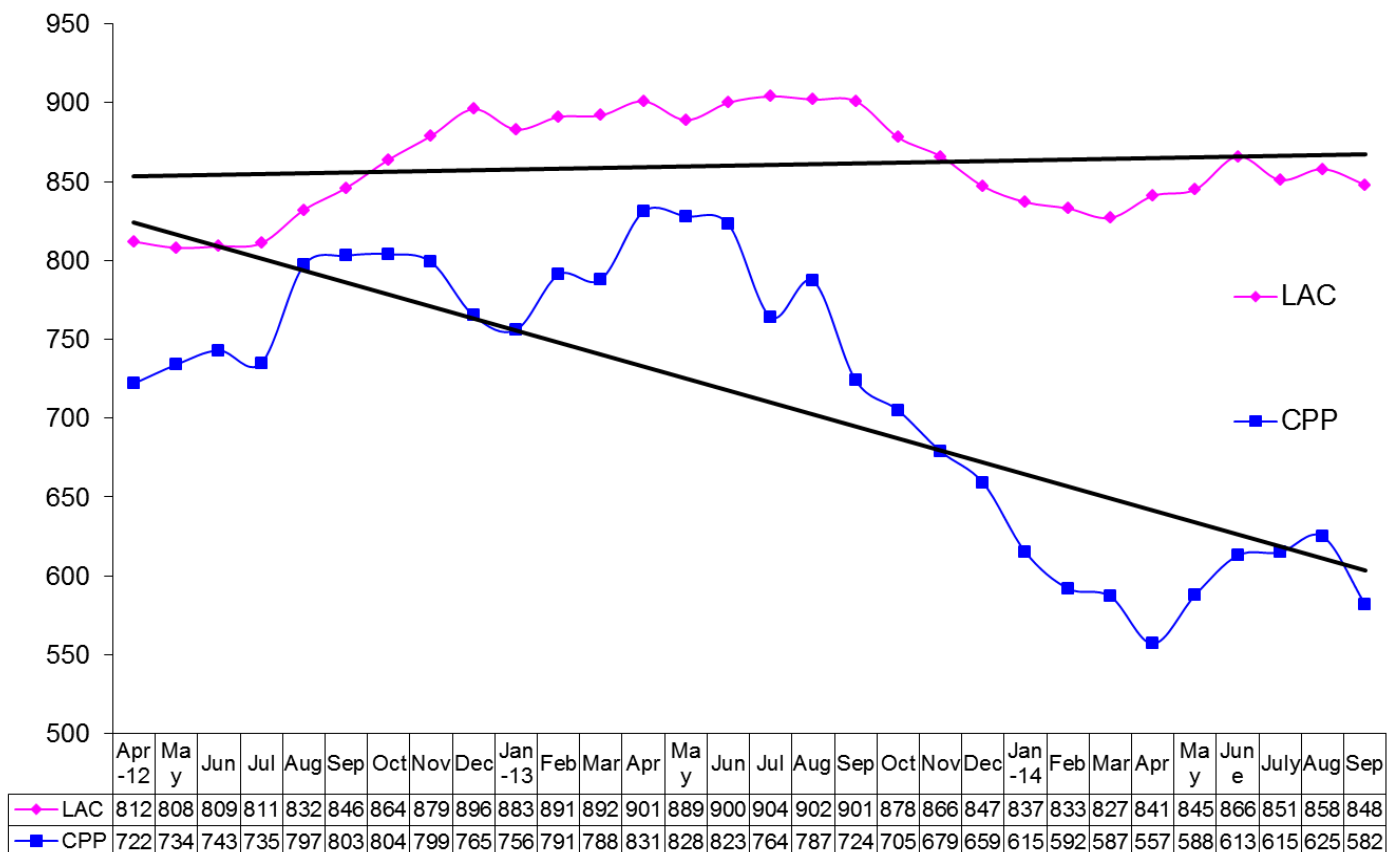
The graph below shows the number of Initial Assessments completed by children's social care in the last three years. This clearly demonstrates that in 2013 there were significantly more Initial Assessments completed than the previous year however in 2014 the rate has notably reduced and is continuing to show a downward trend.



Business Objects

The graph below shows the numbers of children in Nottinghamshire who were the subject of a child protection plan or Looked After Children in the period April 2012 to September 2014. This shows that during this period the number of children looked after by the department has gradually increased. When compared to national data and that of our statistical neighbours the slight upward trend in the overall number of looked after children can be seen as a positive realignment to levels that would be expected of an authority of the size and demographic makeup of Nottinghamshire.

This graph below also shows that during this period there has been a downward trend in the number of children who are the subject of a child protection plan. This also shows a greater alignment with other local authorities who have similar demographic compositions.

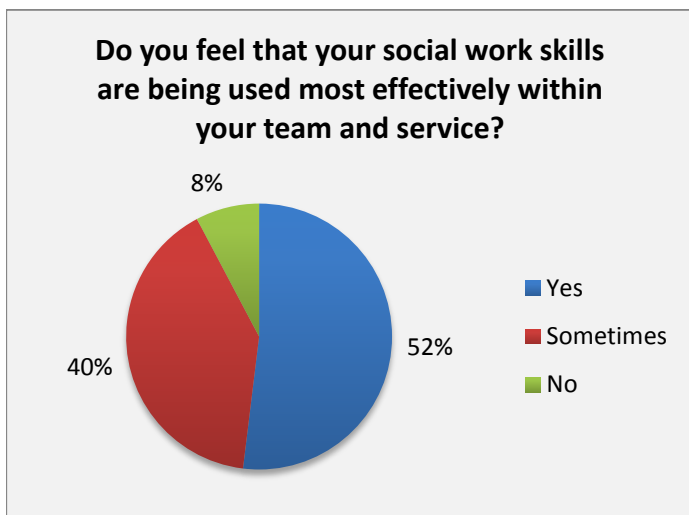


Efficient use of skills

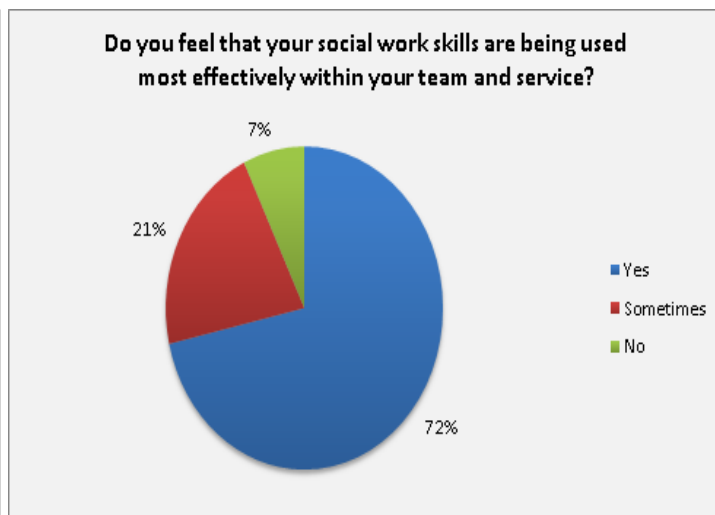
As part of the 'health check' survey and in focus groups social workers were asked whether their social work skills are being used most effectively within their team or service area.

During focus groups comments were made that fieldwork social workers spend 'massive' amounts of time spent in front of computers, typing minutes of core groups, letters and scanning and uploading documents. Social Workers who had experience of working in other local authorities suggested that in Nottinghamshire there is less administrative support for social workers than in other places. A comment was made that in another local authority apprentices were used to do these basic but essential administrative duties. Comments were also made that although some social workers complain about the Framework-i case recording system this is one of the better systems used by local authorities.

In 2012 social workers in fieldwork and non-fieldwork teams gave similar responses, showing that 75% of social workers did feel that their skills are being effectively used in their teams. In 2013 fewer workers felt that their skills are being used most effectively, with 57% fieldwork social workers and 70 % of non-field work social workers confirming that this is the case. The diagram below show that in 2014 52% of field work social workers feel that their social work skills are being used most effectively with in their teams, where as 71% of non-field work social workers do feel that this is the case.



Social Workers – Field Work Teams
Health Check Survey 2014



Social Workers – Non Field Work Teams
Health Check Survey 2014

Some additional comments were made by respondents to the 'health check survey' showing examples where social workers feel that their skills are being appropriately used:

- "I feel completely supported and encouraged to develop and use my Social Work skills. We have regular team meetings with foster carers and have a therapeutic social work team who meet regularly, this provides the opportunity to consider and discuss how our skills can be best put to use."
- "As a SWPC the team continues to use my social work skills and knowledge effectively which leads to job satisfaction on my part."

However for some social workers they either feel that their skills are not used, prioritised or acknowledged such as:

- "I do feel I have more to offer, given my CP experience particularly with the current difficulties in CP teams, i.e. in the main newly qualified staff."
- "I rarely write court reports now and feel that this is a skill that is not being used."
- "I spend a lot of time 'fire fighting' rather than doing quality work with families."
- "I feel that as a Social Worker I am bogged down with more administrative tasks such as framework episodes (that could be completed by anyone i.e. authorise services) typing up minutes, and case notes."
- "I am a glorified admin worker and my skills are neither known about, understood or acknowledged."

79% of social workers in fieldwork teams and 78% of social workers working in non-fieldwork services felt that some of the tasks they do could be undertaken by someone else.

113 respondents gave additional information, two social workers who gave additional information to this question offered views which were echoed by the other respondents.

- “A great deal of the most time consuming tasks could be undertaken by a worker who is not a qualified social worker. I feel this is the biggest waste of time and money within NCC.”
- “There is an awful lot of administration work in the Social Work role. This has been an ongoing issue, particularly in children’s services teams; paperwork, form filling, chasing up people, coordinating things take up a good 50 percent of our job if not more.... I worked in a child protection/children’s services team and I feel it would make more sense if each Social Worker had their own admin; that would free them up to do 2 or 3 times more work out in the community and would be more cost effective than having agency workers? Other professionals (doctors, consultants etc) have their own admin/p.a. - admin provide the backbone of the service they are so important; they free up social workers time so that they can use their social worker training and skills where it is needed most. This point is most relevant to children’s services I feel.”

Specific duties and tasks which social workers felt should be completed by someone else included:

- Phone calls and typing letters
- Scanning. We are now responsible for doing our own scanning - this is time consuming and things are being scanned in incorrectly.
- Arranging Meetings, room bookings and obtaining venues
- Minuting
- Authorised services
- Formatting documents
- Typing onto Framework

Managers also identified tasks which they complete which if completed by someone else could increase efficiency one manager commented that “A lot of admin tasks have now been given to managers and as I only do them occasionally it takes me a long time each time”.

Specific activities which managers felt could be completed by someone else included:

- Recruitment
- Purchasing of equipment for staff
- BMS and CAS
- Collating, printing, and distributing information
- DBS checks

In 2015 Nottinghamshire County Council Children’s will be starting a Social Work Practice Pilot in four fieldwork teams, introducing a new role of Support Officer on a ratio of 1 support officer to 4 social workers. The pilot will evaluate whether social workers have more capacity to spend time with children and their families, and whether this investment leads to a service where the professional skills of social workers are utilised more efficiently.

6. Having the right tools to do the job

Access to equipment, professional support services and resources

Respondents to the survey were asked where they access NCC IT to do their work. The table below shows the answers given by social workers in both fieldwork and non-fieldwork teams. This highlights the fact that social workers regularly use their work base, but due to the mobile nature of their job they also access work based computers from a variety of settings.

	Field work, social workers		Non-fieldwork services, social workers	
	Percentage	Response Count	Percentage	Response Count
Home	55%	71	79%	44
Mobile device	13%	17	5%	3
My work base	93%	120	98%	55
Touchdown zones	66%	86	57%	32
Any other NCC building	30%	39	32%	18
Other	3%	4	11%	6
TOTAL		119 answered		56 answered

Health Check Survey 2014

These figures are fairly consistent with the finding in 2013; the most notable change is that in 2013 71% of fieldwork social workers had access to home working however in 2014 this figure has reduced to 55%.

Social workers were asked whether they were able to access Nottinghamshire County Council IT systems when they needed to. In 2013 70% of fieldwork social workers confirmed that they were able to access IT systems when they needed to, in 2014 this percentage has slightly reduced to 67%. In 2013 82% of non-fieldwork social workers said they were able to access Nottinghamshire County Council IT systems when they needed to this has now reduced to 76% in 2014.

63 social workers gave supplementary information to this question. Most of these respondents wanted to be able to access Nottinghamshire County Council IT systems at home, many of the respondent reported that they had not been provided with home working facilities or for those who did have this they found that it was unreliable and inconsistent. Several comments were made that workers did previously have home working, however their lap tops had recently been disabled by the department without warning or alternative provision being made.

Since the 'health check' 2013 Nottinghamshire County Council Children's Social Care has had an innovative "Mobilisation Project" looking at how social workers (and other social care staff) can access to IT systems. In January 2015 the department is commencing a rollout of over 500 tablet devices to social care staff, designed to give staff greater flexibility of access IT systems, e-mails and documents and therefore addressing the deficits highlighted in the staff survey 2014.

Social workers were asked whether or not they have access to the right professional support for their work such as legal advice and translators. In 2013 90% of fieldwork social workers confirmed that they did have access to the right professional support, however in 2014 this had reduced to 82%. However for non-field work social worker in 2013 85% felt that they had access to the right professional support and in 2014 this has increased to 96% of social workers.

24 fieldwork social workers gave supplementary information. Respondents who needed legal advice confirmed that they were able to access this. Most of the respondents giving additional information wanted to express their recent dissatisfaction with the process for arranging for an interpreter or translation. Respondents advised that although the service was provided this was often slow and could not respond to urgent requests or the need for a service on the day of the referral.

73% of Fieldwork social workers who responded to the 2014 health check survey reported that they had access to resources for research, (10% increase since 2012). 85% of social workers in non-fieldwork teams (same as 2013) felt that they had the right access to recourses for research.

Following the Health Check 2012, Nottinghamshire County Council entered into a contract with CommunityCare Inform, a subscription based website which provides specialist resources, legal advice and research for children's social care workers. Due to the positive feedback given by

users of this resource the contract for 210 licenses has been renewed for a further 2 years until October 2016.

Respondents to the 'health check' survey 2014 have continued to confirm that CommunityCare Inform is a good source of information. Workers who gave supplementary information also explained that they get access to valuable tools, research and information from the University, Training and Development Events, Social Work Practice Consultants and information on the practice support intranet site. Social Workers also stated that due to pressures of work and time constraints they often felt unable to read or research information and would therefore welcome more practice briefings giving bite-size (peer reviewed) summaries of changes to the law, current research and tools which can inform practice. Comments were also made that some offices do not have safe storage or shelving where workers or teams can keep their resources and tools.

Nottinghamshire County Council Children's Social Care and Nottinghamshire Safeguarding Children's Board have both transferred their procedures and practice guidance from paper documents to an electronic format (managed by tri.x) which everyone can access. It was therefore disappointing that responses to the 2014 staff survey showed that 19% of fieldwork social workers and 25% of non-fieldwork social workers had never accessed the Nottinghamshire County Council Children's Social Care Procedures Manual, and 25% of fieldwork social workers and 46% of non-fieldwork social workers had never accessed the Nottinghamshire Safeguarding Children's Board, Interagency Safeguarding procedures.

When giving supplementary information some workers commented that the tri.x hosted policies and procedures were easy to navigate, however more comments were made that workers were not aware that these existed and did not know that they, other professionals or families could access them.

7. A Healthy Work Place

Arrangements for monitoring levels and quality of supervision

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

The returns provided for the period October – December 2014 show that 90% of supervisions occur within time scale and that 78% of staff have all of their supervision in timescales.

When supervision sessions do not take place these are due to:

Annual Leave	19%
Sickness	30%
Work Pressures	19%
Staffing issues	10%
Compassionate leave / other	19%

The responses made to the social work 'health check' survey 2014 reported on page 16 show that social workers are mostly feeling positive about the quality and quantity of the supervision they receive.

Arrangements for staff appraisals

Nottinghamshire County Council has a corporate EPDR (Employee Performance and Development Review) and competency framework, which became mandatory for all employees from April 2012.

The 'health check' social work survey 2014 showed that 62% of social workers had all or most of their training or developmental needs identified during the EPDR process which shows an improvement in the effective use of EDDR's since 2013.

The Quality Management Framework, Supervision Frequency returns for Oct – Dec 2014 show that 78% of eligible staff have a current EPDR.

Following the completion of the 'health check' in 2013 Nottinghamshire County Council Children's Social Care started to develop a supplement to the EPDR process for social workers which would assist managers to incorporate the HCPC, Continuing Professional Development and the Professional Capabilities for Social Workers into the process. This work was completed, however due to the proposed revision of the corporate EPDR has not yet been put into practice.

Employee welfare system and access

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

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

Team meetings

Effective Team Meetings assist in engaging team members and can help to create a shared understanding / ethos, boost morale, provide an opportunity for learning and development, increase effectiveness, predict future staffing / workflow issues, and create a smoother running team.

The table below shows the reported frequency of team meetings in 2012, 2013 and 2014. The 2014 figures show that 94% of fieldwork teams and 96% of non-fieldwork teams have team meetings on a monthly (or more frequent) basis.

How often to team meetings take place?						
	2012		2013		2014	
	Fieldwork	Non-Fieldwork	Fieldwork	Non-Fieldwork	Fieldwork	No-fieldwork
Weekly	3%	0	0	0	1%	0
Fortnightly	17%	19%	9%	16%	8%	21%
Monthly	70%	64%	84%	66%	85%	75%
Bimonthly	4%	0	7%	14%	6%	4%
Six monthly			1%	4.5%	0	0
Never	0	2%	0	0	0	0

Health Check Survey 2012, 2013 and 2014

In 2014 92% of respondents to the survey stated that they felt that their team meetings were held regularly enough which is a 5% improvement since 2013. 90% of fieldwork teams confirmed that all members of the team were required to attend and 81% of non-fieldwork teams confirmed that this was the case. Respondents who gave additional information consistently stated that although workers were expected to attend not everyone did attend team meetings. Some workers felt that unless there was an urgent matter everyone should attend a team meeting whilst others felt that it was reasonable and acceptable to miss team meetings. 95% of respondents felt that they were always able to contribute to the team meeting agenda (6% improvement since 2013) with only 1 person stating that this was never the case.

94% of respondents in non-fieldwork teams confirmed that actions arising from the team meeting were always recorded. In fieldwork teams 89% of actions were always recorded, with 10% of teams sometimes recording the agreed actions. The table below shows that in fieldwork teams there has been a 19% improvement since 2013 in agreed actions being carried out.

Are actions given at team meetings carried out?						
	Fieldwork, social workers			Non-Fieldwork, social workers		
	2012	2013	2014	2012	2013	2014
Yes	54%	38%	57%	71%	77%	65%
No	3%	6%	2%	0	0	0
Sometimes	43%	56%	40%	29%	23%	35%

Health Check Survey 2012, 2013 and 2014

Information provided indicates that the value of team meetings within Fieldwork Teams has improved, with meetings taking place more frequently in more teams and agreed actions being carried out more often.

Accessibility to senior managers

Evidence from the 2014 survey indicates that the majority of child care social workers (81%) feel that senior managers are accessible and visible within their service.

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

Do senior managers have input into cases at the appropriate point?		
	Fieldwork	Non-fieldwork
Yes	88%	89%
No	4%	2%
Not applicable	8%	9%

Health Check Survey 2014

13 social workers provided supplementary information, one worker commented that their service manager supported with duty tasks in the team room when there was a shortage of staff and that the team found this to be supportive and reassuring. Other comments were made by social workers that decisions from senior managers can take some time to come back to them and that these are not always recorded on the child's case file.

In 2014 Steve Edwards Service Director and Diana Bentley Principal Social Worker established the Nottinghamshire Children's Social Care Forum to give frontline social care staff a regular opportunity to communicate directly with senior management. In the 2014 'health check' survey 84% of fieldwork social workers felt that there were effective lines of communication between the workforce and senior managers which is a 15% improvement since 2013 and in Non-fieldwork teams 91% of social workers felt that there were effective lines of communication which is a 4% increase since 2013.

Whistle-blowing policy

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

89% (same as 2013) of respondents to the survey confirmed they were aware of it.

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

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

Over the last four years social workers have been asked whether there are effective processes in place to monitor their personal safety. The table below shows the response rate for all social workers to this question, and indicates that between 2011 and 2013 there was a year on year reduction in the numbers of workers who felt that there was an effective process in place to monitor their personal safety.

The safety of social workers who are often working alone in the community is something which has been taken very seriously and as a consequence in 2014 a health and safety leaflet for all staff was developed and circulated remaining everyone of steps they should be taking to promote their personal safety, a detailed document for managers was also developed and distributed giving guidance and instruction regarding assessing risk and control measures which should be taken to promote the safety of staff and finally new electronic lone working devices were purchased and distributed to staff.

The table below shows that in 2014 75% (18% increase since 2013) report that there is now an effective process in place to monitor personal safety.

Do you feel that we have effective processes in place to monitor personal safety?				
	2011	2012	2013	2014
Yes	61%	51%	47%	75%
No	39%	49%	53%	25%

The table below shows that in 2013 there was a significant difference between workers in fieldwork and non-fieldwork teams, with far more social workers in non-fieldwork teams feeling that there are adequate safeguards in place to monitor their personal safety whilst at work. In 2014 there has been an impressive increase for both fieldwork and non-field work should workers, however most notable is that this year 84% of fieldwork social workers now feel that there is an effective process in place to monitor their personal safety whereas last year this was only 40%.

Do you feel that we have effective processes in place to monitor personal safety?				
	Fieldwork		Non-Fieldwork	
	2013	2014	2013	2014
Yes	40%	73%	67%	80%
No	60%	27%	33%	20%

Health Check Survey 2013 and 2014

Social workers giving supplementary information recognised that there has been much progress in this area and that personal safety is now something which is acknowledged and talked about in teams. Although respondents were very positive of the advances made there were further steps suggested which could make this even better:

- Risk assessment regarding entering unhygienic properties and risk of contact with people with communicable diseases
- Team emergency planning
- Formal buddy agreements
- More joint working
- Ensuring that there is clarity of understanding and expectation for recording home visits on outlook calendar

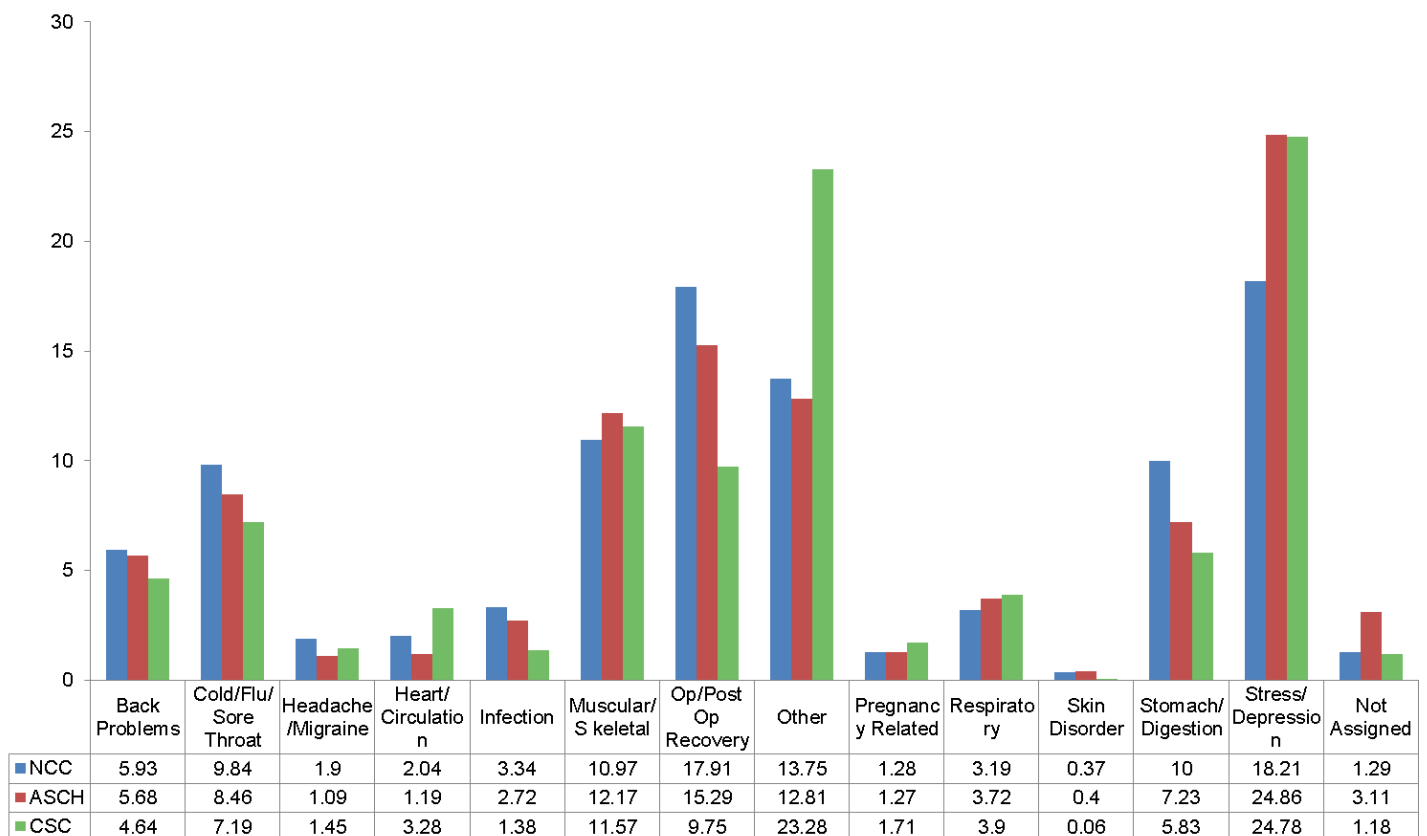
Nottinghamshire County Council has a formal process in place where staff are expected to report incidents to their manager (and the Health and Safety Team) so that appropriate risk assessments can be undertaken. Reports should be made for a number of incidents including when there are road traffic collisions,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

The 2013 'health check' identified that the vast majority of reported incidents were reported by colleagues working in children's residential care units. Again in 2014 the Health and Safety Team have advised that incidents are not being reported by social workers or their managers.

Absence Management

The following table gives a breakdown of the absence statistics relating to the period April 2013 to March 2014 giving a comparison between the absence rates for the whole of Nottinghamshire County Council, Adult Social Care and Children's Social Care. This shows that within the local authority stress / depression is the most frequent reason for absence. Within children's social care there are higher rates of absence due to stress / depression than the local authority workforce as a whole, with 25% of sickness absence for this reason (3% lower than reported in the 2013 'health check') but at the same level as Adult Social Care.

BMS - Sickness Absence Rate - Reasons for Absence (Nov 2013 – Oct 2014)



Findings from compliments

In 2013 83% of social workers who responded to the staff survey confirmed that they had previously received a personal compliment, in 2014 94% of social workers confirmed that they have received personal praise in relation to their work which suggests that over the last 12 months colleagues and managers have become better at giving positive feedback and recognising the hard work of social workers.

Social Workers who attended focus groups commented that when compliments are made about practice these are normally shared with the individual worker by their manager. Most social workers believe that records of personal compliments are also kept on their supervision records. Comments were made that when compliments were acknowledged and shared by e-mail that this does help to boost team moral.

8. Summary and concluding remarks

The responses made to the 2014 Nottinghamshire County Council, Children's Social Care Social Work 'health check' show that in all areas considered there have been improvements in practice.

Over the past 18 months there have been determined attempts made to recruit permanent social workers into vacant posts. The evidence suggests that the department has a good record in recruiting newly qualified social workers and retaining these workers in fieldwork posts for at least 2 years. The data available suggests that the turnover of staff is greater in fieldwork teams than non-fieldwork teams where social workers tend to be older and more experienced. There has been a continuing reliance on agency social workers in some teams during 2014 but the trend is starting to show a decrease and that there has been a small increase in the number of permanent social workers working for the department. This is obviously a trend which we want to build upon in the next 12 months and also try to ensure that more experienced social workers stay in their critically important fieldwork roles.

It is encouraging that for social workers working in Nottinghamshire their overall "happiness" at work is in line with the national findings and in some teams / work areas the levels of "happiness" at work is greater in Nottinghamshire than the national average. It is also positive that 60% of all child care social workers described their role as either rewarding or fulfilling.

Contrary to the results of national studies the 'health check' survey showed that only 3% of social workers in Nottinghamshire are planning to leave the profession in the next 12 months. Over half of our social workers intend being in the same job in 12 months' time and a further 19% hope to still work for Nottinghamshire County Council Children's Social Care but in a different social work role.

Social workers were asked what factors would encourage them to remain working in their current role. The four factors which are seen as most important in encouraging social workers to remain in their current role were:

1. Higher salary
2. Improved work life balance
3. Less bureaucracy
4. More face to face contact with children and their families.

In the next 12 months we need to ensure that we learn from this study and also engage in deeper and more meaningful discussions with our fieldwork social workers and develop a model which will enable and encourage social workers to remain working in these roles.

During the period since the last health check was completed there has been continuing pressure on the service; however some more positive trends are being identified which indicate that the pressures and demands on the service are stabilising.

The number of referrals (MASH enquires) in 2014 have been lower than 2013, however for all months (bar August 2014) they remain at a higher rate than those dealt with by the department prior to the launch of the Multi-Agency Safeguarding Hub (MASH) in December 2012. The number of Initial Assessments completed 2014 has also reduced since 2013 and there continues to be a downward trend.

During the period April 2012 to September 2014 the number of children looked after by the department has gradually increased. When compared to national data and that of our statistical neighbours the slight upward trend in the overall number of looked after children can be seen as a positive realignment to levels that would be expected of an authority of the size and demographic makeup of Nottinghamshire. During this period there has been a downward trend in the number of children who are the subject of a child protection plan. This also shows a greater alignment with other local authorities who have similar demographic compositions.

Workload data shows that the number of children or young people with an allocated social worker in a fieldwork team has reduced since 2013. Workload management scores indicate that in some teams there has been a reduction in workload and pressure on social workers whilst in other teams the complexity of cases has increased and that the demands on the social workers have therefore increased. Now that there is more stability in the number of referrals being made to the department we have an opportunity to look at how caseloads and demands on social work teams can be made more equitable.

In national and local survey's social workers cite the lack of work life balance as being a key factor in encouraging them to leave their job. The 2014 'health check' staff survey showed that in fieldwork teams 70% of social workers regularly work additional hours beyond those they are paid for. The findings also showed that 50% of our social workers from fieldwork teams and 29% of our social workers from non-fieldwork normally work in excess of 2 additional days per month. Although it was encouraging to see from the survey that social workers were finding it easier this year to claim back some of these hours than they had last year there continues to be a disparity between fieldwork social workers and non-fieldwork social workers in this respect. It would appear that addressing the work life balance issue in a consistent manner across the service is going to be a key factor in retaining social workers in key posts where the demands and the perceived risks to social workers are the highest.

Social Workers in Nottinghamshire report a very positive experience of supervision. 96% of the social workers confirmed that their supervision takes place at least on a monthly basis, with some of these having fortnightly supervision. Supervision is less likely to be cancelled than in previous years and when it is cancelled most social workers confirm that this is immediately rearranged. Respondents to the health check also reported that they felt the quality of the supervision had improved since last year.

This is very positive for Nottinghamshire County Council Children's Social care as the national survey completed by Community Care and TMP's research (2014) cited good management support as the number one factor social workers looked for in a new employer.

The social work health check survey confirmed that 92% of social workers in fieldwork teams and 80% of social workers in non-fieldwork teams felt that there were relevant training options open to them (showing an increase since last year). The number of social worker who needed to cancel training and development events due to the re-prioritisation of their workload has also reduced, indicating that greater priority is now being given to attending training and development events. This is also supported in the reports made by social workers confirming that in 2014 (for those that wanted it) that they had been more able to take on additional roles and responsibilities which enhance their own development and job satisfaction.

As part of the 'health check' survey social workers have been asked whether their social work skills are being used most effectively within their team or service area. In 2014 only 52% of fieldwork social workers felt that their social work skills were being used most effectively with in their teams, where as 71% of non-fieldwork social workers felt that this was the case. This is the question which received the most supplementary responses. 113 respondents gave additional information regarding duties and tasks which social workers felt should be completed by someone else and as a consequence freeing up their time to do better quality work with children and their families and also possibly saving some money for the department.

This is an area which directly relates to the frustration of fieldwork social workers in their role and the additional hours these social workers report working in order to do their work. In 2015 Nottinghamshire County Council, Children's Social Care are piloting a new model for Social Work Teams which include the creation of a new specialist support role, providing more direct and

specific support to social workers to enable them to perform their professional duties more efficiently. The development of these pilot teams and the evaluation of their impact will be very important as we progress and try to find solutions which fully utilise the talents and skills of social workers and provide an efficient and excellent service.

Social workers work from a fixed office base, the location of which will be determined by the team they work in, but due to the mobile nature of their job social workers also access Nottinghamshire County Council IT systems from a variety of settings.

In 2013 71% of fieldwork social workers had access to home working however in 2014 this figure has reduced to 55%. Social workers were asked whether they were able to access Nottinghamshire County Council IT systems when they needed to. In 2013 70% of fieldwork social workers confirmed that they were able to access IT systems when they needed to, in 2014 this percentage has slightly reduced to 67%. In 2013 82% of non-field work social workers said they were able to access Nottinghamshire County Council IT systems when they needed to this has now reduced to 76% in 2014. Staff report if they do not have access to IT systems when they need it they are not able to maintain their case records in the way they would like to and this again has a knock on effect to the levels of pressure felt by social workers and the amounts of additional hours they are working.

Since the 'health check' 2013 Nottinghamshire County Council Children's Social Care has had an innovative "Mobilisation Project" looking at how social workers (and other social care staff) can access to IT systems. In January 2015 the department is commencing a rollout of over 500 tablet devices to social care staff, designed to give staff greater flexibility of access IT systems, e-mails and documents and therefore addressing the deficits highlighted in the staff survey 2014.

It is positive that 73% of Fieldwork social workers who responded to the 2014 health check survey reported that they had access to resources for research, (10% increase since 2012) and 85% of social workers in non-fieldwork teams (same as 2013) also confirmed that they had the right access to resources for research. It however was disappointing that responses to the 2014 staff survey showed that 19% of fieldwork social workers and 25% of non-fieldwork social workers had never accessed the Nottinghamshire County Council Children's Social Care online Procedures Manual, and 25% of fieldwork social workers and 46% of non-fieldwork social workers had never accessed the Nottinghamshire Safeguarding Children's Board, online Interagency Safeguarding procedures. With these numbers of workers not accessing relevant policies and procedures there is a risk the local and statutory requirements are not being adhered to. In 2015 further action needs to be taken to ensure that all staff are made aware of the online resources and tools which they should be accessing and that everyone is able to access them when needed.

Effective Team Meetings assist in engaging team members and can help to create a shared understanding / ethos, boost morale, provide an opportunity for learning and development, increase effectiveness, predict future staffing / workflow issues, and create a smoother running team. It is encouraging that 94% of fieldwork teams and 96% of non-fieldwork teams have team meetings on a monthly (or more frequent) basis. Most social workers feel that team meetings are held at the correct frequency and in most teams there is an expectation that all workers should attend the meeting. During 2014 members of the Children's Social Care Practice Forum provided input in to the development of a new practice guidance regarding consistent team meetings which is due to be published in early 2015.

Information provided indicates that the value of team meetings within Fieldwork Teams has improved, with meetings taking place more frequently in more teams and agreed actions being carried out more often.

Evidence from the 2014 survey indicates that the majority of child care social workers (81%) feel that senior managers are accessible and visible within their service.

In the 2014 'health check' survey 84% of fieldwork social workers felt that there were effective lines of communication between the workforce and senior managers which is a 15% improvement since 2013 and in Non-fieldwork teams 91% of social workers felt that there were effective lines of communication which is a 4% increase since 2013.

Over the last four years social workers have been asked whether there are effective processes in place to monitor their personal safety. Between 2011 and 2013 there was a year on year reduction in the numbers of workers who felt that there was an effective process in place to monitor their personal safety.

The safety of social workers who are often working alone in the community is something which has been taken very seriously and as a consequence in 2014 a number of actions have taken place including the development of new practice guidance and the purchasing and distribution of electronic / digital lone worker safety devices.

It was therefore satisfying that in 2014 75% of social workers (18% increase since 2013) reported that there was now an effective process in place to monitor personal safety. Despite this significant improvement we must not get complacent and everyone must continue to ensure that the safety of staff is talked about in teams and that risk assessments are completed and control measure put in place when required.

9. Recommendations

1. Continuing a targeted and specific plan to recruit and retain permanent social workers
2. Development of a model which will enable and encourage social workers to remain working in fieldwork roles.
3. Review of the Work Load Management process to ensuring that the data accurately demonstrates the complexity of work balanced with the workers level of skill and experience and that there is appropriate weighting given to allow new and less experienced staff time to develop their skills.
4. Review how the department can ensure the skills and talents of social workers are most effectively and efficiently used in all parts of the department.
5. Continuing to resource and support the mobilisation project to ensure that social workers do have access to NCC IT where and when they need it.
6. More short briefing notes to be written and circulated to all staff giving up to date information and advice regarding legal requirements, procedural changes and research which may be of use in practice.
7. All staff to be made aware of the how to access NCC and NSCB (Tri.x) online policies and procedures
8. Consistent approach to Team Meetings to be agreed and adopted in the department
9. Ongoing monitoring of personal safety and continuing development of resources and advice regarding ensuring the physical and emotional wellbeing of staff

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20 April 2015

Agenda Item: 05

REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE
PRINCIPAL CHILD AND FAMILY SOCIAL WORKER (PC&FSW)
ANNUAL REPORT 2014

Purpose of the Report

1. To provide a progress report on the work of the Principal Child and Family Social Worker for 2014.

Information and Advice

2. The key purpose and responsibilities of a Principal Child and Family Social Worker (PC&FSW) were outlined in The Munro Review of Child Protection: Final Report A child-centred system (May 2011) which recommended the "designation, in each local authority, of a Principal Child and Family Social Worker, who is still doing direct work, to advise on enhancing practice skills relaying the views of social workers to all levels of management."
3. The summary below outlines the key priorities for Nottinghamshire's PC&FSW, Diana Bentley, the actions which have been taken and the outcomes.

Create a clear line of communication between frontline staff and senior management, championing best practice and encouraging a 'reflective approach' to social work

Development of a quarterly Children's Social Care Practice Forum

4. The Forum is now well established, has terms of reference and meets on a quarterly basis. All Forum meetings are attended by the Service Director for Children's Social Care (CSC), the PC&FSW and representatives from all Children's Social Care service areas. Issues which have been discussed at the Forum have included: the health and safety of staff; recruitment and retention; and how to facilitate a good team meeting. Information from the Forum has directly influenced developments in these areas.
5. Members of the Forum feel that they have been listened to, that their views are valued and that they are able to bring issues from their team and service area to the attention of the Service Director for Children's Social Care and the PC&FSW.

Establishing a 'complex case' forum process

6. This has now been achieved with the Multi-agency Problem Solving (MAPS) meetings being formally launched in September 2014. These meetings are facilitated using the

Circle of Adults Methodology which enables a reflective and more creative problem solving discussion. The feedback received has been very positive, showing that CSC staff and professionals from other agencies have welcomed the opportunity to have structured reflective case supervision. A formal evaluation of the MAPS meetings will be completed in April 2015.

Professional Consultation

7. Diana Bentley, the PC&FSW, has offered professional consultation with the Transformation Team who have been developing recruitment and retention strategies for the children's social care workforce.

Report the views and experiences of the front line to all levels of management including the Chief Executive, Director of Children's Services and elected Members

Completing the Children's Social Care Annual Health Check

8. An annual health check is undertaken to assess the 'health' of the organisation as an employer of social workers and provider of statutory services to vulnerable children and families.
9. Diana Bentley completed the Children's Social Care Annual Health Check and Action Plan 2013 and has been the lead officer for the implementation of the action plan. An update report was presented to the Children and Young Peoples Committee in July 2014.
10. The Health Check 2014 has recently been completed which represents the views of social workers in all CSC teams. This has been shared with all levels of management and has informed an action plan for 2015/16. The Health Check 2014 is an agenda item to also be considered at the Children and Young People's Committee meeting on 20 April 2015.

Attending Scrutiny of Safeguarding Meetings

11. Diana Bentley, PC&FSW, represents CSC social work staff at Scrutiny of Safeguarding Meetings, chaired by the Chief Executive and attended by the elected Member with the lead responsibility for Children's Social Care and the Chair of the Nottinghamshire Safeguarding Children's Board (NSCB). These meetings are arranged to inform the Chief Executive of children's social work services in Nottinghamshire from a practitioner's perspective.

Work directly with children, young people and their families in a consultation and research role and articulate these experiences across the organisation as part of an evidence base

Developing a process for obtaining Service User feedback

12. Diana Bentley, PC&FSW, helped to develop the process for Social Work Practice Consultants obtaining service user feedback from children and young people. This is now an established element of the Quality Management Framework providing valuable information to the audit and themed audit from a service user perspective.

Message in a Bottle

13. Diana Bentley, PC&FSW, established the process for children and young people who are giving their feedback to also choose to write a letter ('message in a bottle') to the Service Director for Children's Social Care. This process enables the Service Director to maintain a direct channel of communication with children and young people.

Adoption Panel Membership

14. Diana Bentley, PC&FSW, became a member of a Monthly Adoption Panel in July 2014. This is a monthly commitment which enables Diana to remain involved in direct practice and decision making whilst also providing a new and challenging experience.

Act as a 'critical friend' providing quality assurance on social work practice, including observation of practice

Observation of Social Work Practice

15. To date only one formal observation had taken place with the South Assessment Team in September 2014. There remains a commitment that further observations will take place.

NSCB Audit

16. Diana Bentley, PC&FSW, is Children's Social Care's lead representative on the Nottinghamshire Safeguarding Children Board audit sub-group. In this role Diana participated in multi-agency audits and has been the lead auditor for the multi-agency audit of Child Sexual Abuse Referrals and Initial Child Protection Conferences which have been presented to the Safeguarding Board and informed practice development.

Case Audit

17. Diana Bentley participates in the CSC case audit process and offers professional consultation to the Quality Assurance Team when analysing the findings and developing action plans to support practice improvement.

Member of the Pay Progression Panel

18. The pay progression panel sits twice per year to review social work practice and decide whether social workers have attained the level of an "experienced Social Worker" able to progress from Band A to Band B. The consistent membership of the pay progression panel ensures that decisions are made consistently and equitably.

Lead the piloting and implementation of new ways of working for Social Work Team across Children's Social Care

Implementation of a revised model for Outcomes-led Child Protection Planning

19. Following an independent review of the quality of child protection planning in February 2014 it was agreed that a more robust process needed to be developed and embedded

into practice. Diana Bentley has worked closely with colleagues in the Safeguarding and Independent Review Service and has successfully:

- developed a revised working model on the electronic case recording system
- written a detailed practice guidance which has been updated and available for all to access on the NCC intranet
- facilitated practice workshops which have been attended by 120 social workers
- presented a session at 4 NSCB conference and training events to approximately 400 people.

20. Diana Bentley and the Social Work Practice Consultant Team are continuing to check that the revised working model has been embedded into practice and that Child Protection Plans are now more child focused and outcomes-led.

Revision of the Case Audit Process

21. Diana Bentley supported with the design, development and implementation of the revised case file audit tool which was implemented in April 2014. Diana wrote the practice guidance for staff undertaking case file audit and presented this at the CSC managers' strategy day in March 2014.

Revision of the Workload Management

22. Diana Bentley led the review of the workload management process, which was revised in April 2014.

Children's Services Workforce Development Commissioning Forum

23. Diana Bentley is the Children's Social Care representative on the newly formed Children's Services Workforce Development Commissioning Forum and in this role is liaising with staff and managers at all levels to identify priorities for future learning and development.
24. Diana will be coordinating with other members of the Forum from across Children, Families and Cultural Services to identify economies through shared learning opportunities and resources

Champion professional social work practice and development both within the organisation and at a regional and national level

Participating in quarterly National Principal Social Work Network hosted by the College of Social Work

25. The meetings offer learning and developmental opportunities to PC&FSWs, an opportunity for information transfer and networking with peers in other local authorities and also for Isabelle Trowler, the Chief Social Worker for England, to communicate with practitioners.
26. Attendance at these meetings has provided useful information and has enabled Nottinghamshire County Council to participate in the national debate regarding: development and progress made by other local authorities; Ofsted inspection

(presentation and discussion led by a senior Ofsted inspector and Eileen Munro); and education of social workers.

Participating in the bi-monthly Regional Principal Social Work Network meetings

27. This group has been formed during the last 12 months and is now regularly attended by representatives from Derby, Derbyshire, Lincolnshire and Leicestershire. By participating, Diana has been able to gain an insight regarding local priorities for service improvement.

Collaboration with Local Universities

28. Diana Bentley and the Social Work Practice Consultant Team have facilitated expert lectures regarding child protection, giving students a better understanding of social work practice and participating in research projects. Diana will continue to liaise with local universities to provide expert input into undergraduate and post graduate training courses and participate in research projects.

Provide professional individual and group supervision to social workers to improve practice and maintain an overview of the effectiveness of local social work services

Facilitating Social Work Practice Workshops – Recording (plain English)

29. Diana Bentley facilitated four practice workshops for social workers regarding effective writing using plain English, exploring with social workers how to write reports and case recording and how practice can be improved.

Team Manager of the Social Work Practice Consultant Team (17.5 posts)

30. As the manager of the Social Work Practice Consultant Team, Diana manages the placement and review of Practice Consultants Placements, ensuring that their skills and knowledge are targeted to the areas / teams where this is needed. Diana ensured that the Practice Consultants maintain a high level of skill and knowledge by providing three-monthly supervision to practitioners who have placements with in district teams and monthly supervision for Social Work Practice Consultants who are working in the central team. Diana leads monthly team meetings which all Practice Consultants attend. At these meetings Diana shares current learning and outcomes of audit and performance monitoring and sets priorities for the Social Work Practice Consultants working in fieldwork teams.

Facilitation of two weekly Induction Workshops to Children's Social Care

31. At these sessions new starters to the department are introduced to the departmental structure, team roles and responsibilities, and information regarding practice standards.
32. These workshops have received very positive responses from attendees and in the period 10 October 2013 to 1 October 2014 82 people have attended an induction workshop.

Provide professional support and supervision to senior social care staff and have a lead role in ensuring there are adequate opportunities for peer support and maintenance of professional identity for those social care specialists working in multi-disciplinary teams

Co-facilitation of joint event for Police (Child Abuse Investigation Unit) and CSC Managers

33. The aim of this event was to improve understanding of each agency's roles and responsibilities and therefore create better working relationships.

Facilitation of multi-agency training to Health and Education regarding Private Fostering

34. This event was designed to raise awareness of duties and responsibilities towards children who are privately fostered.

Principal Child and Family Social Worker Priorities for 2015

35. The priorities for 2015 are as follows:

- managing the Social Work Practice Consultant Service, to make sure that there are experienced, competent social workers working in fieldwork teams who have the skills and knowledge required to support the work and to enable professional development of less experienced workers.
- promoting further practice improvement by the development of tools, resources and workshops to develop the skills of the workforce and improve practice in key areas:
 - communicating with children
 - assessment and analysis
 - outcomes-led planning
- supporting with the development and implementation of a single assessment process and introducing a consistent approach to assessments by November 2015.
- Children's Social Care lead representative for NSCB Audit.

Other Options Considered

36. The report is for noting only

Reason/s for Recommendation/s

37. The report is for noting only

Statutory and Policy Implications

38. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such

implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That the Committee notes the progress which has been made by the Principal Child and Family Social Worker.

Steve Edwards
Service Director, Children's Social Care

For any enquiries about this report please contact:

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Constitutional Comments

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

Financial Comments (SS 07/03/15)

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

Background Papers and Published Documents

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

The Munro Review of Child Protection: Final Report A child-centred system (May 2011)

Social Work Health Check Action Plan 2014 – report to Children and Young People's Committee on 16 June 2014

Electoral Division(s) and Member(s) Affected

All.

C0506

20 April 2015**Agenda Item: 06****REPORT OF THE SERVICE DIRECTOR FOR CHILDREN'S SOCIAL CARE
CHILDREN'S SOCIAL CARE TRANSFORMATION PROGRAMME - SOCIAL
WORK PRACTICE PILOT****Purpose of the Report**

1. This report informs the Committee of the progress of the social work practice pilot in Children's Social Care. The report also seeks approval to establish two new fixed-term Senior Social Work Support Officer scale 5 posts from the Children's Social Care budget.

Information and Advice**Social Work Practice Pilot**

2. In a Committee report to Children & Young People's Committee on 8 December 2014, the Committee was informed of the plan to run a six-month pilot in Children's Social Care (CSC). The pilot seeks to prove the concept of a new model of social work practice which will integrate social workers and support workers effectively and measurably, based on need within localities, and thereby reducing the number of agency social work posts required. The report also sought approval in principle to fund the pilot from the Strategic Development Fund in the event that it does not curb costs as anticipated.
3. Approval was obtained for 19 Social Work Support Officer (SWSO) posts to populate the pilot. To date, 11 FTE posts have been recruited to, and interviews will take place to fill the remaining 8 FTE posts by the end of March 2015.
4. The majority of posts have been filled by secondment from Business Support Teams.
5. At the inception of the pilot there was some discussion as to where the 19 posts would report. Initial suggestions proposed that the relevant CSC Team Managers or Service Managers would manage the SWSOs assigned to their teams.
6. However, subsequent discussions with colleagues from Cambridgeshire who have adopted this model of social work practice have recommended that the management of these posts is kept separate from the pilot teams to which they are aligned. This is to ensure a consistency of approach across all pilot teams by:
 - ensuring that changes to the job description are managed across all teams, and that substantial changes are not made to the daily tasks carried out by SWSOs which are dependent on the team to which they are aligned. Whilst it may be appropriate to

amend the job description throughout the pilot to include team-specific tasks, this should be evaluated and agreed by the project steering group and not at a local level

- ensuring that SWSOs are not asked to carry out tasks which are inappropriate and which could contravene safeguarding procedures
 - ensuring that SWSOs are consistently managed and supported across all the pilot teams
 - providing balanced and impartial evaluation of the effectiveness of the SWSO role, in concert with the project team.
7. It is proposed that a new role is created – Senior Social Work Support Officer. A job description has been written and has been submitted for evaluation. The job description, which is available as a background paper, is based on a similar role – Senior MASH Officer - which has been evaluated at a grade 5.
 8. If approved, two Senior SWSOs would be appointed for a fixed-term of seven months to cover the staggered start and end times of the pilots. One Senior SWSO would manage the Bassetlaw District Child Protection Team (DCPT) and Looked After Children (LAC) team SWSOs, and one would manage the Rushcliffe & Broxtowe DCPT and Children’s Disability Service (CDS) Fieldwork team SWSOs.
 9. For the duration of the pilot these two roles would be managed by a CSC Service Manager.
 10. The Senior SWSO roles would also be evaluated during the pilot. If the pilot is successful and is rolled out across the social work estate, learning from the pilot would be incorporated into the future management arrangements for the SWSOs.

Financial Rationale

11. A post at grade 5, including on-costs, is £30,794. A fixed-term contract of seven months would therefore cost £17,963. Two posts would cost £35,926.
12. It is proposed that this cost (£35,926) be contained within the Children’s Social Care budget by utilising existing underspend from vacancy level turnover on social work vacancies.
13. The outcome of the pilot will be brought back to Committee in six months with recommendations for a permanent model.

Risks

14. There is a risk that without close supervision the SWSO role could be used to perform inappropriate tasks within the social work teams, including business support tasks and social work tasks. It is important to ensure that the role of the social work support officer is not compromised or diluted, and that all of their resource directly contributes to increasing social worker capacity. This risk is increased if there is not separate, independent line management of the SWSO role.

Other Options Considered

15. Several other options for the management of the SWSOs have been considered:
- that the SWSOs report in to a Business Support Officer
 - that the SWSOs report in to a CSC Service Manager
 - that the SWSOs report in to the Team Manager of the team to which they are aligned.
16. It is felt that none of the other options would provide the necessary combination of full-time and impartial line management for the SWSOs for the evaluation of the pilots. It is important that the SWSO role will provide the required consistency for the duration of the pilots.
17. The pilots will evaluate the potential longer term management arrangements, if the pilot is successful and considered for wider roll out.

Reason/s for Recommendation/s

18. In order that the development of social work practice can be accomplished which will potentially reduce the department overspend on agency social workers and could go on to contribute to departmental savings budgets. Having Senior Social Work Support Officers overseeing the SWSOs will provide management consistency and support the consistent evaluation of the pilots.

Statutory and Policy Implications

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

Financial Implications

20. It is proposed that this cost (£35,926) be contained within the Children's Social Care budget by utilising existing underspend from vacancy level turnover on social work vacancies.

RECOMMENDATION/S

That:

- 1) the progress of the social work practice pilot be noted.
- 2) the creation of two new fixed-term Senior Social Work Support Officer posts be approved.
- 3) the two fixed-term Senior Social Work Support Officers are recruited against existing underspend from vacancy level turnover on social work vacancies.

Steve Edwards
Service Director, Children's Social Care

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Constitutional Comments (SLB 25/03/15)

21. Children and Young People's Committee is the appropriate body to consider the content of this report. In accordance with the Council's Employment Procedure Rules all proposed changes to staffing structures require HR advice and consultation with the recognised trade unions.

Financial Comments (LCJ 25/03/15)

22. The financial implications of this report are set out in paragraph 20 above.

Background Papers and Published Documents

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

Children's Social Care Transformation Programme – Social Work Practice Pilot – report to Children and Young People's Committee on 8 December 2014

Senior Social Work Support Assistant Job Description & Person Specification

Electoral Division(s) and Member(s) Affected

All.

C0610

20 April 2015**Agenda Item: 07****REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****LEAVING CARE 'FROM CARE 2 WORK' QUALITY MARK****Purpose of the Report**

1. To inform the Committee that Nottinghamshire County Council Leaving Care Service has been awarded the 'From Care 2 Work' Quality Mark for Leaving Care services and provide information regarding this.

Information and Advice

2. From Care2Work is a national project managed by Catch22 which aims to improve employability outcomes for young people leaving care, by creating opportunities with national employers and sharing good practice between local authorities.
3. The From Care 2 Work (FC2W) Quality Mark recognises best practice and is awarded to local authorities and employers who demonstrate their commitment to building the employability skills of children in care and care leavers. It is a local authority's chance to demonstrate the quality of the employability support offered to young people in and from care, and have this endorsed through an independent standard.
4. Quality Marks are highly regarded as a non-legislative means of recognising best practice. In the report 'Education Matters in Care' the All-Party Parliamentary Group for Looked After Children and Care Leavers recommends the FC2W Quality Mark "should be a route by which local authorities can improve their offer to care leavers as well as their rating".
5. To achieve the Quality Mark, local authorities must show how they are meeting the four criteria for the award. These are Commitment, Opportunities, Support and Monitoring.

Education, Employment and Training (EET) for Care Leavers in Nottinghamshire

6. 62% of the 19 year plus age group are engaged in some form of EET, including 11 young people in higher education. Jobs include retail, hospitality, and carer roles. One young person has set up her own business as a dog groomer. Eleven Nottinghamshire care leavers are currently studying at universities across the country and courses include teaching, youth work, engineering, accountancy, communication and linguistics, media production, fine art and social care and health. One young person has recently applied for additional funding from the Authority to support her during her Master's Degree

studies in psychology. Over the past two years three young people have travelled to the USA, Africa and China to do voluntary work.

7. Of the 38% of 19-21 year old care leavers who were not in education, employment or training (NEET):
 - 3% are in custody
 - 10% is due to illness or disability. These are young people who can claim Income Support or Disability Living Allowance due to 'being signed off from work by a GP'. These young people are a mixture of young parents and those with emotional/mental health issues i.e. depression/anxiety/borderline personality disorder/Asperger's.
 - 3% are not known due to contact being lost with them. An example is a former Unaccompanied Asylum Seeker who has moved to London.
8. This leaves 22% of care leavers who are NEET for other reasons. This percentage has stayed fairly consistent over the last three years however it should be noted that this only represents 14 young people and reasons include:
 - multi-generational unemployment or disengagement from education and employment
 - lifestyle - some adult young people actively choose not to work or have chaotic lifestyles which means they cannot maintain accommodation, cannot sustain benefit claims, making decisions based on day to day demands, lack of planning, not seeing or taking account of consequences
 - larger numbers of young people are coming into care post 16 years of age
 - difficult to impact on those young people who have often been disengaged with education for some time already and living in unstable home conditions
 - qualification barriers to some EET provision such as Apprenticeships (need Level 2 equivalent mathematics/English)
 - some young people are not legally allowed to work due to their immigration status (three young people currently).
9. It is not possible to compare these outcomes with previous performance due to the changes made by Government to the data collection criteria, however information from the Who Cares Trust informs us that nationally one third of care leavers are not in education, employment or training compared with 13% of all young people.
10. The Achievement Advisers in the Leaving Care Service have identified a small group of hard to engage young people who are entrenched in unemployment due to their complex needs. These young people are at risk of benefit sanction due to non-compliance with Department for Work and Pension (DWP) requirements regarding job search. Discussions are taking place to improve DWP assessments of these young people and it is hoped that greater use of a joint assessment approach will support these young people in engaging with the DWP work programmes and prevent sanctions.

From Care 2 Work Quality Mark

11. Nottinghamshire Leaving Care Service was awarded the From Care2Work Quality Mark at the end of January 2015. This is awarded to local authorities who aspire to improve the employability options for young people leaving care.

12. Our submission included our work with Nottingham and Nottinghamshire Futures and the NCC Apprenticeship Coordinator who are committed to alert Leaving Care services as soon as new apprenticeship opportunities come on stream and have agreed to accept written evidence of key skills following assessment by a local college in lieu of level two qualifications. This is in recognition that some young people will not have attained qualifications whilst of statutory school age. Futures also deliver annual workshops on applications and interviews for care leavers exploring work options.
13. To complement the apprenticeship opportunities, the Leaving Care Service (working with the Skills for Employment Service) offers a unique work experience opportunity within the Leaving Care Personal Adviser Service. This is a bespoke programme for those young people not yet ready to undertake a full apprenticeship.
14. There is additional support for care leavers who are entrenched in unemployment from the Inspire and Achieve Team at West Notts College and a commitment from the Procurement Team to build in employability opportunities for care leavers to the social value statement included in all new contracts from September 2014.
15. The Achievement Advisers are exploring the employability options that could be offered to Nottinghamshire care leavers by district councils by working with the district council volunteer coordinators. The concept of volunteering as a way to achieve employability skills is well established and young people have been successfully linked with the Worldwide Volunteering Scheme.
16. Achievement Advisers have identified young men in prison as a particularly challenging group and a project is in planning to support young men prior to release to break down barriers to accessing education, employment and training opportunities.
17. Accommodation needs of care leavers can impact significantly on young people's ability to maintain education, employment or training and Nottinghamshire is strong in this area with 75% of its care leavers in suitable accommodation. The principle of Staying Put is well established in Nottinghamshire and our policy allows young people to remain in their foster placement post 18 years during the academic year in which the young person turns 18 in order to minimise the impact of different funding arrangements at this crucial time.

Other Options Considered

18. The report is for noting only.

Reason/s for Recommendation/s

19. The report is for noting only.

Statutory and Policy Implications

20. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such

implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That the Committee notes that the Leaving Care Service has been awarded the 'From Care 2 Work' Quality Mark for Leaving Care services.

Steve Edwards
Service Director, Children's Social Care

For any enquiries about this report please contact:

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Constitutional Comments

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

Financial Comments (SS 18/03/15)

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

Background Papers and Published Documents

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

Summary of From Care 2 Work

Education Matters in Care: All-Party Parliamentary Group for Looked After Children and Care Leavers – July 2012

Staying Put policy – December 2014

http://nottinghamshirechildcare.proceduresonline.com/chapters/p_staying_put.html

Electoral Division(s) and Member(s) Affected

All.

C0572



20 April 2015

Agenda Item: 08

**REPORT OF THE CHILDREN'S COMMISSIONER AND CONSULTANT IN
PUBLIC HEALTH**

FAMILY NURSE PARTNERSHIP

Purpose of the Report

1. To inform the Committee of progress to date on the delivery of the Family Nurse Partnership Programme (FNP) in Nottinghamshire.
2. To seek approval of the proposed expansion of the FNP programme, including investment proposals and recommendations for targeting of additional resources.

Information and Advice

3. FNP is a licenced, evidenced-based, intensive nurse led prevention and early intervention programme for vulnerable first time young parents and their children. FNP commenced delivery in February 2013 and is currently available for a maximum of 200 clients.
4. The referral and acceptance criteria for FNP are as follows:
 - all first time mothers aged 19 years and under at Last Menstrual Period (up to 18 yrs 11 months)
 - resident within Nottinghamshire
 - clients are preferably notified by 16 weeks to the FNP team but no later than 24 weeks gestation and recruited to FNP no later than 28 weeks.
5. A report was presented to the Children's Trust Board at the meeting on 8 December 2014, detailing the positive progress that had been achieved since the programme's inception. The report also highlighted the gap between the service capacity and the eligible population. At the time of the report, 287 eligible clients had been turned down or not considered for the programme. The original programme commissioned locally provided coverage to just 14% of the eligible population compared to 25% nationally.
6. A recent review of parenting programmes by Nottinghamshire County Council's Children, Families and Cultural Services department recognised the strong evidence-base for FNP and in recognition of this and the limited capacity, FNP has been identified as a priority area for additional investment.

Additional investment

7. Funding from the Supporting Families programme totalling £1.5m has been identified to enable the expansion of the current programme in Nottinghamshire, subject to approval of the Committee. This proposal will enable Supporting Families reserves generated by payment by results income (following the successful delivery of the programme during phase 1) to be reinvested in evidenced-based interventions for vulnerable young people.
8. Further NHS funding of £142,000 has also been secured by NHS England North Midlands (previously NHS England Derbyshire and Nottinghamshire Area Team) to support the expansion, including training and programme deliver costs. Further NHS support has been secured from Public Health England and the Department of Health, to provide training and support for the expanded service.
9. The funding is expected to provide 175 extra places over the next 3½ years and increase coverage to approximately 25%, in line with the national coverage.

Expansion options

10. Discussions between the Local Authority and provider managers have taken place to consider options for the proposed expansion. It is recognised that despite the additional investment, the service will still only be available to 25% of the eligible population and targeting options have been explored.
11. Consideration was given to revising the referral and acceptance criteria (see paragraph 4) to further target the most vulnerable young parents. Options included reducing the age to under 18s, prioritising priority groups such as looked after children, and targeting those mothers with fewer than 5 A-C GCSEs. Colleagues, however, concluded that such factors did not necessarily increase vulnerability as these cohorts would also been in receipt of other targeted or specialist services.
12. The national FNP Unit has also shared their concerns regarding further targeting. They reiterate that the evidence base for FNP is based on the referral and acceptance criteria and deviation from this may impact on the efficacy of the evidence. The programme must also be delivered in accordance with the licence which is strictly monitored.
13. Equity of current programme resources and staffing has been considered and this has highlighted potential inequity. Clinical Commissioning Groups (CCGs) originally provided funding for the programme i.e. two Family Nurses in each CCG area, however, this was not based on need / teenage pregnancy rates. This means, for example, rates of teenage pregnancy are highest in Mansfield and Ashfield though the coverage is the lowest. Colleagues proposed that additional investment should enable equity of provision across all localities.
14. It is therefore recommended that:
 - a. current referral and acceptance criteria remain the same in line with the evidence-base
 - b. additional investment is distributed in an equitable way to enable 25% coverage across all localities

15. Subject to approval of the Committee, recruitment and training to new Family Nurses will take place between April and September 2015, with clients being on enrolled into the programme from October 2015. Family Nurses will grow caseloads to a maximum of 25 clients over a 12-month period, in line with the programme licence requirements.

Other Options Considered

16. Other programmes were considered as part of the review of parenting programmes, however the evidence base for FNP was considered the strongest.

Reason/s for Recommendation/s

17. As noted, there is widespread acknowledgement that the FNP has a strong evidence base and is a highly effective programme for vulnerable teenage parents and their children. The opportunity to build on an established and successful programme also enables the programme to be implemented easily and in-year.

Statutory and Policy Implications

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

Financial Implications

19. Nottinghamshire County Council's Children, Families and Cultural Services department has committed £1.5m to support the expansion of the programme. NHS England North Midlands has committed £142,000. In total, there is a budget of £1.642m over 3½ years and this will support recruitment to 1 FTE FNP Supervisor, 7 FTE Family Nurses and 1 FTE Administrator.

RECOMMENDATION/S

That the Committee:

- 1) notes the progress to date on the delivery of the Family Nurse Partnership
- 2) approves the proposed Nottinghamshire County Council investment of £1.5m over 3½ years to support the expansion of the Family Nurse Partnership, as set out in paragraph 19
- 3) approves the proposed targeting of resources to ensure equity of programme coverage across districts.

Dr Kate Allen
Children's Commissioner and Consultant in Public Health

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Constitutional Comments (SLB 08/04/15)

20. Children and Young People's Committee is the appropriate body to consider the content of this report.

Financial Comments (SS 08/03/15)

21. The financial implications of this report are set out in paragraph 19 above.

Background Papers and Published Documents

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

Family Nurse Partnership Progress Report – report to Children and Young People's Committee on 8 December 2014

Electoral Division(s) and Member(s) Affected

All.

C0613

20 April 2015

Agenda Item: 09

REPORT OF THE ACTING CORPORATE DIRECTOR, CHILDREN, FAMILIES AND CULTURAL SERVICES

THE TROUBLED FAMILIES PROGRAMME IN NOTTINGHAMSHIRE

Purpose of the Report

1. This report provides further information for noting on the development of the Government's Troubled Families Programme in Nottinghamshire and seeks approval of the Nottinghamshire Families Outcomes Plan.

Information and Advice

2. The Department for Communities and Local Government has recently confirmed the intention for the Troubled Families Programme to be extended for a further five years with another 400,000 families being supported to achieve positive outcomes.
3. The extended Troubled Families Programme will retain the first programme's focus on families with multiple high cost problems and will continue to include families affected by poor school attendance, youth crime, anti-social behaviour and unemployment. However, it will also reach out to families with a broader range of problems.
4. To be eligible for the expanded programme, each family must have at least two of the following six problems:
 - parents or children involved in crime or anti-social behaviour
 - children who have not been attending school regularly
 - children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan
 - adults out of work or at risk of financial exclusion or young people at risk of worklessness
 - families affected by domestic violence and abuse
 - parents or children with a range of health problems.
5. Families should be prioritised for inclusion in the programme on the basis of the following:
 - they are families with multiple problems who are most likely to benefit from an integrated, whole family approach; and
 - they are families who are the highest cost to the public purse.

6. Central government funding for the Programme consists of two separate streams:
- firstly, by demonstrating either significant and sustained progress or continuous employment with 5260 families. Each family's achievement of 'significant and sustained' progress will be assessed against a locally defined Troubled Families Outcomes Plan.
 - secondly, to integrate and transform local public services, evidenced through participation in the Programme's National Impact Study, the submission of Family Progress Data and completion of the Programme's Costs Savings Calculator. The local authority will receive a Service Transformation Grant, weighted towards their total number of families, to support this work.

Progress to date

7. Following a number of multi-agency workshops a proposed Nottinghamshire Families Outcome Plan has been produced, attached as **Appendix 1**, which the Committee is asked to approve.
8. The integration and transformation of our Early Help services has been agreed by this committee and the new service is expected to be launched on 1 November 2015.
9. Systems and tools to collect and analyse the appropriate data are under consideration and will make use of the new single assessment and development of Frameworki to maximize the quality of data obtained. It should be noted that colleagues from Children's Social Care and Youth Justice services will also be required to collect data for families for whom they are the lead agency.

Reason/s for Recommendation/s

10. To establish a Nottinghamshire Families Outcomes Plan against which the progress of families can be assessed.

Statutory and Policy Implications

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

Financial Implications

12. There are no financial implications arising from this report.

RECOMMENDATION/S

That the Committee:

- 1) notes the development of the Government's Troubled Families Programme in Nottinghamshire
- 2) approves the proposed Nottinghamshire Families Outcomes Plan, attached as **Appendix 1**.

Derek Higton
Acting Corporate Director - Children, Families and Cultural Services

For any enquiries about this report please contact:

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Constitutional Comments (LM 25/03/15)

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

Financial Comments (CDS 24/03/15)

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

Background Papers and Published Documents

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

The Troubled Families Programme in Nottinghamshire – update – report to Children & Young People's Committee on 12 January 2015

Changes to Early Help staffing structures – report to Children & Young People's Committee on 9 March 2015

Electoral Division(s) and Member(s) Affected

All.

C0606

Nottinghamshire Families Outcome Plan

Background

We are coming to the end of the initial Supporting Families Programme; this document sets out our ambitions for the extended programme of work under the government's Troubled Families agenda, linking it to existing strategic plans.

The extended Troubled Families agenda will continue to focus on families with multiple high cost problems and include families affected by poor school attendance, youth crime, anti-social behaviour and unemployment. However, it will also reach out to families with a broader range of problems.

The inclusion of families into the programme will be based upon a cluster of six headline problems. Below each of these problems sits a basket of criteria, which will be used to identify families with these problems.

To be eligible for the expanded programme, each family must meet criteria which are described under at least two of these six headlines:

1. Parents or children involved in crime or anti-social behaviour.
2. Children who have not been attending school regularly.
3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.
4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness.
5. Families affected by domestic violence and abuse.
6. Parents or children with a range of health problems.

This Outcomes Plan draws together strategic priorities from across a range of local public services and what this authority and partner agencies aim to achieve with each family.

Nottinghamshire covers an area of 805 square miles with a population of approximately 796,200 according to the 2011 Census. Nottinghamshire County Council governs the county area and works closely with other local councils - including district borough, town and parish councils - to deliver public services in the most cost effective way.

There are seven districts within the County, with the following population figures:

Ashfield	119,497
Bassetlaw	112,863
Broxtowe	109,487
Gedling	113,543
Mansfield	104,466
Newark and Sherwood	114,817
Rushcliffe	111,129

There are several other public sector bodies which serve Nottinghamshire including:

- Nottinghamshire Police
- Nottinghamshire Fire and Rescue Service
- East Midlands Ambulance Service (a regional body which includes Nottinghamshire)
- National Probation Service
- The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company Limited

For health services, there are six Clinical Commissioning Groups (CCGs) in the county: Bassetlaw, Gedling and Hucknall, Highpoint (which covers Ashfield and Mansfield), Newark and Sherwood, Nottingham West (which covers Broxtowe), and Principia (which covers Rushcliffe).

The County Council has approximately 107,000 school aged children being educated in over 340 primary and secondary schools

At the end of December 2014, Nottinghamshire at 1.9% had the lowest rate of 16-19 year olds not in education, training or employment (NEET) amongst our statistical neighbours. The Statistical Neighbour average was 4.4% and we were also below the England Average (4.7%) and the Regional Average (4.4%).

The January 2015 NOMIS Adult Unemployment figures puts unemployment of Nottinghamshire residents aged 16-64 years at 6.2% with 1.8% of that age group being JSA claimants.

We want Nottinghamshire to be a place where children are safe, healthy and happy, where everyone enjoys a good quality of life and where everyone can achieve their potential. Continually seeking to improve outcomes for children, young people and their families is the drive for service transformation and effective, efficient multi agency working. Together we aim to improve the lives and reduce the costs associated with families who have multiple and complex problems and who place the greatest demand on public services.

Outcomes are not exclusive to a particular theme. There are some outcomes in the framework which are interchangeable. For example, a family may be identified on the basis that the household includes a teenager who goes missing (children in need of help), but the family may also achieve the outcome of returning that teenager to education (children who have not been attending school regularly).

Families to be worked with through the programme will be identified based on an initial assessment of need and in line with the headline problems. We will use data and quality assurance processes to check that we are working with all of the families who are eligible and require a service. For families that meet the eligibility criteria there will be a minimum of two headline problems that need to be addressed. Where an additional headline problem or problems arise or are disclosed during the course of the intervention these must also be addressed.

As part of the whole family assessment and planning process the lead professional will work with the family to identify all issues which need to be addressed. This will then form the basis of a holistic plan, agreed with the family plan and aimed at addressing need and improving outcomes across the range of issues present. We will seek to work with the family to address, and sustain positive change, with each and every assessed issue in the family measured by the “significant progress” indicators below. Addressing the range of problems or a sustained return to work by a family member will allow the local authority to claim payment from central government. We will use both data and softer measures for measuring change, for example the scales that examine a families health and functioning, to decide whether outcomes have been reached. Some of the agreed targets for families will be specifically tailored to recognise the different starting point and the severity of the difficulties that families may have to overcome.

1. Parents and children involved in crime or anti-social behaviour

Strategic goal	For Nottinghamshire parents and children not to be involved in crime or ASB
Measures	A reduction in levels of crime and ASB committed by parents and children on the programme

Substantial change	Baseline measure	Significant progress	Sustained Progress	Source of information
Reduction in frequency and severity of offending amongst under 18s in the family	Number and gravity score of offences over previous 12 months. Current assessed level of risk of serious harm where this is relevant.	Number of offences has reduced by at least 33%. Gravity score of offences is lower than previous 12 months Level of risk of serious harm is lower than at start of current intervention	6 months	Youth Justice; Police
Reduction in frequency and severity of offending amongst over 18s in the family	Number and gravity score of offences over previous 12 months.	Number of offences has reduced by at least 33%. Gravity score of offences is lower than previous 12 months	6 months	Probation; CRC; Police
Increase in completion of court orders and licences	Frequency of failure to comply with order or licence	Not returned to court for non-compliance	Duration of order or licence or 6 months whichever is shorter	Youth Justice; Probation; CRC
	Current assessed risk of offending due to substance misuse	Compliance with order requirements	Duration of order or 6 months if shorter	Youth Justice; Probation; CRC
Decrease in family involvement in ASB	Number of reports of ASB over previous 6 months	Number of reports of ASB reduced by 60%	6 months	District & Borough Councils; Police, Fire Service
	Number & gravity of ASB intervention	Successful compliance with ASB intervention	6 months	District &

	over previous 6 months			Borough Councils; Police
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2. Children who have not been attending school regularly

Strategic goal	Nottinghamshire to be a place where children grow up free from deprivation and disadvantage, and where birth and social background do not hold people back from achieving their potential.
Measures	Children are school ready Increase in school attendance Reduction in school exclusions Children and young people in Nottinghamshire feel safe from bullying Children Electively Home Educated will receive effective home education which is suitable provision for the child, given their age, capability, prior attainment and context Reduction in the attainment gap between disadvantaged children and young people and their peers

Substantial change	Baseline measure	Significant progress	Sustained Progress	Source of information
All children in the family are receiving suitable full-time education and attendance levels are consistently high	% of possible school sessions missed in the last 3 consecutive school terms, prior to intervention (per child in the	Each child in the family has had less than 10% school absences	Over the last 3 consecutive terms	School; Central records
	Number of fixed-term exclusions in the last 3 consecutive school terms, prior to intervention (per child in the family).	Each child in the family has had less than 3 fixed term exclusions	Over the last 3 consecutive terms	School; Central records
	Assessment of Electively Home Educated provision by EHE adviser	Each child is receiving education judged as suitable	Over last 3 terms	EHE service
Pre-school age children are receiving suitable support to be ready for school	Suitable pre-school provision	Engagement with & attendance at pre-school provision	Over last 2 terms	Early years provision

3. Children who need help

Strategic goal	We will work together to ensure that children are effectively protected and supported and that children stay with their families wherever this is possible and safe for them.
Measures	<p>Percentage of Children and Young People having their needs met by the Family Service increases</p> <p>Reduced re-referrals to Children's Social Care</p> <p>Reduction in numbers of children and young people requiring a child protection plan</p> <p>Reduction in the number of children requiring a child in need plan</p> <p>Fewer children who have child protection plans that last for two years or more or who need to have a child protection plan more than once</p> <p>Families not disadvantaged from 'new and emerging' communities</p> <p>Reduction in teenage pregnancies</p> <p>Reduction in the numbers of children accommodated by Nottinghamshire County Council</p> <p>Reduction in numbers and frequency of young people going missing</p> <p>Ensure 85% of eligible 2 year olds access early education entitlement</p> <p>Increased the percentage of children achieving a good level of development at the foundation stage</p> <p>Fewer families meet Troubled Families Criteria (South)</p>

Substantial change	Baseline measure	Significant progress	Sustained Progress	Source of information
Children who have been on a child protection plan stay safe and achieve good outcomes	Safeguarding status at start of intervention	No further requirement to have a children in need plan or child protection plan and the case is closed or stepped down to Early Help	6 months	Social Care Records
Families assessed as requiring help have improved the likelihood of meeting desired outcomes	Family score on chosen wellbeing tool	Improved score on chosen wellbeing tool	8 months	Lead Professional
	Repeat referrals to MASH or EHU	Reduction in number of referrals to MASH or EHU by at least 50%	8 months	MASH & EHU
	Family assessed as eligible for Early Years Entitlement not accessing provision	Family is accessing Early Years Entitlement and attending regularly	4 months	Lead Professional
Children who have gone missing or are assessed as being at risk of sexual exploitation stay safe	Reports of going missing incidents	Reduction in going missing episodes.	4 months	Children Going Missing
	Identification as being at risk of sexual exploitation	Engagement with appropriate services by young person and parents	4 months	Lead professional

4. Adults out of work or at risk of financial exclusion and young people at risk of worklessness

Strategic goal	To work together to reduce levels of child poverty and to mitigate the effects of child poverty on children, young people and families, as well as on future generations.
Measures	<p>Young people are supported to reach their potential</p> <p>More young people will be in work, education or training</p> <p>Percentage of young people who have attained a full Level 3 qualification by 19 whose education, employment or training destination is not known</p> <p>Reduction in the number of young people identified using the Risk of NEET Indicator</p> <p>Reduction in families dependant on work related benefits</p> <p>Reduction in numbers of families with unmanageable debt which puts them at risk of eviction</p>

Substantial change	Baseline measure	Significant progress	Sustained Progress	Source of information
Adults dependant on work related benefits progress along pathway to work	DWP record of benefit claims	<p>An adult within the family has moved off out-of-work benefits into continuous employment</p> <p>or</p> <p>An adult in the family is taking recognised steps to prepare for work</p>	<p>From JSA (26 weeks) from ESA, IS, Incapacity, Carer's allowance, Severe Disablement (13 weeks)</p> <p>4 months</p>	<p>DWP records & DWP secondees</p> <p>DWP secondees, Lead Professional</p>
Young person at risk of becoming NEET does not become NEET	Assessment as being at risk of becoming NEET by school	Engages with career planning progress and enters EET on leaving school	4 months	ETE staff, Lead professionals, DWP secondees
Young people who are NEET go into EET	Identified as being NEET by Family Service	Engages with carer planning process and takes recognised steps to enter EET	4 months	ETE staff, Lead professionals, DWP secondees
Families who had been experiencing financial difficulties are supported and more able to budget successfully	Disclosure of family debt	Engage with support offered and adhere to appropriate plan to deal with debt	8 months	Lead professional, Debt advisers
	Risk of homelessness due to rent areas	Engage with support offered and avert eviction by adhering to appropriate debt	4 months	Lead professional,

		management plan		Debt advisers, Housing Provider
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5. Families affected by domestic violence and abuse

Strategic goal	Increase the number of families, who are affected by domestic violence and abuse, that receive appropriate & timely support.
Measures	<p>The target of an absence of domestic abuse incidents in a family is ambitious and in some circumstances we may want to see reported incidents go up before the problem improves.</p> <p>Increased reporting of domestic abuse but reduced severity of that abuse as measured by repeat victimisation and risk level analysis</p> <p>Children will stay with their families wherever this is possible and safe for them</p> <p>Improving services to support victims of domestic abuse</p>

Substantial change	Baseline measure	Significant progress	Sustained Progress	Source of information
Families identified by professionals to be at high risk are supported and family members feel safer	Referral to MARAC	Engagement with support services and no re-referral to MARAC	8 months	MARAC, Well-being tool
Where a family is engaging with support services that there is a reduction in police call outs to the family home for domestic issues	Police call out in the last 12 months	Reduction by 60% in police call outs	8 months	Police, District & Borough Councils, Social Care
The perpetrator has reflected on their behaviour and wants to change	Perpetrator charged with offence or self-identified	The perpetrator has successfully completed a recognised rehabilitation programme and no repeat victimisation	8 months	Probation or service provider
Family feel safe & confident	Disclosure of current domestic abuse	Family have engaged with programme of support and have safety plan in place	8 months	Lead Professional, Well-being tool
	Disclosure of historical domestic abuse	Family are able to move forwards and achieve good outcomes	4 months	Lead Professional, Well-being tool

6. Parents and Children with a range of health problems

Strategic goal	Work together to enable the people of Nottinghamshire to live longer, be healthier and have a better quality of life, especially in the communities with the poorest health.
Measures	<p>Improve children and young people's health outcomes through the integrated commissioning of services</p> <p>Deliver integrated services for children and young people with complex needs or disabilities</p> <p>Reduce the number of people who are overweight and obese</p> <p>Reduce sexually transmitted disease</p> <p>Reduce unplanned pregnancies</p> <p>Improve the quality of life for carers by providing appropriate support for carers and the cared for</p> <p>Provide coordinated services for people with mental ill health</p> <p>Young people access high quality, safe and enjoyable positive social education activities outside of the school day</p> <p>Increase the percentage of successful treatment completions for substance users</p> <p>Decrease hospital admissions caused by unintentional and deliberate injuries in children aged 0 -14 years</p>

Substantial change	Baseline measure	Significant progress	Sustained Progress	Source of information
Increased confidence to access appropriate health care services	Assessment by Lead Professional	Attendance at & engagement with appropriate health services	8 months	Lead Professional
Families who initially needed help to keep children safe at home make changes to increase the safety of the home environment	Assessment by Lead Professional	Changes put in place to increase safety of family	8 months	Housing providers, Substance misuse services, Fire service, Health visitor
Children start school healthy, and ready to learn	Under 5 assessed as not achieving developmental targets	Attendance at Early Years provision	8 month	Early Years Provision Health Visitor FNP
	Poor record of attendance for health checks & immunisations	No missed immunisations for babies and children recorded by Health visitors		
New parents feel supported and confident in their ability to provide good parenting	Assessment by midwife or health visitor	Engagement with FNP	8 months	FNP, Health visitor, Drug services, Children's Centre Well-being tool
		Engagement with support services relevant to their need		
Families where a family member has long term illness are receiving appropriate support	Assessment by health professional or lead professional	Engagement with appropriate health services	4 months	Health professional, lead professional,
		Engagement with appropriate support services	4 months	

		Appropriate benefits being paid	4 months	DWP secondee, Children's Centre, Well-being tool
Children & young people enjoy healthy & safe lifestyles	Assessment by health professional or lead professional	Access to and engagement with appropriate health & well-being services	4 months	School age nursing services, youth service, Children's Centre, Well-being tool
		Access to & engagement with appropriate play and youth service provision		

20 April 2015**Agenda Item: 10****REPORT OF THE SERVICE DIRECTOR, EDUCATION STANDARDS AND
INCLUSION****UNDER-16 HOME TO SCHOOL TRANSPORT POLICY AND POST-16
TRANSPORT POLICY - 2015/2016 ACADEMIC YEAR****Purpose of the Report**

1. The purpose of this report is to invite the Committee to comment on the proposed amendments to the following and recommend the revised policies to Policy Committee for approval at its meeting on 20 May 2015:
 - a) Under-16 Home to School Transport Policy
 - b) Post-16 Transport Policy.

Information and Advice

2. Nottinghamshire County Council is required to publish its Under-16 Home to School Transport Policy and Post-16 Transport Policy in accordance with the Education and Inspections Act 2006, which built on provisions in the Education Act 1996. Where amendments are proposed, these must be subject to consultation and the agreed new policies published by 31 May each year. The proposed amendments to the policies are outlined below. Copies of the proposed policies are available as background papers.

Under-16 Home to School Transport Policy 2015/16 academic year

3. The Under-16 Home to School Transport Policy sets out the County Council's provision of school transport services and travel assistance for pupils aged 4-16 years. It sets out the criteria for:
 - eligibility for travel assistance
 - how parents/carers may apply
 - how decisions are made
 - the type of assistance that may be available
 - how parents/carers may appeal against decisions they are unhappy with.
4. The Under-16 Home to School Transport Policy has the following proposed amendments:

a. Section 4.5 Single parents/carers and dual parental homes

Where a pupil's parents/carers live at different addresses it is proposed to make it clear which address will be regarded as the pupil's home address for the purposes of determining transport eligibility.

The following sentence will be added to this section:

'This will normally be the address where the child spends three or more school nights (Sunday – Thursday).'

This sentence is consistent with the definition of home address given in the Council's 'Admissions to schools - guide for parents 2015-2016' booklet.

b. Section 5.2.2. Medical Grounds

A minor change is proposed in respect of pupils applying for transport due to a temporary incapacity. Pupils will be required to include in their application an estimate of how long the temporary incapacity is likely to last.

c. Section 3.3 Behaviour and Attendance Service – Learning Centres

It is proposed to change this paragraph to reflect the organisational changes to the Behaviour and Attendance Service. The paragraph now refers to all pupils who are not on a school roll whose education is the responsibility of the County Council and their eligibility and entitlements to travel assistance.

d. Appendix A Special Educational Needs and Disability Travel Policy

i. The introduction of personal budgets will mean that an eligible pupil's travel entitlement will not necessarily mean they will receive transport provided by the Council. To reflect the more creative ways a pupil's entitlement to assistance with travel to school might be delivered, it is proposed that the term 'special transport' be replaced with 'travel assistance'.

ii. There are a number of grammatical changes to emphasise that transport entitlement for students with special educational needs and/or disability is considered in accordance with the Home to School Transport Policy. The appendix has also been updated to include references to Education, Health and Care Plans rather than statements.

iii. Other than in exceptional circumstances a student would be expected to meet the transport at a designated and safe pick-up point. It is proposed to add a paragraph to emphasise that transport is not normally provided to and from the home address.

The following will be added to Appendix A:

"Where special transport is provided this will normally be to and from a designated collection/drop off point located within one mile of the home address.

A pick up and/or drop off at home will only be provided in exceptional circumstances; additional medical information may be required to support the request.”

- iv. It is proposed to add a paragraph concerning the Council’s programme of independent travel training to clarify that students who successfully complete the programme would be expected to travel independently and would not be entitled to special transport from the Council.

The following sentence will be added to this section:

“Pupils/students who have successfully completed the ITT programme will be enabled to make this journey to school independently. Special transport will not be provided for these pupils/students unless their circumstances change significantly.”

Post-16 Transport Policy 2015/2016 Academic Year

5. The Post-16 Transport Policy consists of a travel scheme which aims to enable post-16 students to access education. The scheme is available to all Nottinghamshire County residents who meet the qualifying criteria. Where the County Council determines that a student has a special transport need this will be provided for.
6. The Post-16 Transport Policy for the Academic Year 2015/2016 has the following amendments.
 - a. The introduction of personal budgets will mean that an eligible student’s transport entitlement will not necessarily mean they will receive transport provided by the Council. To reflect the more creative ways a student’s entitlement to assistance with transport might be delivered, it is proposed to describe a student’s entitlement as a ‘*travel solution*’.
 - b. Other than in exceptional circumstances a student would be expected to meet the transport at a designated and safe pick-up point. It is proposed to add a paragraph to emphasise that transport is not normally provided to and from the home address.

The following sentence will be added to this section:

‘Where special transport is provided this will normally be to and from a designated collection/drop off point located within one mile of the home address. A pick up and/or drop off at home will only be provided in exceptional circumstances; additional medical information may be required to support the request.’

- c. It is proposed to add a paragraph concerning the Council’s programme of independent travel training to clarify that students who successfully complete the programme would be expected to travel independently and would not be entitled to special transport from the Council.

The following sentence will be added to this section:

'Students who have successfully completed the ITT programme will be enabled to make their journey to school/college independently. Special transport will not be provided for these students unless their circumstances have changed significantly.'

Consultation process

7. Public consultation on the changes to the Under-16 Home to School Transport Policy and the Post-16 Transport Policy was undertaken from Friday 13 February to Sunday 22 March 2015. The current policies together with a summary of changes were available on the Nottinghamshire County Council website during the consultation period.
8. Additional engagement on the amendments to the policies was undertaken prior to and during the public consultation period with key stakeholders which included Nottinghamshire Schools, Nottinghamshire Colleges and neighbouring Councils.
9. Written responses were invited to the proposals outlined in the consultation.

Consultation responses

10. There were two responses to the consultation:
 - a parent expressed concern that pupils are normally expected to join and leave transport at a designated pick-up/drop-off point, rather than from the home address. This arrangement is normal practice for home to school transport across local authorities. It was the subject of a recent court case ((1) *M and (2) W v London Borough of Hounslow (2013)*) which confirmed that this arrangement was lawful, whilst recognising that in some cases it would not be reasonable to expect a pupil to go to a designated point away from the home address
 - the head teacher of a special school raised some operational queries with regard to the Council's scheme of independent travel training. These were answered by the officer responsible for the scheme.

Other Options Considered

11. The option to make no changes to the Under-16 Home to School Transport Policy and the Post-16 Transport Policy was rejected as modest proposals are considered necessary in the interests of transparency, to clarify existing practice or to bring specific provisions in to alignment.

Reason/s for Recommendation/s

12. It is a requirement that the local authority reviews the Under-16 Home to School Transport Policy and the Post-16 Transport Policy each year. The two policies have been reviewed and amended for the reasons stated in the report. The proposed policies meet the statutory requirements of the local authority to provide transport to pupils and students in Nottinghamshire.

Statutory and Policy Implications

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

Implications for Service Users

14. Most of the changes proposed clarify existing provisions and are intended to make the policy clearer to service users. It is not anticipated that the effect on service users will be significant.
15. The inclusion in the policy of a paragraph about the Council's scheme of independent travel training reflects a theme of promoting support for children and young people in developing their life skills and independence.
16. The introduction of personal budgets, whilst still in its early stages, will bring more creative ways to address transport provision.

Financial Implications

17. There are no anticipated additional costs relating to the proposed changes to the Under-16 Home to School Transport Policy and the Post-16 Transport Policy.

Public Sector Equality Duty Implications

18. As part of the process of making decisions and changing policy, public authorities are required by law to think about the need to:
 - Eliminate unlawful discrimination, harassment and victimisation.
 - Advance equality of opportunity between people who share protected characteristics (as defined by equalities legislation) and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
19. Equality Impact Assessments (EIAs) are a means by which a public authority can assess the potential impact that proposed decisions / changes to policy could have on the community and those with protected characteristics. They may also identify potential ways to reduce any impact that a decision / policy change could have. If it is not possible to reduce the impact, the EIA can explain why. Decision makers must understand the potential implications of their decisions on people with protected characteristics.
20. An EIA has been undertaken and is available as a background paper. Decision makers must give due regard to the implications for protected groups when considering this report.

Human Rights Implications

21. The provisions of the Equality Act 2010 and the European Convention on Human Rights are recognised throughout and in particular in sections relating to Special Educational Needs and Disability.

RECOMMENDATION/S

That:

- 1) the Committee comments on the proposed amendments to the Under-16 Home to School Transport Policy 2014/2015 and recommends the revised policy to Policy Committee for approval at its meeting on 20 May 2015
- 2) the Committee comments on the proposed amendments to the Post-16 Transport Policy 2014/2015 and recommends the revised policy to Policy Committee for approval at its meeting on 20 May 2015.

John Slater

Service Director, Education Standards and Inclusion

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Constitutional Comments (LM 23/03/15)

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

Financial Comments (SS 18/03/15)

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

Background Papers and Published Documents

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

Under-16 Home to School Transport Policy 2015/2016
Post-16 Transport Policy 2015/2016
Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

All.
C0602



20 April 2015

Agenda Item:11

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES**

WORK PROGRAMME

Purpose of the Report

1. To consider the Committee's work programme for 2015.

Information and Advice

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

Other Options Considered

4. None.

Reason for Recommendation

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

Statutory and Policy Implications

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

RECOMMENDATION

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

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

For any enquiries about this report please contact:

Alison Fawley
Democratic Services Officer
T: 0115 993 2534

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All.

CHILDREN & YOUNG PEOPLE'S COMMITTEE - WORK PROGRAMME 2014-15

REPORT TITLE	BRIEF SUMMARY OF AGENDA ITEM	LEAD OFFICER
18 May 2015		
Performance reporting (2014/15) – Services for Children and Young People	Annual performance report	Celia Morris
A Strategy for Closing the Educational Gaps in Nottinghamshire – six month review	Six monthly review report	John Slater
Admissions process and key themes from School Adjudicator's annual report 2014		John Slater
Children's Services Health Check		Derek Higton
Nottinghamshire CAMHS Pathway Review update	Quarterly information report	Kate Allen
Healthy Child Programme – commissioning plans	For noting	Kate Allen
Nottinghamshire Children's Trust Early Help Development Plan 2013-16: six monthly update		Derek Higton
Nottinghamshire Childcare Sufficiency Assessment 2015		Derek Higton
Arts and Music Services for Young People: new operating model – governance	For decision	Derek Higton
Young Carers update		Derek Higton
Music Tuition Remissions Policy		Derek Higton
Policy & process guidance for Discretionary Payments towards the provision of major adaptations to service users' homes	For decision	Steve Edwards
Looked After Children and Care Leavers Strategy 2015-18		Steve Edwards
Establishment of post – Independent reviewing Officer (Foster Care)	For decision	Steve Edwards
National Children and Adult Services Conference 2015	For decision	Derek Higton
Work Programme		Derek Higton
15 June 2015		
Exceptional payments for school clothing and footwear 2014/15	Annual determination	John Slater
School holiday and term dates for Local Authority maintained schools in Nottinghamshire for 2016/17, 2017/18 & 2018/19	For decision	John Slater
Small Schools Working Group report		John Slater

REPORT TITLE	BRIEF SUMMARY OF AGENDA ITEM	LEAD OFFICER
Children's Social Work Health Check Action Plan 2015 – progress report	Progress report.	Steve Edwards
Youth Justice Plan 2015-16		Derek Higton
Non-attendance at school – change to threshold for fines	For decision	Derek Higton
Authority governor appointments and reappointments and Local Authority governor appointments to school governing bodies	Quarterly report on appointments made	John Slater
Work Programme		Derek Higton
13 July 2015		
Rota Visits to children's homes	Six monthly report	Steve Edwards
School Capital Programme update	Six month update report	Derek Higton
Nottinghamshire Child and Family Poverty Strategy annual performance report	Annual update	Derek Higton
Countywide youth work activity		Derek Higton
Children who go missing from home or care: end of year report 2014/15	For information	Steve Edwards
Child Sexual Exploitation update	Six monthly update report	Steve Edwards
Nottinghamshire CAMHS Pathway Review update	Quarterly information report	Kate Allen
Nottinghamshire Children's Trust	Annual officer group report	Derek Higton
Members' visit to Outdoor & Environmental Education residential centres	For decision	Derek Higton
National Children and Adult Services Conference 2015	For decision	Derek Higton
Work Programme		Derek Higton
To be placed		
Social Work Retention Strategy		Steve Edwards
Integrated assessment framework	For noting	Derek Higton
Child Sexual Exploitation – Members scrutiny arrangements		Steve Edwards
CSC Transformation Programme – outcome of social work practice pilot		Steve Edwards
Multi-Agency Safeguarding Hub – information sharing		Steve Edwards
Nottinghamshire CAMHS Pathway Review update (including promoting mental resilience)	Quarterly report	Kate Allen