

End
Children's Improvement and Change Portfolio – July - September 2020 Update

| Programme 1 – Remodelling Practice | | | |
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| Key Milestones | Implementation Date | Status | Update, Exception Detail and Mitigations |
| Review of recruitment and retention initiatives. | Dec 2019 | On Target | <p>Q1 data for 2020-21 showed that turnover within hard to recruit to teams was at 3.31% with a vacancy rate of 3.31%. The target for both is 5%.</p> <p>29% of our hard to recruit to teams' staff have been in post for 2-5 years (target 30%). Overall, 64% have been with us for over 2 years.</p> <p>Initiatives including the introduction of a market factor supplement and appropriate tools such as laptops have been implemented to support recruitment and retention.</p> <p>There is a rolling recruitment process for hard to recruit teams. Candidates are fast-tracked to interview within 2 weeks.</p> <p>Engagement with local Universities continues to be productive and supports successful recruitment of graduates. In addition, we have now introduced a Student Progression Programme, which enables final year students on placement with us to access a fast-track recruitment process which recognises their work whilst on placement with us, and removes some of the barriers to recruitment. This is proving to be a popular option with current students, and we will continue to use this initiative into the Autumn Term.</p> <p>The 2019 Workforce Health Check provided the most positive set of data from recent years. Key positives noted were: new IT resources, supportive managers and teams, and opportunities to have a good work/life balance. We are awaiting sight of the new social work health check before progressing with our own 2020 Health Check, to ensure that we capture the appropriate data across our workforce.</p> |
| Implementation of new audit and learning visit model. | April 2019 | Complete | This was implemented in Quarter 1 2019/20. Reporting and evaluation took place in September 2019, analysing |

Appendix A

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| | | | <p>thematically to identify strategic learning. Staff involved with the new audit model have been positive about the focus on families rather than processes and gained a reflection of professionals directly involved to provide a lived-in experience for the child from every perspective.</p> <p>The new model has continued to become embedded within Q2 & Q3. The current focus is planning new developments for the upcoming financial year. These developments include tailoring the process for shorter-term cases and demonstrating impact on practice.</p> |
| Develop and embed new Framework for Practice | Ongoing | On Target | <p>This workstream was on hold for most of the period due to Covid-19. Work which resumed in May included:</p> <ul style="list-style-type: none"> • Planning training in relation to strengths-based practice • Development and sign-off of proposal to embed strengths-based language • Planning phased roll-out of strengths-based approach to child protection conferences <p>Next steps include:</p> <ul style="list-style-type: none"> • Establishing departmental steering group • Planning virtual development day • Roll out of reflective group supervision for managers • Evaluation of reflective group supervision for teams • Beginning phased roll-out of strengths-based approach to child protection conferences • Planning engagement and briefings with teams regarding strengths-based language |
| Review of Staffing Model | Ongoing | On Target | <p>This workstream was on hold for most of the period due to Covid-19. Work which resumed in May and June included:</p> |

Appendix A

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| | | | <ul style="list-style-type: none"> • Planning the implementation of an Advanced Practitioner role (this was approved by CYP Committee in June) • Planning the launch of the Managing Allegations Service in October (this was approved by the CYP Committee in June) • Approval of Clayfields structure and job descriptions (at CYP Committee in June) • Progression of the Front Door Development Plan in respect of the MASH • Development of Front Door Development Plans for Children's Disability Service, Assessment Service and Emergency Duty Team • Sign-off of a current position statement and development of an action plan in relation to recruitment and retention in the Residential Homes • Evaluation of Early Intervention Domestic Abuse Link Worker pilot <p>Next steps include:</p> <ul style="list-style-type: none"> • Beginning demand review of the Looked After Children Team • Beginning review of the Independent Chair Service • Scoping Social Work Apprenticeships |
| Business Intelligence | Timescale TBC | Complete | Reporting has now been developed at a service, team and individual level. Workforce reporting will be developed as part of the career pathway and staffing model workstreams. This workstream is now closed. |
| Develop and implement Career Pathway | March 2020 | On Target | 15 people have now undertaken the National Assessment and Accreditation System (NAAS). Assessments are currently on hold until 2021; however, endorsements can continue. Endorsements have now been linked into the pay progression process which has resulted in an increase in endorsements. |

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| Social Impact Bond: Implement new services for children on the edge of care and provide additional services to stabilise or deescalate care placements where appropriate and safe to do so through the DN2 Social Impact Bond project. (DN2 is a partnership between Derby City Council, Nottingham City Council and Nottinghamshire County Council). Saving: £500k | September 2020 | Completed | Contracts were signed in September 2020 and children and young people are being referred into the STARS programme offered by the Social Impact Bond. Periodic updates will now be provided to Children and Young People's Committee on the progress of the Social Impact Bond. |
| Regional Commissioning: Deliver a new sub-regional arrangement for procuring residential and foster care placements. (D2N2 is a partnership between Derby City Council, Derbyshire County Council, Nottingham City Council and Nottinghamshire County Council). Saving: £260k | January 2020 | Completed/ Closed | The Children in Care framework launched in January 2020 and is now operational. |
| Children's Home Governance: Review the governance arrangement and independent scrutiny of the authority's own residential provision. | March 2019 | On Target | <p>On 18 March 2019 the Children and Young People's Committee voted to end the practice of "Rota Visits" and to replace this with a new Governance Board to oversee children's homes, including Clayfields House Secure Unit, led by Elected Members and with cross-party representation alongside senior professionals from multi-disciplinary backgrounds.</p> <p>The Board has been established, meetings taking place every two months. The first meeting took place on the 1st July 2019 and the second the 19th September 2019. Members took the decision that they would like to continue to visit the homes unannounced. Two unannounced visits have taken place with feedback from the members. All the homes will be visited by the end of 2019.</p> |

Appendix A

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| | | | <p>The board is provided with updates on all the homes and have sight of the Reg44 reports, Ofsted reports and action plans prior to the meetings.</p> <p>Future meetings have been arranged to ensure continued independent scrutiny of all the homes.</p> |
| <p>Fostering Development:</p> <p>Increase the number of foster placements available within the county by 50 over three years, from April 2019.</p> <p>Saving: £471k</p> | March 2022 | Experiencing Obstacles | <p>This project was put on pause from late March until early July. Analysis has been carried out on the fostering pipeline (the number of potential foster carers who are moving through the assessment process). This shows very positive news, in spite of the effect that lockdown restrictions has had on fostering events, home visits etc.</p> <p>Changes to the recruitment and assessment process, marketing approach, and the fostering offer began in August 2019. The analysis so far shows:</p> <ul style="list-style-type: none"> • A 41% increase in foster carers approved in 2019/20 compared with 2018/19. • There are currently 26 potential mainstream and 19 family and friends foster carers booked into panels between July and December 2020, a total of 45 applications. The success rate over the last three years is 92%, so we would forecast a further 41 carers to be approved by the end of this calendar year. <p>Less easy to forecast is the number of deregistrations that will take place and these will affect the net increase in overall for carer numbers, but as the target is to recruit enough carers to realise a net increase of 50 foster placements over 3 years the early results look positive.</p> <p>Although the aspiration is to meet the target within the original timeframe of 2019/20 to 2021/22, the likelihood is that full benefits realisation will slip into 2022/23 as a result of the time lost due to the lockdown.</p> |
| Development of new NCC Residential Home: | September 2020 | Experiencing Obstacles | Policy Committee approved the purchase of 3 pairs of 2-bed homes on March 18 2020. The approval also included the |

Appendix A

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| Increase the residential provision available within the county. | | | relocation of the Oakhurst children's home to an alternative property. Shortly after this the project was put on hold due to the restrictions of the pandemic and the priority of responses to it. |
| Maximising capacity of residential homes: Sale of excess disability beds Saving: £393k | March 2020 | Experiencing Obstacles | This project has been on hold due to the impact of the pandemic on the children's disability homes. |

Programme 3 – Future of Education Support

| Key Milestones | Implementation Date | Status | Update, Exception Detail and Mitigations |
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| Further strengthen partnership working to improve outcomes for all pupils (attainment and progress). | 2021 | On Target | To improve outcomes for all pupils, the membership of the Improving Educational Opportunities for All performance board has been expanded and now includes colleagues from the secondary sector, FE colleges and universities. |
| Ensure that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision. | 2020 | Experiencing Obstacles | Basic Need funding continues to be allocated where it is most needed. In relation to the 2018-2019, basic need funding, this has been 'allocated' to the secondary expansions at the Rushcliffe School, the Carlton Academy. The Carlton Le Willows feasibility study is now complete and waiting for confirmation from the ESFA of the Nottinghamshire basic need allocation for 2020. A report will then be taken to CYP Committee. Analysis suggests that a new secondary school in the West Bridgford planning area will be required as further expansion of existing West Bridgford schools may not be sufficient to meet local need. Funding is not currently available from either basic need or developer contributions. Further work needs to be done on the modelling/feasibility for the new school. A report is scheduled to go to committee in Q4 outlining the timelines and processes to be followed and seek funding for this work. |

Appendix A

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| | | | The 2019/2020 basic need programmes are still at feasibility stage. |
| Open new schools and childcare provision as a result of housing developments. | September 2019 & September 2020 | On Target | <p>Hucknall Flying High Primary School opened on the 9 September 2019 as a result of house building. It has opened as a half form entry and will grow to be a full 210 primary school over the coming years.</p> <p>The relocated Bestwood Hawthorne School also opened at the beginning of term. Whilst it has retained its current PAN, the school has been built to meet the needs of 315 pupils and will expand as pupils arrive from the planned housing development.</p> <p>The Sharphill Primary School, to be sponsored by the George Spencer Trust, whilst the building will not be completed by September 2020, interim plans are being negotiated with the Trust to ensure that pupils will be admitted to the school in September 2020.</p> |
| Review the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most. | 2018-2020 | On Target | <p>High Needs review was completed and reported to School Forum in June 2018. As a result, the Support to Schools Service staffing structure was reviewed and is now the Education, Learning and Skills Service. The review has also facilitated the creation of 7 additional locality SENCOs and these posts have been successfully interviewed in September 2019 with start dates for January 2020.</p> <p>Another positive outcome has been the drafting of a SEND Policy 0-25 year, which has built on the feedback from the high needs consultations and is currently out to formal consultation.</p> <p>SEND capital funding has also been allocated for September 2019 to fund the opening of 3 school based Alternative Provisions and 2 special school hubs. Funding is currently being allocated to these provisions which will open between September 2019 and April 2020. The planning permission required for the semi-</p> |

Appendix A

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| | | | permanent building at the Carlton Le Willows site has been approved. |
| Support schools to work in closer partnership with parents to raise standards for all. | 2019-2021 | On Target | <p>The Locality Working project was on hold during Covid-19 whilst schools were closed. Since June the project has re-started and held a series of Locality Working Strategic workshops to agree the membership, roles and how to involve external partners such as schools and families. These will continue in September/October 2020.</p> <p>In addition, a SEN District Dashboard has been developed in order that the strategic meetings can oversee data at a local level. One outcome of the strategic meetings is to further develop the dashboard in order that the meetings can measure and implement changes based on data analysis.</p> |
| Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents. | 2021 | On Target | <p>The closing the gap strategy will cease as of December 2019. It will be replaced by a new strategy, "Improving Educational Opportunities for All" which was consulted upon during the summer term 2019 and will be taken to CYP in October 2019.</p> <p>The rationale for this is to reflect national priorities around providing opportunities for all to successfully transition to adulthood.</p> |
| Review of SEND school provision. | 2020 | Experiencing Obstacles | <p>The demand arising for specialist school places continues to increase. The expansion and rebuild of Orchard Special School is underway and will be completed by May 2020. This will deliver much needed additional specialist places but will not be sufficient to meet the projected demand. This will result in more children and young people accessing costlier and out of county places and add further costs to the SEND transport budget. Options to further increase SEND school provision within Nottinghamshire continue to be considered including opportunities for the expansion of the pupil admission numbers at existing special school sites. Updates will be provided in future portfolio updates. Members will be presented with a proposal during the Spring term 2020 advising the need to build a further special school in the Hucknall or Ollerton area.</p> |

Appendix A

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| Vocational education pathways exploring opportunities linked with wider economic development projects. | November 2019 | On Target | Whilst the responsibility for developing the curriculum offer lies with providers (schools, colleges, AP, settings etc), underpinned by the new strategy “Improving Education Opportunities for All”, strategic events are being organised in partnership with Economic Development, local district councils, the Carriers and Enterprise Company, as well as with employers and schools, to highlight the vital importance of relevant pathways to successful employment. An objective will be to develop an ‘employability framework’ that should be included within the curriculum offer to children and young people. The first summit was held on 15 November 2019 and was located in the Mansfield/Ashfield districts. This was well attended |
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Programme 4 – Remodelling Early Help

| Key Milestones | Implementation Date | Status | Update, Exception Detail and Mitigations |
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| Carry out an extensive review of our preparation for and transition to adulthood for children and young people with SEND. Actions resulting from the SEND Triennial Review to be included in the Nottinghamshire Strategic Action Plan for 2021-2023. | May 2020 October 2020 | Experiencing Obstacles | The Triennial Review’s draft recommendations were considered and agreed by the Nottinghamshire SEND Accountability Board on 22 January 2020. The action plans for the three groups: (1) education and employment, (2) health transitions, and (3) independence and relationships) were not completed due to Covid-19. Meetings have now been arranged with leads to complete the action plans which will be included in the final draft Strategic Action Plan which will be considered by the Nottinghamshire SEND Accountability Board in October 2020. |
| CYP Committee March 2019 approved the Children's Centre Service be brought back under the management of the Council at contract end on the 1st June 2020. The | 1 June 2020 | On Target | Successful transfer of the Childrens Centre Service on 1 st June 2020 despite COVID restrictions. Some Project Support has been extended to support the service during the transition phase, support with budget |

Appendix A

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| <p>Children's Centre Service targeted offer will remain unchanged and through better integration with other Early Years Services in house will improve outcomes. 20/21 830k savings achieved. 21/22 170k ring fenced for saving.</p> | | | <p>reviews and budget saving targets including a service remodel or restructure as directed by Members.</p> <ul style="list-style-type: none"> • Staff are settling into NCC and learning about new systems and processes. • 3 Service induction days being held virtually in November 2020. • Virtual Mosaic training is currently being rolled out with Drop in workshops arranged for ongoing support. Further work to progress phase 2 is due to start soon. • Professional On line referral form being created to integrate between FIRMSTEP and MOSAIC to provide greater efficiency of processing professional referrals • Service user online referral form currently being created to provide greater efficiency of processing parent self-referrals • A Service Specification for the Early Intervention Speech, Language and Communication Needs Service was not agreed and completed in time for the service to launch on the 1st June. Procrastinated debates with the provider delayed the work and senior managers had to be approached to remove barriers. A contract has been agreed and is ready to be signed (delayed but progressing). • District Finance and Data Officer (DFDO) posts disestablished, and alternative posts created covering the County. No employee was at risk of redundancy because of these proposals. The Council's enabling process filled the new posts from the DFDO pool and roles will begin on 1st Nov. |
| <p>Review how we provide early help in line with any changes to the governments Troubled Families programme.</p> | <p>April 2020</p> | <p>On Target</p> | <p>In January 2020 the Ministry for Housing, Communities and Local Government (MHCLG) provided the breakdown of the Troubled Families funding for Nottinghamshire. This was capped at £1.9 million, which with the current years Payment by Results funding and reserve will ensure the Family Services budget without the need for efficiency savings.</p> |

Appendix A

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| | | | <p>The review of the service found several areas where service improvement could be implemented and prepare the service for potential that Troubled Families is not extended beyond its new end date of 1st April 2021.</p> <p>These include; an online referral form for greater efficiency of processing referrals, a triage assessment by the Early Help Unit, change in guidance to assessment to shorten the length and combining interventions and intensive teams in order to reduce potential duplication with families.</p> <p>A committee paper was approved by CYP in January 2020. All changes should be implemented by April 2020, with embedding period completing by May.</p> <p>As the medium-term future of Troubled Families remains unclear, these service improvements will support mitigation against it ending or reducing.</p> |
| Review how we respond to contextual safeguarding issues including extremism. | 2021 | On Target | <p>Continued positive progress. Youth violence and child criminal exploitation pathway, panel and steering group embedded. Excellent partnership working notably with Nottinghamshire Police. Posters and guidance booklet developed for all YFSW staff and now Multi agency booklet produced and circulated. More detailed practice guidance and training programme nearing completion.</p> <p>Large Multi-agency conference on contextual safeguarding delivered in December 2019. Included national speakers and very well received.</p> <p>Work continuing to explore a streamlined approach to all forms of exploitation and a further coordinated approach with district/borough councils.</p> <p>Nottinghamshire has an established response to radicalisation and extremism led by the police 'prevent' team with multi-agency input. Multi agency guidance is in place.</p> |

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| Care Leaver's Local Offer Ensure that LAC and Care Leavers have access to training and support which enables them to progress into employment, education and training at an equal level to the wider population. | July 2020 | On Target | <p>Notts Next Steps, the Care Leavers App went live in February 2020, this app which has been co designed by care leavers will provide care leavers with vital up to date information about the Local Offer such as employment, training, housing, finances etc.</p> <p>The Pilot work experience readiness knowledge (WERK) training has been completed with Vision West Notts College. Eleven children that are looked after attended the two-day training held on site in Mansfield.</p> <p>A Business Directory is under development to collate all offers of support, employment and training opportunities for care leavers from local Nottinghamshire businesses. This tool will assist our children that are looked after and leaving care teams in supporting young people into employment, education or training. (EET)</p> |