

Children and Young People's Committee

Date: Monday, 18 June 2012
Time: 10:30
Venue: County Hall
Address: County Hall, West Bridgford, Nottingham NG2 7QP

AGENDA

- | | | |
|----------|---|----------------|
| 1 | <u>Appointment of Chairman and Vice Chairman as follows:</u>
To note the appointment by County Council of Councillor Philip Owen as Chairman of the Committee and Councillor Allen Clarke as Vice-Chairman | 1-2 |
| 2 | <u>To note the Membership of the Committee as follows:</u>

Councillors Steve Carroll, Allen Clarke, Michael J Cox, Bob Cross, Sybil Fielding, Philip Owen, Mrs Sue Saddington, S Smedley MBE JP, Lynn Sykes, Brian Wombwell and Liz Yates

Co-opted members (non-voting): Ms G Neill (Roman Catholic Diocese), Mr James Parry (Parent Governor), Mr David Richards (Church of England Diocese) and Mr John Rudd (Parent Governor)

Ex-officio member (non-voting): Councillor Mrs Kay Cutts | 1-2 |
| 3 | <u>Apologies for Absence</u>
Details | 1-2 |
| 4 | <u>Declarations of Interest by Members and Officers:- (see note 3 below)</u>
(a) Personal
(b) Prejudicial | 1-2 |
| 5 | <u>Terms of Reference</u>
Details | 3 - 6 |
| 6 | <u>Work Programme</u>
Details | 7 - 14 |
| 7 | <u>Introduction to Services - Youth Families & Culture</u>
Details | 15 - 16 |
| 8 | <u>School Term and Holiday Patterns 2013-2016</u>
Details | 17 - 26 |

9	<u>Looked After Children Strategy</u> Details	27 - 76
10	<u>Changes to Staffing Structure of the Children's Social Care Service</u> Details	77 - 92
11	<u>Establishment of a Transport Hub for Children, Families and Cultural Services</u> Details	93 - 100
12	<u>Cost of extension to property to enable 2 children, previously looked after, to remain with extended</u> Details	101 - 102
13	<u>Authority Appointments and Reappointments to School Governing Bodies</u> Details	103 - 106
No.	<u>NOTES:-</u>	1-2

(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 08449 80 80 80

(3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Standing Orders. Those declaring must indicate whether their interest is personal or prejudicial and the reasons for the declaration. Any Member or Officer who declares a prejudicial interest in an item must withdraw from the meeting during discussion and voting upon it, unless a dispensation has been granted.

Members 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 the Governance Team prior to the meeting.

(4) Members are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

18th June 2012**Agenda Item: 5****REPORT OF THE CHIEF EXECUTIVE****TERMS OF REFERENCE****Purpose of the Report**

1. To note the Committee's terms of reference.

Information and Advice

2. County Council on 29 March 2012 agreed the following terms of reference for the Children & Young People's Committee:-
 - a. The exercise of the powers and functions set out below are delegated by the Full Council in relation to children and young people:
 - i. All decisions within the control of the Council including but not limited to those listed in the Table below
 - ii. Policy development in relation to children and young people, subject to approval by the Policy Committee or the Full Council
 - iii. Review of performance in relation to the services provided on at least a quarterly basis
 - iv. Review of day to day operational decisions taken by Officers
 - v. Approval of consultation responses
 - vi. Approval of departmental staffing structures as required
 - b. If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy Committee.
 - c. As part of the detailed work programme the Committee will receive reports on the exercise of powers delegated to Officers.

- d. The Committee will be responsible for its own projects but, where it considers it appropriate, projects will be considered by a cross-committee project steering group that will report back to the most appropriate Committee.

Table
Responsibility for services to children and young people in relation to their care, wellbeing, education or health
Responsibility for the functions and powers conferred on or exercisable by the County Council as Local Authority in relation to education
Responsibility for working with all schools including academies in relation to raising standards of attainment and developing opportunities
Responsibility for environmental education
Responsibility for arts education

- e. The Chairman of the Children and Young People's Committee will be designated the lead Councillor for Children and Young People's Services in accordance with Section 19 of the Children Act 2004.

Other Options Considered

3. None.

Reason for Recommendation

4. To inform the committee of its terms of reference.

Statutory and Policy Implications

5. 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

- 1) That the report be noted.

Mick Burrows
Chief Executive

For any enquiries about this report please contact: Sara Allmond - 0115 9773794

Constitutional Comments

6. As the report is for noting only, no constitutional comments are required.

Financial Comments (PS 2/5/12)

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

Background Papers

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.

- a) Report to County Council – 29 March 2012 (published).

Electoral Division(s) and Member(s) Affected

All

18 June 2012

Agenda Item: 6**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2012/13.

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.
5. A further element of transparency is reports from officers on the activity of working groups which relate to this committee's terms of reference. The committee is requested to consider whether it wishes to receive reports on the following groups on which officers are represented:
 - Children's Social Care:-
 - Adoption panels
 - Fostering panels
 - Joint Solutions Forum
 - Looked After Reviews
 - Child Protection Conferences
 - MAPPA
 - MARAC
 - Special Education Needs and Disabilities - High Level Needs Panel

- NLC Management Committee
- Children's Trust Board
- Education Trust Board
- Young People's Board
- District Management groups
- Safeguarding Children's Board
- Schools Forum
- School Admissions Forum

6. It is also expected that the committee will wish to receive regular reports on outside bodies. Administration Committee, which has overall responsibility for outside bodies, will decide which outside bodies should report to which committees. There will be a report to a future meeting about this.
7. The Council has also asked committees to consider whether there are any items identified through the previous scrutiny committees which it would like to include in the work programme. Potential items which are relevant to this committee are:-
 - Key Stage 2/3 dip, changes Key Stage 3/4
 - Gypsy/Traveller Education Issues
 - Child and adolescent mental health
 - Homelessness and Young People
8. There are also a number of reviews which have recently been completed and a response from the Cabinet member is awaited. Responses to the following reviews will be brought to this committee when they are ready:-
 - Appointment and Retention of Governors
 - Child Poverty in Education

Other Options Considered

9. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

11. 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.

RECOMMENDATIONS

That:

- 1) the committee's work programme be noted and consideration be given to any changes which the committee wishes to make
- 2) the committee indicate which operational activities it wishes to receive regular reports on
- 3) the committee determine which officer working groups it wishes to receive reports on
- 4) the committee decide which, if any, of the items identified by scrutiny it wishes to include in the work programme.
- 5) it be noted that responses to previous scrutiny reviews which are relevant to this committee will be included in the work programme.

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

For any enquiries about this report please contact:

Sara Allmond
Democratic Services Officer
T: 0115 9772794

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

Report to County Council – 29 March 2012 (published).

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

Electoral Division(s) and Member(s) Affected

All.

CHILDREN & YOUNG PEOPLE'S COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
16 July 2012			
Introduction to services		John Slater	John Slater
Key Performance Indicators	Quarterly performance report	Anthony May	Anthony May
Children's Social Care quarterly performance	Quarterly performance report	Steve Edwards	Steve Edwards
Authority appointments & reappointments to school governing bodies	Quarterly report on appointments made	John Slater	John Slater
Children's Social Care Business Support Services Review	Approval of the business support structure to support Children's Social Care	John Slater	John Slater
St Augustine's Infant & Junior Schools, Worksop	Outcome of published Section 11 & 15 Notices: School Adjudicator's decision	John Slater	John Slater
Brookside Primary School, East Leake	Proposed delivery of early years education places: outcome of consultation	John Slater	John Slater
Heymann Primary School, West Bridgford	Proposed expansion: outcome of consultation	John Slater	John Slater
School Funding Reforms	Progress report	John Slater	John Slater
Rota visits	Six-monthly report	Steve Edwards	Steve Edwards
10 September 2012			
Introduction to services		Steve Edwards	Steve Edwards
Capital Refurbishment Programme for Schools	Six monthly performance report	Anthony May	Anthony May
Review of Children, Young People & Families Plan		Anthony May	Anthony May
Review of School Place Planning		John Slater	John Slater
8 October 2012			
Children's Social Care quarterly performance	Quarterly performance report	Steve Edwards	Steve Edwards
Authority appointments & reappointments to school governing bodies	Quarterly report on appointments made	John Slater	John Slater
5 November 2012			
Key Performance Indicators	Quarterly performance report	Anthony May	Anthony May
Schools Strategy		John Slater	John Slater
School Funding Reforms	Retrospective approval of scheme being submitted by end of October	John Slater	John Slater

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
Heymann Primary School, West Bridgford	Proposed expansion: outcome of a published Section 19 Notice	John Slater	John Slater
Initial committee budget proposals 2013/14		Anthony May	Anthony May
Commissioning arrangements for Children's Centres		Derek Higton	Derek Higton
Review of Closing the Gap Strategy	6 monthly review	John Slater	John Slater
Education Outcomes		John Slater	John Slater
Review of arrangements for children with social, emotional and behavioural difficulties		John Slater	John Slater
Review of Child Poverty Strategy	Annual update	Derek Higton	Derek Higton
3 December 2012			
14 January 2013			
Authority appointments & reappointments to school governing bodies	Quarterly report on appointments made	John Slater	John Slater
Children's Social Care quarterly performance	Quarterly performance report	Steve Edwards	Steve Edwards
Rota visits	Six-monthly report	Steve Edwards	Steve Edwards
11 February 2013			
Key Performance Indicators	Quarterly performance report	Anthony May	Anthony May
Revised Residence Order Financial Support Scheme for regular payments	Annual determination	Steve Edwards	Steve Edwards
Revised Adoption Financial Support Scheme for regular payments	Annual determination	Steve Edwards	Steve Edwards
National Minimum Fostering Allowances	Annual determination	Steve Edwards	Steve Edwards
Sold Services offer to schools	Annual approval	Anthony May	Anthony May
Committee budget 2013/14		Anthony May	Anthony May
11 March 2013			
School Admission Arrangements 2014/2015		John Slater	John Slater
Financial support for students in Post-16 Education	Annual determination	John Slater	John Slater
15 April 2013			
Authority appointments & reappointments to school governing bodies	Quarterly report on appointments made	John Slater	John Slater

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
Children's Social Care quarterly performance Programme	Quarterly performance report	Steve Edwards	Steve Edwards
May 2013 date tbc			
Key Performance Indicators	Quarterly performance report	Anthony May	Anthony May
Capital Refurbishment Programme for Schools	Six monthly performance report	Anthony May	Anthony May
Home to School/SEND Transport Policy	Annual determination	John Slater	John Slater
Post-16 Transport Policy 2013/2014 academic year	Annual determination	John Slater	John Slater
Exceptional payments for school clothing and footwear allowance	Annual determination	John Slater	John Slater
To be placed			
Budget monitoring	Quarterly reports	Anthony May	Anthony May
Final committee accounts 2011/12	For those services reporting to CYP Committee	Anthony May	Anthony May
Organisational structure of the Multi-Agency Safeguarding Hub	Approval of structure	Steve Edwards	Steve Edwards

Dates and Deadlines for Children and Young People's Committee

<u>Report deadline</u>	<u>Date of pre-agenda</u>	<u>Agenda publication</u>	<u>Date of Committee</u>
14 May	28 May	8 June	18 June 2012
11 June	25 June	6 July	16 July 2012
16 August	22 August	31 August	10 September 2012
10 September	24 September	28 September	8 October 2012
8 October	22 October	26 October	5 November 2012
5 November	19 November	23 November	3 December 2012
12 December	17 December	4 January	14 January 2013
14 January	28 January	1 February	11 February 2013
11 February	25 February	1 March	11 March 2013
20 March	25 March	5 April	15 April 2013

18 June 2012

Agenda Item: 7**REPORT OF THE CORPORATE DIRECTOR FOR CHILDREN, FAMILIES AND
CULTURAL SERVICES****INTRODUCTION TO SERVICES: YOUTH, FAMILIES AND CULTURE****Purpose of the Report**

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

Information and Advice

2. To support the new Committee's work, officers will deliver short introductory presentations at the first three meetings, in order to provide Members with an overview of the work of the key service areas that fall within its remit. The presentations will focus in turn on the work of each division within the Children, Families and Cultural Services Department, i.e. Children's Social Care, Education Standards and Inclusion, and Youth, Families and Culture.
3. The first of these cover the key services for children and young people from within the Youth, Families and Culture Division, namely:
 - Young People's Service
 - Targeted Support and Youth Justice Service
 - Early Years and Early Intervention Service
 - Cultural and Enrichment Services
4. Together, these services cover the remit of the Early Years and Young People's Sub-Committee.
5. Members will have the opportunity to ask questions following the presentation.
6. The Committee's consideration of each of the presentations will inform the future Work Programme.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

8. 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/S

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

Anthony May
Corporate Director for Children, Families and Cultural Services

For any enquiries about this report please contact:

Derek Highton
Service Director, Youth, Families and Culture
T: 0115 9773498

Constitutional Comments

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

Financial Comments (GB 07/06/12)

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

Background Papers

None.

Electoral Division(s) and Member(s) Affected

All.

C0014

18 June 2012

Agenda Item: **8****REPORT OF THE SERVICE DIRECTOR FOR EDUCATION STANDARDS
AND INCLUSION****SCHOOL TERM AND HOLIDAY PATTERNS 2013-2016****Purpose of report**

1. This report seeks approval of the proposed school term and holiday dates for the school years 2013/14, 2014/15 and 2015/16.

Information and advice

2. Nottinghamshire County Council has a duty to set school term times and holiday patterns for all community and voluntary controlled schools. Foundation, Trust, Voluntary Aided schools and Academies have responsibility for setting their own term and holiday patterns.
3. In June 2011 Cabinet approved the school term and holiday pattern for 2012/13 and recommended that prior to determining future dates, consideration should be given to a range of alternative term and holiday patterns.
4. An extensive consultation process has been undertaken in two phases. The first phase between September 2011 and December 2011 involved a range of key stakeholders including primary, secondary and special school head teachers, governing body representatives, relevant professional associations, groups of parents/carers, children and young people, Diocesan Authorities and neighbouring Admission Authorities.
5. Feedback from this initial phase indicated broad agreement about the principles, which would in turn inform the proposals to be taken through to formal consultation. These principles are that the school term and holiday pattern should:
 - seek to meet the needs of all learners, raise attainment and improve attendance
 - take into account the views of all key stakeholders including:
 - parents, carers and the wider community
 - children and young people themselves
 - school leaders and staff including recognised trade unions and professional associations
 - other relevant bodies
 - take into account local, national and, if relevant, international research around maximising the learning and life chances of children and young people
 - ensure that teaching and learning blocks are as equal in length as possible

- avoid split weeks where possible
 - take account of patterns which our neighbouring Local Authorities are proposing or adopting.
6. The benefits and issues of various patterns were considered during the initial consultation stage:
- the traditional Standard School Year (SSY) of three terms
 - the three term year but with a fixed break (two weeks) at the end of the spring term
 - the five term year
 - the six term year
 - other specific proposals to incorporate annual adjustments.
7. The views that emerged from the initial consultation phase included the following:
- there is insufficient evidence to support the view that moving to a five term year or any other radically different pattern would benefit all children in Nottinghamshire which is the overriding principle in determining any change to the school holiday patterns
 - primary schools are concerned about any proposals which may lengthen individual terms and the possible tiring impact on younger learners
 - there would be merit in consulting upon a fixed break (two weeks) at the end of the spring term to create more equal term lengths as an alternative to the current model
 - it was noted that 'cross border' issues are a concern in relation to the decisions of all neighbouring authorities, and that Nottinghamshire has seven of these in total.
8. At the conclusion of this phase, the views of all involved were taken into account, and the decision was taken to formally consult on the following two options for 12 weeks between January 2012 and April 2012:
- Option 1: the Standard School Year of 3 terms (currently adopted in Nottinghamshire)
- Option 2: the 3 term year with a 'fixed break' of two weeks at the end of the spring term
- Both options conformed to the legal requirement for 190 sessions per school year.
9. The formal public consultation yielded 3,913 responses, of which 911 were in paper form. Option 2 proved to be more popular than Option 1 by a significant majority:
- 41.7% in favour of Option 1 (current Standard School Year of 3 terms)
 - 58.3% in favour of Option 2 (a 3 term year with a fixed two week break at end of spring term).
10. Many comments and views were submitted regarding a range of issues. These included the following:

- concern from parents/carers to preserve 'family friendly' term dates, and requesting that the chosen pattern should seek to minimise the burden of additional childcare costs
 - some concern about the impact of any changes around the Easter break in relation to religious celebrations
 - comments about the implications of differences between Nottinghamshire County Council's school term and holiday patterns compared with those of our neighbours, including Nottingham City
 - several respondents argued that the summer break of six weeks is too long and should be shortened to four weeks. Others felt that a summer holiday of six weeks allows children the chance to "recharge completely".
 - some were concerned about the impact if those secondary schools which are required to set their own holiday patterns choose an alternative which does not match with that of their feeder or linked primary schools
 - some recommended that on those occasions when the Easter public holidays occur particularly early or late, the school holidays could be 'detached' from the religious holiday, to ensure more equal term lengths.
11. Throughout the consultation period, collective feedback was sought from a number of stakeholder groups including schools, recognised trade unions, the School Admissions Forum and a parent group representing 500 children and young people with additional needs.
 12. The majority of these groups were supportive of Option 2. The Schools Admissions Forum was disappointed that a more radical model had not been included as an option for consultation.

Summary of findings

13. In conclusion, Option 2 comprising a three term year with a fixed break at the end of the spring term was the most popular pattern. It adheres broadly to the agreed principles outlined and provides a consistent approach year on year to planning, which was generally appreciated by stakeholders. This option was one of many scrutinised as part of the research and discussion phase of this process.

Other options considered

14. The initial consultation process considered a range of options including the three, five and six term year. The formal consultation considered two alternative patterns for the school year.

Reason/s for recommendation/s

15. School term and holiday patterns must be agreed to enable schools, parents and associated school support services to plan effectively for September 2013 onwards.
16. The recommended dates for three years from 2013 onwards provide stability and more balanced periods of teaching and learning throughout the year whilst adhering broadly to the principles established as part of this process.

Statutory and Policy Implications

17. 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.

Implications for service users

18. School term and holiday dates are of direct importance to children, young people and their families and to the employees who serve in our schools. The recommended option takes account of the feedback received through the consultation process.

Equalities Implications

19. 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.
20. 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.
21. 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.

RECOMMENDATION/S

- 1) That the school term and holiday patterns for 2013/14, 2014/15 and 2015/16 as shown in Option 2 (see **Appendix 1 (a, b and c)**) be approved for three years with effect from 1 September 2013.

John Slater

Service Director, Education Standards and Inclusion

For any enquiries about this report please contact:

Rob Lancaster
Education Improvement Adviser and Temporary Group Manager, Behaviour Service and
The Learning Centre
E: rob.lancaster@nottsgov.uk
T: 01623 434141

Constitutional Comments (SLB 24/05/2012)

22. Children and Young People's Committee has delegated authority to take decisions in relation to the Council's functions as Local Authority in relation to education and is the appropriate committee to consider the content of this report.

Financial Comments (NDR 24/05/12)

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

Background papers available for inspection

Equality Impact Assessment form
Summary of background research
Report to the Cabinet Member for Children and Young People's Services on School Term Times and Holiday Patterns 2013/2014 to 2015/2016 (9 January 2012): Proposals on which models to consult upon based upon the outcomes of the initial consultation process
Consultation Questionnaire
Summary of statistical analysis of consultation responses
Statistical analysis, respondent profile
Summary of themes from written comments
Summary feedback from stakeholder meetings
Summary of different patterns; benefits and issues

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

Electoral Division(s) and Member(s) Affected

All.

C0009

Nottinghamshire School Holidays 2013-14

1 August 2013 - 31 July 2014

Fixed Spring break

August 2013

M		5	12	19	26	
T		6	13	20	27	
W		7	14	21	28	
T	1	8	15	22	29	
F	2	9	16	23	30	
S	3	10	17	24	31	
S	4	11	18	25		

September 2013

	2	9	16	23	30	
	3	10	17	24		
	4	11	18	25		
	5	12	19	26		
	6	13	20	27		
	7	14	21	28		
1	8	15	22	29		

October 2013

	7	14	21	28		
1	8	15	22	29		
2	9	16	23	30		
3	10	17	24	31		
4	11	18	25			
5	12	19	26			
6	13	20	27			

November 2013

M		4	11	18	25	
T		5	12	19	26	
W		6	13	20	27	
T		7	14	21	28	
F	1	8	15	22	29	
S	2	9	16	23	30	
S	3	10	17	24		

December 2013

	2	9	16	23	30	
	3	10	17	24	31	
	4	11	18	25		
	5	12	19	26		
	6	13	20	27		
	7	14	21	28		
1	8	15	22	29		

January 2014

	6	13	20	27		
	7	14	21	28		
1	8	15	22	29		
2	9	16	23	30		
3	10	17	24	31		
4	11	18	25			
5	12	19	26			

February 2014

M		3	10	17	24	
T		4	11	18	25	
W		5	12	19	26	
T		6	13	20	27	
F		7	14	21	28	
S	1	8	15	22		
S	2	9	16	23		

March 2014

	3	10	17	24	31	
	4	11	18	25		
	5	12	19	26		
	6	13	20	27		
	7	14	21	28		
1	8	15	22	29		
2	9	16	23	30		

April 2014

	7	14	21	28		
1	8	15	22	29		
2	9	16	23	30		
3	10	17	24			
4	11	18	25			
5	12	19	26			
6	13	20	27			

May 2014

M		5	12	19	26	
T		6	13	20	27	
W		7	14	21	28	
T	1	8	15	22	29	
F	2	9	16	23	30	
S	3	10	17	24	31	
S	4	11	18	25		

June 2014

	2	9	16	23	30	
	3	10	17	24		
	4	11	18	25		
	5	12	19	26		
	6	13	20	27		
	7	14	21	28		
1	8	15	22	29		

July 2014

	7	14	21	28		
1	8	15	22	29		
2	9	16	23	30		
3	10	17	24	31		
4	11	18	25			
5	12	19	26			
6	13	20	27			



School holidays



Public holidays



Administration day

Half term 1 6 weeks 3 days
 Half term 2 8 weeks
 Half term 3 6 weeks
 Half term 4 6 weeks
 Half term 5 4 weeks 3 days
 Half term 6 7 weeks, 3 days

Autumn term 2013 14 weeks, 3 days

Spring term 2014 12 weeks

Summer term 2014 12 weeks 1 day

Nottinghamshire School Holidays 2014-15

1 August 2014 - 31 July 2015

Fixed Spring break

August 2014

M		4	11	18	25	
T		5	12	19	26	
W		6	13	20	27	
T		7	14	21	28	
F	1	8	15	22	29	
S	2	9	16	23	30	
S	3	10	17	24	31	

September 2014

	1	8	15	22	29	
	2	9	16	23	30	
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	5	12	19	26		
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October 2014

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	7	14	21	28		
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2	9	16	23	30		
3	10	17	24	31		
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5	12	19	26			

November 2014

M		3	10	17	24	
T		4	11	18	25	
W		5	12	19	26	
T		6	13	20	27	
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S	1	8	15	22	29	
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December 2014

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3	10	17	24	31		
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January 2015

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4	11	18	25			

February 2015

M		2	9	16	23	
T		3	10	17	24	
W		4	11	18	25	
T		5	12	19	26	
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March 2015

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April 2015

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May 2015

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June 2015

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July 2015

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5	12	19	26			



School holidays



Public holidays



Administration day

Half term 1 7 weeks 3 days
 Half term 2 7 weeks
 Half term 3 6 weeks
 Half term 4 5 weeks 4 days
 Half term 5 4 weeks, 4 days
 Half term 6 7 weeks 3 days

Autumn term 2014 14 weeks 3 days
 Spring term 2015 11 weeks 4 days
 Summer term 2015 12 weeks 2 days

Nottinghamshire School Holidays 2015-16

1 August 2015 - 31 July 2016

Fixed Spring break

August 2015

M		3	10	17	24	31
T		4	11	18	25	
W		5	12	19	26	
T		6	13	20	27	
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September 2015

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October 2015

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November 2015

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December 2015

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January 2016

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February 2016

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March 2016

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April 2016

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May 2016

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June 2016

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July 2016

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	5	12	19	26	
	6	13	21	27	
	7	14	21	28	
1	8	15	22	29	
2	9	16	23	30	
3	10	17	24	31	



School holidays



Public holidays



Administration day

Half term 1 7 weeks 2 days
 Half term 2 7 weeks
 Half term 3 5 weeks 4 days
 Half term 4 5 weeks 3 days
 Half term 5 5 weeks 4 days
 Half term 6 7 weeks 1 day

Autumn term 2015 14 weeks 2 days
 Spring term 2016 11 weeks 2 days
 Summer term 2016 13 weeks

18 June 2012

Agenda Item: 9**REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****LOOKED AFTER CHILDREN STRATEGY****Purpose of the Report**

1. To invite the Committee to comment on the proposed Looked After Children Strategy, attached as **Appendix A**, and recommend the Strategy to Policy Committee for approval.

Information and Advice

2. It has been identified that our approach to Looked After Children would benefit from the development of an over-arching strategy which outlines the commitment of the Council and our partner agencies to supporting children in care. The strategy has been developed based on what young people have told us is important to them in The Pledge for Looked After Children, published in October 2010.
3. Nottinghamshire's commitments to Looked After Children, as set out in The Pledge, underpin our Looked After Children Strategy, has been developed with our key partners and is due to be endorsed by the Children's Trust Executive later in June 2012. This strategy identifies the Council's ambition for its Looked After Children and young people, ensuring that they receive placements that meet their needs, have access to high quality education and enjoy positive activities that support them to achieve their full potential. For those children who require permanent alternative families it means ensuring that effective plans are made so that they achieve permanence as quickly as possible.
4. In common with other areas of the country, Children's Social Care services in Nottinghamshire continue to be under pressure from the increase in numbers of Looked After Children. In Nottinghamshire, there were 812 children and young people in public care at the time of writing this report. Independent audit shows that thresholds for entry to the care system are being applied appropriately, and the numbers of Looked After Children are in line with those of Nottinghamshire's statistical neighbours. There is evidence, however, to suggest that some children spend longer in the care system than necessary. The challenge is therefore to ensure that those children who will remain in care have a loving, safe, stable and happy childhood whilst also having a clear focus on finding permanent alternative placements through adoption, special guardianship or within the extended birth family through kinship care.
5. The Council's performance in relation to adoption timescales has also improved recently. Our current performance can be seen on the scorecard issued by Government in May

2012. Recent developments aimed at improving our performance include the establishment of a Permanence Team. This team was established in August 2011 to work exclusively to progress adoption plans and (together with significant revision of adult and child adoption processes) already shows signs of improving the quality and timeliness of adoption planning. However, we cannot underestimate the challenge of providing permanent families for vulnerable children. This is especially true at a time when nationally there are more children in care than ever before.

6. The LAC Strategy action plan (**Appendix 1** to the LAC Strategy document) will in part be delivered by the LAC project within the Children's Social Care Transformation Programme. This project has a number of work streams which include piloting new panel arrangements for entry to care, reviewing the support in place for kinship care and care leavers, and the wider range of options for permanency available to children and young people in the care system.

Other Options Considered

7. It is considered that not developing a strategy which encapsulates our commitments to this particularly vulnerable group of children and young people places at risk the outcomes which can be achieved, particularly in gaining the commitment of our partners to support children and young people in care.

Reason/s for Recommendation/s

8. The Looked After Children Strategy has been developed to give a clear and consistent cross-agency approach to improving outcomes for Looked After Children in Nottinghamshire.

Statutory and Policy Implications

9. 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.

Implications for Service Users

10. Looked After Children will benefit from clear commitments from the County Council and partner agencies which support them, based on what young people in care have told us is important to them in The Pledge.

Equalities Implications

11. The Strategy commits Council and partner services to giving Looked After Children the same opportunities as any other group of children and young people.

Safeguarding of Children Implications

12. The Strategy strengthens the commitment of the Council and partners to effectively safeguarding this vulnerable group of children and young people.

RECOMMENDATION/S

That the Committee:

- 1) be invited to comment on the proposed Looked After Children Strategy
- 2) recommends the proposed Looked After Children Strategy to Policy Committee on 18 July 2012 for approval.

Steve Edwards
Service Director, Children's Social Care

For any enquiries about this report please contact:

Rachel Coombs
Group Manager Access to Resources
T: 0115 87 83590

Dawn Godfrey
Group Manager Social Work Services
T: 01623 520223

Constitutional Comments (SLB 06/06/12)

13. Children and Young People's Committee is the appropriate body to consider the content of this report. The Committee is responsible for policy development in relation to children and young people, subject to approval by Policy Committee or Full Council.

Financial Comments (NDR 29/05/12)

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

Background Papers

The Pledge for Looked After Children
DfE Adoption scorecard May 2012
Report to Corporate Leadership Team – CSC Transformation Programme May 2012

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

Electoral Division(s) and Member(s) Affected

All.

C0006

Looked After Children Strategy 2012-2015

An outcome-focused approach to supporting children in care

Front Cover image

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Introduction

Welcome to the Nottinghamshire Looked After Children Strategy.

This strategy is a joint statement of intent between Nottinghamshire County Council and our partner agencies to work together to deliver the best outcomes we can for the children who come into our care.

The strategy is being developed at a time when the Government is focusing its approach to supporting children in care. The children's social care system is being reshaped to include more emphasis on preventative and early intervention techniques following the recommendations of the Munro Review. Legislation is being streamlined to support more effective care planning following the publication of revised care planning regulations. The Children's Rights Director for England's recently published Care Monitor 2011, which provides a comprehensive picture of children's views of the care system. This strategy forms part of Nottinghamshire's response to this changing national context.

Locally in Nottinghamshire this strategy is being developed as we are undertaking a review of all our provider services to ensure they are value for money and continue to meet the needs of vulnerable children and young people. We are committed to providing good value services that consistently meet the needs of a growing looked after children population.

Our Children Looked After and Care Leavers rely on all agencies in Nottinghamshire to work together to meet their needs. A joined up approach is only possible when everyone understands and accepts their responsibilities for this most vulnerable group of children and young people. It is to this end that Nottinghamshire County Council and its partner agencies have created a shared vision:

"To ensure our looked after children have all the opportunities that good parents afford their children"

This vision is underpinned by The Pledge – Our Promise to Children and Young People in Our Care. The Pledge was developed in consultation with over two hundred children and young people who told us how we can improve their experience within the care system. This engagement and feedback has formed the basis of the promises that we, along with our partner agencies, will strive to deliver against.

Children only have one childhood, and so this document also commits us to achieve our vision through an action plan which focuses our attention on what matters most - outcomes for the children and young people in our care.

Anthony May

**Director for Children, Families, and
Cultural Services**

[Signature]

Cllr Philip Owen

**Portfolio Holder for Children and
Young People**

[Signature]

Nottinghamshire's ambition for Looked After Children

Our ambition for looked after children is to ensure that children and young people in our care have everything that good parents afford their children; giving them the support and protection they need to be safe, secure, happy and to achieve their full potential.

We want to keep children at home wherever possible, working with families to promote their resilience in often difficult and complex situations. When children do come into our care we want to ensure that they continue to live close to their friends and family to maintain a sense of stability in their lives. Their experience of care should be nurturing and meaningful, with the expectation that they will quickly when it is right and safe to do so.

We want our children and young people to be healthy, both physically and emotionally, and to be safe from harm and exploitation. We want them to enjoy and achieve at school, make a positive contribution to their communities and to make the transition to adulthood with confidence.

These outcomes can only be achieved by working with our looked after children and young people, their parents, carers and birth families. We will ensure that they have the opportunities to participate in decisions which affect their lives, and shape how we manage their care and support.

This strategy commits Nottinghamshire County Council and its partners to work together to achieve the very best outcomes we can for the children in our care, and in the subsequent sections we outline over 40 key actions we will be working to achieve over the next three years. From these actions, our top ten priorities will be to:

1. Continuously review 'The Pledge' to ensure it continues to reflect the priorities of all age groups in care
2. Develop a comprehensive participation strategy that outlines how agencies will gather and promote the views of children looked after
3. Ensure that we are minimising the number of times children looked after need to move to a different school during their education, by establishing better joint planning between social care and education
4. Improve the Information, Advice and Guidance (IAG) support to Looked After Children at the end of Key Stage 4 to ensure they make a successful transition into learning, in line with the Raising the Participation Age Strategy
5. Ensure that social care and health systems work more closely together to provide accurate and timely information, that will assist in identifying health concerns of looked after children and young people
6. Undertake a review of internal and external provider services within the Children's Social Care Division to ensure that placements are value for money and are providing the best possible experience for young people

7. Work more closely with the Children in Care Council to monitor standards for social workers and develop a system which allows children and young people to contribute to social work appraisals
8. Further develop our support to children and young people in permanent placements to ensure that these remain stable and continue to meet their needs
9. Pilot a Creative Solutions Panel that will be able to commission creative packages of support for children who are either on the edge of care or who are brought in to care for a defined period of time
10. Identify new ways of measuring positive progress in emotional resilience and wellbeing of our looked after children and young people, including the use of self reporting

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A Joint Approach: Partnership Agencies

This document has been developed in close consultation with partner agencies across Nottinghamshire to ensure it reflects the joint priorities of all those who are working to support children looked after.



Outcomes for Children Looked After

Our focus is on what matters most to children looked after. In order to focus our attention, we have used the feedback we gathered from children and young people in The Pledge (see appendix one), as well as national research and trends. From this we have developed eight outcomes that that we will work in partnership to make a reality.

1. Participation and Joining In

Children and young people will be treated with respect by all who are involved with them. Their views will be listened to and they will be involved in making decisions about their lives. They know how to get information and support, as well as how to raise a concern if not happy.

2. Education

Children and young people have clear educational plans which mean they receive the right support to achieve their full potential.

3. Health

Children and young people have their health needs assessed and planned for, and are able to access the health services they require. They are healthy and happy and enjoy a good quality of life.

4. Safe and stable placements

Children and young people are in high quality placements where they feel safe and supported, and where they are able to remain for as long as they need to. They receive information about their placement in advance and are listened to if they have concerns at any time. Overall children and young people have a positive experience of family life or residential care.

5. Relationships

Children and young people are supported to maintain, build and sustain positive relationships with others, including their birth families, carers and peers.

6. Identity

Children and young people know who they are and why they are looked after. They feel valued and respected by others, and their individual needs arising from gender, race, culture, disability, sexual orientation, and religion are understood and met.

7. Moving to Adulthood

Children and young people are supported to move into young adulthood successfully. They will have a home to live in, the skills to look after themselves and the ability to earn a living or continue in education. They feel confident about the future.

8. Emotional Wellbeing

Children and young people achieve emotional stability, resilience and self confidence.

Our Strategy for Looked After Children

1. Participation and Joining In

Children and young people will be treated with respect by all who are involved with them. Their views will be listened to and they will be involved in making decisions about their lives. They know how to get information and support, as well as how to raise a concern if not happy.

Nottinghamshire's Pledge to Children and Young People in Care

- We promise to listen to all children and young people and engage their views through a range of mechanisms
- We will listen to children and young people's views about where and when to have reviews, and who should attend. We promise to plan them well in advance so that everyone can prepare thoroughly.
- We promise children and young people can talk to an independent visitor or advocacy worker if they are not happy about their social worker
- We promise help for young people to have their say if they are not happy. No Labels, our Children in Care Council, will speak up for them to improve services
- We promise to help children and young people take part in things like sports and clubs

What we know nationally (*Children's Care Monitor 2011*)

- 57% of children said they are asked their opinion on things that matter to them, but 15% of said their opinions don't make a difference
- The top three things children and young people wanted more say in were deciding on their placement, decisions about their future, and decisions about contact with their family

What we know in Nottinghamshire

- Children and young people want their social worker to be reliable and turn up when they say they will, to explain to them if meeting times change or are cancelled, and ask that social workers take a real interest in them
- Children and young people enjoy joining in with the activities and opportunities provided by the Young People Looked After Youth Work Team¹

¹ A profile of the Young People Looked After Youth Work Team can be found in Appendix 3

What we have done so far

- Established the 'No Labels' Children in Care Council, which acts as an advocate for children and young people in care
- Produced a Nottinghamshire Pledge, or "The Pledge", that was developed in consultation with children and young people. This sets out children and young people's priorities in a user-friendly way
- Updated the 'Listen to Me' booklet for younger children looked after
- Extended the Nottinghamshire Children and Young People's Board to include a young person who is currently looked after. This ensures the priorities of young people in care are adequately represented
- Commissioned an independent organisation to provide an independent visiting and advocacy service, so that young people's views are fairly represented in all aspects of their life
- Ensured that reviewing officers meet with children looked after prior to their reviews, to encourage two-way participation and to make this as meaningful as possibly to young people's lives
- Consistently signpost and assist young people to access Nottinghamshire Youth Service activities
- Set up a system whereby fostered young people now actively take part in the training of prospective foster carers thereby enabling a continuous cycle of learning. They also take part in the review of foster carers, provide regular placement feedback reports about the quality and standard of care, recognising that children and young people know what matters to them most
- Established a process whereby a careleaver is on every recruitment panel for aftercare team staff including the team manager
- Invited careleavers to be part of the Step Up to social work programme by speaking about their experiences to prospective social workers
- Involved careleavers in training and development of social workers through their participation in the NCC training programme "Preparing for Adulthood"
- Established and maintained strong links with What About Me? Substance Misuse Service which further adds a 'voice' to children and young people through their consultation work and advocacy

What are we going to do next

- Work with older young people to produce a new review booklet to ensure their voices are heard
- Ensure reviewing officers use the suite of consultation booklets available to involve looked after children in shaping their own care plans and support them to monitor their care plans

- Set up a Facebook page that will mean we communicate and network with young people in a way that is friendly and accessible to them
- Continuously review 'The Pledge' to ensure it continues to reflect the priorities of all age groups in care
- Find new and innovative ways of ensuring that care planning decisions such as placement changes are not made outside the review process, and that children looked after are always involved in these decisions
- Enable children looked after who live in independent sector placements to access to the same opportunities and services as those who are placed within Nottinghamshire County Council care
- Ensure care planning is inclusive and reflects the views of parents and carers
- Implement a revised placement feedback report, designed by fostered young people for fostered young people
- Produce a new guide to adoption for children looked after to help them understand the opportunities and challenges this presents, and how they can influence the process
- Develop a comprehensive participation strategy that outlines how agencies will gather and promote the views of children looked after

2. Education

Children and young people have clear educational plans which mean they receive the right support to achieve their full potential.

Nottinghamshire's Pledge to Children and Young People in Care

- We will make sure you have a school place
- We will work with schools to ensure you get full time education
- We will try to ensure that you get into a school within 6 days if you are out of school or have moved
- We will ensure access to nursery or early years education for children in care who are 3-4 years old
- We promise a designated teacher for children in care in every school
- We promise you will have a plan which guides your time in school - this is called a PEP (Personal Education Plan)

What we know nationally (*Children's Care Monitor 2011*)

- 87% of children in care rate their education as good or very good, with more children in foster care than residential care saying they have a positive experience of education
- 78% of children in care said they are doing well in education. Most children who are doing well in education, said it was because they were working hard (68%), followed closely by good teaching (56%)

What we know in Nottinghamshire

- Children and young people want their teachers to know enough about them to understand their situation, but don't want to be singled out and made to feel different in front of their peers
- Children and young people want support for extra tuition that is easily accessed at school
- Children and young people are sometimes excluded from classroom activities because of their behaviour, and want more support to stay within the classroom
- Children and young people want to stay in the same school to be close to friends, even if they now live further away than before
- Children and young people ask that meetings in school are not organised for times that will make it obvious they are 'different', as it draws too much attention to them

What we have done so far

- Established a Virtual School, which monitors the educational performance of children in care, and helps schools access additional funding streams. The services of the Virtual School are also available to all adopted children with parental agreement. This is supported by a senior leadership team of head-teachers, and has close ties with the corporate parenting panel.
- Personal Education Plans have been updated to ensure educational planning for children looked after in school and to close educational gaps
- Provided training for all designated teachers for looked after children to enable them to respond to the effects of trauma and attachment difficulties
- Improved attainment figures for children looked after and young people across all Key Stages in Nottinghamshire
- Decreased the number of fixed-term exclusion rates for looked after children and young people, and through a range of intervention and support, ensured that no looked after young person has been permanently excluded
- Commissioned high quality alternative educational provision where needed to meet individual children and young people's needs
- Made available a financial support package for care leavers who wish to access higher education
- Hold regular annual events to celebrate regular educational achievements of looked after children and young people

What are we going to do next?

- Improve the timeliness and quality of Personal Education Plans to ensure they have a greater impact on looked after children's educational attainment
- Enhance opportunities for children looked after in and out of education for music and school trips
- Ensure that teacher assessment data is robust and good quality, so that we can respond quickly and effectively to looked after children who need more support in education
- Monitor children looked after in below floor target and satisfactory schools
- Review funding mechanisms that currently support the education of children looked after to ensure these continue to provide added value
- Ensure that we are minimising the number of times children looked after need to move to a different school during their education, by establishing better joint planning between social care and education

- Embed systems for quick access to school places whether the school be an Own Admitting Authority (OAA), academy, foundation or VA school
- Ensure that all children looked after will have a link educational psychologist
- Demonstrate our commitment to the Virtual School by working together to ensure that the staffing and resources available to the Virtual School are sufficient for the work that it does
- Improve the Information, Advice and Guidance (IAG) support to Looked After Children at the end of Key Stage 4 to ensure they make a successful transition into learning, in line with the Raising the Participation Age Strategy

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3. Health

Children and young people have their health needs assessed and planned for, and are able to access the health services they require. They are healthy and happy, and enjoy a good quality of life.

Nottinghamshire's Pledge to Children and Young People in Care

- We will make sure children and young people get regular health and dental check ups
- We will give children and young people contact details of the nurse for Looked After Young People

What we know nationally (*Children's Care Monitor 2011*)

- 69% of children aged 14 or over identified alcohol as a danger to people their age
- The top three dangers listed by children aged 14 or over were drugs, knives and alcohol
- Drugs were much more likely to be seen as a big danger by care leavers living independently, by asylum seekers, and by children living in children's homes
- Children often enter the care system with a worse level of health than their peers, in part due to the impact of poverty, poor parenting, chaotic lifestyles and abuse or neglect. Longer term health outcomes for looked after children remain worse than their peers²
- Many aspects of young people's health have been shown to worsen in the year after leaving care. Young people interviewed a year after leaving care were almost twice as likely to have problems with drugs or alcohol and to report mental health problems. There was also increased reporting of 'other health problems' including asthma, weight loss, allergies, flu and illnesses related to drug or alcohol misuse and pregnancy³
- Research has shown that by the age of 20 a quarter of children who had been in care were young parents, and 40% were mothers⁴. The prevalence of teenage motherhood among looked after girls under-18 is around three times higher than the prevalence among all girls under-18 in England

What we know in Nottinghamshire

- Looked after young people would like their health checks to be done in different places such as leisure centres

² Haywood J. and James C. (2008) Improving the health of children in care and care leavers in London 2008/9. Unpublished paper, Care Services Improvement Partnership

³ Dixon, J. (2008) 'Young people leaving care: health, well-being and outcomes', Child and Family Social Work 13, 207-217

⁴ Barn R, Andrew L, Mantovani N (2005) *Life after care: the experiences of young people from different ethnic groups* Joseph Rowntree Foundation, London

- Looked after young people want to know what their health plan is and be given a copy of it
- The prevalence of teenage pregnancy amongst young women in care is lower than national estimates

What we have done so far

- Put in place a clear system for health assessments to ensure health needs are better identified and addressed
- Established a designated health team, to ensure children looked after and young people receive appropriate and timely health services
- Produced a booklet for young people who self harm which gives advice and information about sources of support available
- Put in place a programme of training events for foster carers which promote healthy living for children and young people
- Commissioned a specialised service for children looked after to both prevent and treat substance misuse
- A substance misuse screening tool is now used in work with care leavers to aid early identification of substance misuse issues and fast-track to treatment services
- Trained Social Care staff to support young people with sex and relationships education and the provision of the C-Card condom scheme
- Established good links and referral pathways to the young people's advocacy group What About Me? (WAM) to further enhance support provision for looked after children where appropriate

What are we going to do next?

- Work with District Councils across Nottinghamshire to improve children looked after and young people's access to council-run sport and leisure facilities
- Ensure that social care and health systems work more closely together to provide accurate and timely information, that will assist in identifying health concerns of looked after children and young people
- Ensure commissioning arrangements for health services for looked after children and care leavers are prioritised and maintained in the light of health reforms

4. Safe and stable placements

“Children and young people are in high quality placements where they feel safe and supported, and where they are able to remain for as long as they need to.

They receive information about their placement in advance and are listened to if they have concerns at any time. Children and young people have a positive experience of family life or residential care.”

Nottinghamshire’s Pledge to Children and Young People in Care

- We will try our best to help you stay in your foster home where you are happy
- We promise a place to live with carers who will meet your needs
- We will make sure that services for young people in care, children’s homes and foster care are checked to make sure they give good services

What we know nationally (*Children’s Care Monitor 2011*)

- Most children feel very safe where they live. 94% of children said they feel safe in the building where they live, and 90% of feel safe when at school or college
- Children and young people feel safer when in the presence of an adult they trust (55%) or when around police or security people (23%).
- 57% of children and young people in foster care said they would go to their foster carer for help if they felt unsafe

What we know in Nottinghamshire

- Children and young people want to be able to visit placements before they move in
- Children and young people want to be able to have a choice in where they are placed
- Children and young people worry about being moved from the placement where they feel happy and settled
- Children and young people want carers to speak up for them because sometimes they feel their voice is not heard by people making the decisions about their lives
- Children and young people want carers not to concentrate only on practical things, but to also think about how to meet their aspirations and support their emotions

What we have done so far

- Produced an award-winning children’s guide about being looked after
- Provided a range of support to young people and their carers to help keep placements stable, which has resulted in less than 5% of young people in care experiencing three or more moves in any one year.

- Increased the number of long term, therapeutic foster homes by an additional 10 households in 2011/12 and increased the number of foster homes overall from 342 to 358. This gives more choice to young people in need of a foster home
- Implemented a Staying Put Policy which makes it possible for young people to remain in their foster placements after the age of 18
- Set up a dedicated multi disciplinary Child and Adolescent Mental Health Services team for looked after and adopted children
- Commissioned an independent agency that provides an advocacy service to ensure that young people are able to share any concerns they have about their placement

What are we going to do next?

- Undertake a consultation exercise to review the experience of children and young people in placements, to understand where we can improve
- Pilot a Creative Solutions Panel that will be able to commission creative packages of support for children who are either on the edge of care or who are brought in to care for a defined period of time
- Ensure that disruption meetings are held in a consistent way in all types of placement, where a placement ends in an unplanned way. This will mean that learning from disruption is embedded to inform future service and care planning
- Implement a recruitment programme for foster carers for children with disabilities
- Continue to expand the number of salaried carers for young people in need of permanent foster care
- Explore ways of better managing the challenges that social media bring to the stability and security of placements for children and young people
- Maintain our commitment to inclusive adoption planning and support in light of changing national legislation
- Further develop our support to children and young people in permanent kinship placements to ensure that these remain stable and continue to meet their needs

5. Relationships

Children and young people are supported to maintain, build and sustain positive relationships with others, including their birth families, carers and peers.

Nottinghamshire's Pledge to Children and Young People in Care

- We promise that, unless there is a good reason not to, you can have contact with your brothers, sisters and other family members.
- We will make sure contact meetings are planned in advance

What we know nationally (*Children's Care Monitor 2011*)

- Bullying is an ongoing concern for children in care. 9% of children and young people in care said they are bullied often. The most common type of bullying identified was name-calling (79%), followed by rumours being spread (42%), and being left out of things (35%)
- In 2011, nearly three quarters (73%) of the children in care who had one or more siblings also in care were separated from brothers or sisters by being placed to live in different placements
- 92% of those who had been placed together with their siblings thought this had been right in their case. 41% of those who had been separated from one or more siblings in a different placement thought that this was right in their case
- Children in foster homes were much more likely than children in residential care to say that being separated in different placements had been right in their case

What we know in Nottinghamshire

- Children and young people said they worry about their family and particularly their siblings
- Children and young people want the adults around them to be honest with them
- Children and young people want to have a relationship with their social worker that they can rely on. They want social workers to keep their promises and if a young person asks them for a small or big thing they need to recognise that they are all important to them
- Children and young people said they don't see their family and friends as much as they would like to. Sometimes meetings are rushed and they have to choose between seeing family or friends.

What we have done so far

- Designed activity days for adopted young people to get together and share their experiences

- Ensured that contact plans are at the heart of a child's care plan
- We have set clear standards for social workers and have redefined them in relation to their role and responsibilities towards the children and young people they work with
- Recruited foster carers from all over Nottinghamshire to try and keep young people close to their family/community of origin where it is safe to do so
- Committed to ensuring that foster carers have the necessary competence to work with birth families and understand the relevance of contact plans
- Maintained a letterbox scheme for children who are adopted which ensures that links are kept with members of their birth family who are important to them

What are we going to do next?

- Establish a new Family Assessment and Contact Service which will provide a consistent approach to contact across the county
- Work more closely with the Children in Care Council to monitor standards for social workers and develop a system which allows children and young people to contribute to social work appraisals
- Develop a training and information pack for social workers within the throughcare team which covers a range of important issues for looked after children including overnight stay guides, and the role of education and health
- Seek to delegate more authority to foster carers to make day to day decisions about contact plans with family and friends

6. Identity

Children and young people know who they are and why they are looked after. They feel valued and respected by others, and their individual needs arising from gender, race, culture, disability, sexual orientation and religion are understood and met.

Nottinghamshire's Pledge to Children and Young People in Care

- We promise services that meet the needs of young people from different backgrounds, cultures and disabilities
- We promise to listen to **all** children and young people

What we know nationally (*Children's Care Monitor 2011*)

- 68% of children in care said that they thought coming into care was the right thing for them at the time. Around one in five were not sure, and just over one in eight (13%) thought that coming into care was the wrong thing for them at the time
- 75% of foster children whose foster parents had their own children told us that they were treated the same as their foster carers' children

What we know in Nottinghamshire

- Children and young people are sometimes unsure why they had to come in to care, and this could have been explained more clearly to them
- Children and young people in care want more information about their family backgrounds to help them understand who they are
- Children and young people who are unaccompanied asylum seekers want placements which meet their cultural and emotional needs
- Rules and regulations don't always make sense to young people, they can make them feel different, and could be explained more clearly

What we have done so far

- Provide specialist counselling for children looked after from a black and minority ethnic background
- Provided specialist consultancy for carers of black and minority ethnic young people
- Run a photography project for looked after children and care leavers to share their experiences of being in care
- Helped children with adoption plans to better understand their life story by producing a "life story work"
- Extended support available for children and young people in permanent placements including dedicated support

What are we going to do next?

- Continue to recruit foster carers from a wide range of diverse backgrounds
- Through specific commissioning arrangements ensure that all internal and external placement providers meet the individual needs of children
- Establish a new recruitment programme for foster carers specifically for children with disabilities
- Further develop our support to children and young people in permanent placements to ensure that these remain stable and continue to meet their needs
- Ensure that all young people with permanent fostering plans have life story work completed with them

7. Moving to Adulthood

Children and young people are supported to move into young adulthood successfully. They will have a home to live in, the skills to look after themselves and the ability to earn a living or continue in education. They feel confident about the future.

Nottinghamshire's Pledge to Children and Young People in Care

- We will work with you to give you all the help and support you need to make a success with moving on from care to adult life
- We promise you will have a pathway plan which we will write with you and you can keep a copy
- We will make sure we will talk to you regularly about your pathway plan
- We will give you all the information you need about leaving care
- We will keep you informed about what money you are entitled to
- We promise to provide a card with information to support you if you get into trouble
- We will give you up to date information about available support

What we know nationally (*Care Monitor 2011*)

- 13% of children and young people who were about to leave care said they were getting no help to prepare for future
- 29% of children and young people who leave care are classified as not in education, employment, or training (NEETs)
- Overall, 64% of care leavers said they were getting good or very good support

What we know nationally (*After Care 2012*)

- 44% of care leavers said their lives were much better as a result of leaving care
- There is a significant variance in the levels of leaving care grant that children receive across the country. The Government advises that £2,000 is an appropriate amount
- The top four things children and young people want when leaving care are more help with money, more practical help, to be given important documents, and to have someone to talk to

What we know in Nottinghamshire

- 21% of care leavers are classified as not in education, employment or training (NEETs)

- Children and young people said they get worried about what age they have to leave care and who will help them once they reach 18. In particular they would like more support when they leave care
- Young people may need extra support emotionally as their developmental age may not be the same as their chronological age

What we have done so far

- Developed a Staying Put Policy which makes it possible for young people to remain in their foster placements beyond 18
- Provided access to dedicated Employment, Education and Training Advisors to assist care leavers in accessing employment, education and/or training to prevent them reaching NEET status
- Continued to improve the quality of pathway planning to ensure young people have the necessary skills and confidence to move into adulthood
- Enabled more flexible use of home establishment grants to ensure individual young people's needs are met
- Prioritised the accommodation of careleavers by recruiting a dedicated accommodation officer in the Aftercare team to develop housing options and promote good practice
- Ensured all careleavers have access to a named Education, Employment and Training Adviser in the Aftercare team who can provide individual direct help and support to young people

What are we going to do next?

- Scope the viability of an integrated transitions service for children with disabilities to embed person-centred planning and ensure the journey from childhood to adulthood is as comfortable as possible
- Continue to recruit foster carers under the 14+ scheme to support the Staying Put Policy
- Develop supported lodgings and extend accommodation options for care leavers
- Increase availability of apprenticeships within Nottinghamshire County Council for care leavers
- Explore ways of making emotional and mental health support services more accessible to older young people

8. Emotional Wellbeing

Children and young people achieve emotional stability, resilience and self confidence.

Nottinghamshire's Pledge to Children and Young People in Care:

- We will give you up-to-date information about self harming, and advice and support services

What we know nationally (*Children's Care Monitor 2011*)

- There has been a slight decrease in the number of children who said they worry about their safety. In 2011, 34% said they worry a little or a lot about their safety. This was down from 36% last year and 43% the year before
- Looked After Children show significantly higher rates of mental health disorders compared to their peers, including children in the most deprived socio economic groups⁵
- There are high levels of mental health need amongst looked after children, particularly those in residential care. 45% of looked after children were assessed as having a mental health disorder, rising to 72% of those in residential care. Boys in Care experience mental health disorders more than girls^{6, 7}

What we know in Nottinghamshire

- Children and young people said they want to have someone to talk to when they feel happy or sad, and ongoing help to confront the issues from their childhoods
- Children and young people would like carers to try not to make it obvious that they are not the same as their birth children
- Children and young people say that, even though they have unique challenges due to their backgrounds, they want to be treated the same as other children

What we have done so far

- Established an annual achievement event which celebrates achievements of children and young people looked after
- Produced a booklet for young people who self harm which gives advice and information about sources of support
- Identify emerging issues through the consistent use of a Strengths and Difficulties Questionnaire

⁵ Ford T., Vostanis P., Meltzer H. and Goodman R. (2007) 'Psychiatric disorder among British children looked after by local authorities: comparison with children living in private households', British Journal of Psychiatry 190, 319-325

⁶ Dimigen G., Del Priore C., Butler S. et al (1999) 'Psychiatric disorder among children at time of entering local authority care: questionnaire survey', British Medical Journal, 319, 675

⁷ McCann J., James A., Wilson S. and Dunn G. (1996) 'Prevalence of psychiatric disorders in young people in the care system', British Medical Journal 313, 15, 296

- Established a dedicated multi disciplinary CAMHS team for looked after and adopted children
- Developed a policy for Safeguarding Children and Young People from Sexual Exploitation that includes inter-agency guidance

What are we going to do next?

- Identify new ways of measuring positive progress in emotional resilience and wellbeing of our looked after children and young people, including the use of self reporting
- Further assess mental health and emotional needs of Looked After Children through the refresh of the CAMHS needs assessment

Our Action Plan

A detailed annual action plan has been agreed across all agencies to support the delivery of the priorities set out in this strategy. This is outlined in more detail in appendix 1.

The strategy and action plan will be formally signed off by the Children's Trust Executive and Children and Young People Committee. The action plan will be monitored by the multi agency LAC steering group on a bi-monthly basis and highlight reports against each of the eight themes will be taken to both the Corporate Parenting Sub Committee and 'No Labels', our Children in Care Council twice yearly.

The overall strategy will be reviewed in 2015

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Appendix 1: Action Plan

Action	Owner/s	Job title	Deadline
Work with older young people to produce a new review booklet to ensure their voices are heard and that they shape their own care plans (LAC Review) (Listen to Me)	Izzy Martin	Service Manager, Conference & Review	Jul-12
Ensure reviewing officers use the consultation booklets with children and young people prior to every review to ensure they can shape their own care plans	Izzy Martin	Service Manager, Conference & Review	Jun-12
Set up a Facebook page that will mean we communicate and network with young people in a way that is friendly and accessible to them	Jo Down	Children's Social Care Locality Manager for Gedling	
Continuously review 'The Pledge' to ensure it continues to reflect the priorities of all age groups in care	Sue Hollingworth-Shaw	Co-ordinator Youth Services, Young People Looked After	Ongoing activity
Find new and innovative ways of ensuring that care planning decisions such as placement changes are not made outside the review process, and that children looked after are always involved in these decisions	Izzy Martin	Service Manager, Conference & Review	Jun-12
Enable children and young people who live in independent sector placements to access to the same opportunities and services as those who are placed within Nottinghamshire County Council care	Norman Chessman	Service Manager, Placements	Nov-12
Ensure care planning is inclusive and reflects the views of parents and carers	Ty Yousaf	Service Improvement Team Manager	Oct-12
Produce a new guide to adoption for older children and young people to help them understand the opportunities and challenges this presents, and how they can influence the process	Shelagh Mitchell	Service Manager, Adoption	Jul-12
Develop a comprehensive participation strategy that outlines how agencies will gather and promote the views of children looked after	Rachel Coombs	Group Manager for Access to Resources	May-13
	Dawn Godfrey	Group Manager for Social Work Services North	
Improve the timeliness and quality of Personal Education Plans to ensure they have a greater impact on looked after children's educational attainment	Rachel Coombs	Group Manager for Access to Resources	Ongoing activity

	Dawn Godfrey	Group Manager for Social Work Services North	
Enhance opportunities for children looked after in and out of education for music and school trips	Sue Denholm	Co-ordinator of the Virtual School	
Ensure that teacher assessment data is robust and good quality, so that we can respond quickly and effectively to looked after children who need more support in education	Sue Denholm	Co-ordinator of the Virtual School	Ongoing activity
Monitor children looked after in below floor target and satisfactory schools	Sue Denholm	Co-ordinator of the Virtual School	Ongoing activity
Review funding mechanisms that currently support the education of children looked after to ensure these continue to provide added value	Rachel Coombs	Group Manager for Access to Resources	Jul-12
Ensure that we are minimising the number of times looked after children need to move to a different school during their education, by establishing better joint planning between social care and education	Rachel Coombs	Group Manager for Access to Resources	Ongoing activity
	Dawn Godfrey	Group Manager for Social Work Services North	
Embed systems for quick access to school places whether the school be an Own Admitting Authority (OAA), academy, foundation or VA school	Sue Denholm	Co-ordinator of the Virtual School	Jun 12
	Scott Hollingsworth	Access and Admissions Strategy Co-ordinator	
Ensure that all children looked after will have a link educational psychologist	Charles Savage	Principal Educational Psychologist	Sep-12
Demonstrate our commitment to the Virtual School by working together to ensure that the staffing and resources available to the Virtual School are sufficient for the work that it does	Marion Clay	Group Manager for Support to Schools Service	Ongoing activity
Improve the Information, Advice and Guidance (IAG) support to Looked After Children at the end of Key Stage 4 to ensure they make a successful transition into learning, in line with the Raising the Participation Age Strategy	Dennis McCarthy	Targeted Support Operations Manager	Apr-13
Work with District Councils across Nottinghamshire to improve children looked after and young people's access to council-run sport and leisure facilities	Rachel Coombs	Group Manager for Access to Resources	Apr-13
	Dawn Godfrey	Group Manager for Social Work Services North	
Ensure that social care and health systems work more closely together to provide accurate and timely information, that will assist in identifying health concerns of looked after children and young people	Rachel Coombs	Group Manager for Access to Resources	Apr-13
	Dawn Godfrey	Group Manager for Social Work Services North	
Ensure commissioning arrangements for health services for looked after children and care leavers are prioritised and maintained in the light of health reforms	Rachel Coombs	Group Manager for Access to Resources	Sep-12
	Dawn Godfrey	Group Manager for Social	

		Work Services North	
Pilot a Creative Solutions Panel that will be able to commission creative packages of support for children who are either on the edge of care or who are brought in to care for a defined period of time	Norman Chessman	Service Manager, Placements	Jan 13
Undertake consultation exercise to review the experience of children and young people in placements, to understand where we can improve	Norman Chessman	Service Manager, Placements	Nov-12
Ensure that disruption meetings are held in a consistent way in all types of placement, where a placement ends in an unplanned way. This will mean that learning from disruption is embedded to inform future service and care planning	Rachel Coombs	Group Manager for Access to Resources	Sep-12
	Dawn Godfrey	Group Manager for Social Work Services North	
Continue to expand the number of salaried carers for young people in need of foster care	Jayne Austin	Service Manager, Fostering	Jul-12
Explore ways of better managing the challenges that social media bring to the stability and security for placements of children and young people	Jayne Austin	Service Manager, Fostering	Jul-12
	Shelagh Mitchell	Service Manager, Adoption	
Maintain our commitment to inclusive adoption planning and support in light of changing national legislation	Shelagh Mitchell	Service Manager, Adoption	Ongoing activity
Further develop our support to children and young people in permanent kinship placements to ensure that these remain stable and continue to meet their needs	Denise Martin	Service Manager, Family Support	Nov 12
Establish a new Family Assessment and Contact Service which will provide a consistent approach to contact across the county	Denise Martin	Service Manager, Family Support	Ongoing activity
Work more closely with the Children in Care Council to monitor standards for social workers and develop a system which allows children and young people to feed in to social work appraisals	Rachel Coombs	Group Manager for Access to Resources	Dec-12
	Dawn Godfrey	Group Manager for Social Work Services North	
Develop a training and information pack for social workers within the throughcare team which covers a range of important issues for looked after children including overnight stay guides, and the role of education and health	Dawn Godfrey	Group Manager for Social Work Services North	Ongoing activity
Seek to delegate more authority to foster carers to make day to day decisions about contact plans with family and friends	Jayne Austin	Service Manager, Fostering	Sep-12
Continue to recruit foster carers from a wide range of diverse backgrounds	Jayne Austin	Service Manager, Fostering	Ongoing activity
Through specific commissioning arrangements ensure that all internal and external placement providers meet the individual needs of children	Norman Chessman	Service Manager, Placements	Jan-13
Further develop our support to children and young people in permanent placements to ensure that these remain stable and continue to meet their needs	Rachel Coombs	Group Manager for Access to Resources	Ongoing activity
	Dawn Godfrey	Group Manager for Social Work Services North	
Ensure that all young people with permanent fostering plans have life story work completed with them	Dawn Godfrey	Group Manager for Social Work Services North	Ongoing activity

Scope the viability of an integrated transitions service for children with disabilities to embed person-centred planning and ensure the journey from childhood to adulthood is as comfortable as possible	Fran Arnold	Group Manager, Children's Disability Service	Sep-12
Continue to recruit foster carers under the 14+ scheme to support the Staying Put Policy	Jayne Austin	Service Manager, Fostering	Mar-13
Develop supported lodgings and extend accommodation options for care leavers (link with youth homelessness strategy)	Laurence Jones		
	Michelle Lee		
Increase availability of apprenticeships within Nottinghamshire County Council for care leavers	Rachel Coombs	Group Manager for Access to Resources	Jun-12
	Dawn Godfrey	Group Manager for Social Work Services North	
Services to looked after young people will all contribute to the emotional wellbeing of our looked after children and young people	Rachel Coombs	Group Manager for Access to Resources	Mar-12
	Dawn Godfrey	Group Manager for Social Work Services North	
Identify new ways of measuring positive progress in emotional resilience and wellbeing of our looked after children and young people, including the use of self reporting	Helen Daft	Interim Children's Service Manager, Residential / CAMHS services	Sep-12
Further assess mental health and emotional needs of Looked After Children through the refresh of the CAMHS needs assessment	Sally Handley	Senior Public Health Manager	Apr-13

Appendix 2: The Pledge – Our Promise to Children and Young People in Care

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Nottinghamshire County Council have made this Pledge to Looked After Children and Young People. Young people were involved in the Pledge and were represented by No Labels.

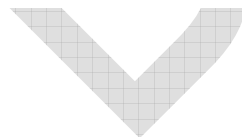
The Pledge is a list of promises to children and young people.

We cannot promise to do everything you ask but when we cannot we will explain why.

No Labels is the name of our Children In Care Council.

It's a place where young people meet up to talk about life in care.

You can find out more about No Labels from Sue Shaw on 07740 845824, or ask your social worker for information.



▼ SOCIAL WORKERS

Young People SAY...

- We would like a qualified social worker and to meet our social worker away from our foster home so that we can talk openly.
- We would like the social worker's telephone number so we can contact them.

We Promise

*A qualified social worker for every young person in care.
Your social worker will listen to you and make sure you have our contact details.*

Your social worker will meet with you away from your foster home if you wish.

Young People SAY...

- Who can we talk to about our social worker if we are not happy?

We Promise

You will not be in trouble if you tell your social worker you are not happy about something they do.

You can talk to an independent visitor or advocacy worker if you are not happy about your social worker.

▼ REVIEWS

Young People SAY...

- Some of us do not see our care plan before our review or we get it too late so we feel we cannot contribute.
- We want to see our care plan at least two weeks before the review so that we are given time to have a say in the services we need and who attends our review.

Young People SAY...

- We want reviews done out of school time.
- We do not like to be taken out of school or out of class.
- We would like our reviews to occur in places that we know, where we feel safe, and that are nice for young people.

We Promise

An up to date care plan for every Looked After Child and Young Person and the opportunity to have your say before your review meeting.

We will listen to your views about where and when to have your reviews, and who comes to them.

▼ CONTACT

Young People SAY...

- We would like contact with our brothers, sisters and families to be arranged with a diary in advance.
- Young people feel under pressure to attend at the last minute that makes us have to make a choice about meeting our family or going out with our friends.

We Promise

Unless there are good reasons not to, you can have contact with your brothers and sisters and other family members.

We will make sure the meetings are planned in advance.

▼ INCLUDING EVERYONE

Young People SAY...

- Please make sure you include unaccompanied asylum seeking children and young people, young people with disabilities and those from different backgrounds when you consult us.

We Promise

To listen to all children and young people.

Services that meet the needs of young people from different backgrounds, cultures and disabilities.

▼ WHERE WE LIVE

Young People SAY...

- Who can young people speak to if the carer does not meet our needs?
- Please tell us who we can talk to about our carers if we are not happy?

We Promise

A place to live with carers who will meet your needs.

We will make sure you can speak to your social worker, youth worker, advocacy worker or an independent visitor if you have concerns.

Help for young people to have their say if they are not happy. No Labels, our Children In Care Council, will speak up for you to improve services.

We will also make sure that services for young people in care, children's homes and foster care are checked to make sure they give good services.

Young People SAY...

- Some of us have to keep moving foster home, which makes us worried.

We Promise

We will try our best to help you stay in your foster home where you are happy.

We will make sure you can tell us your views at your review.

▼ EDUCATION

Young People SAY...

- We have the right to go to school full-time.

We Promise

We will make sure you have a school place.

We will work with schools to ensure that you get full-time education.

We will try to ensure that you get into a school within six days if you are out of school or have moved.

Nursery or early years education for children in care who are three to four-years-old.

Young People SAY...

- Who is the teacher in my school to help me if I have any worries?

We Promise

A teacher whose job is to help young people in care to do as well as other young people. This person is called a Designated Teacher. We will make sure you are given the teacher's name when you start or change school.

You will have a plan which guides your time in school—this is called a PEP (Personal Education Plan).

Young People SAY...

- Please tell us about the Personal Education Allowance (PEA).

We Promise

To tell you about the Personal Education Allowance (PEA). This is a payment which can be used to help you catch up with school work.

Support to help you feel happy in school.

JOINING IN

Young People SAY...

- We sometimes feel worried about taking part with other young people. We would like someone to support us to help us feel confident, like a youth worker or a social worker.

We Promise

Help to take part in things, like sports and clubs. We will tell you about the youth work team for Looked After Young People.

HEALTH AND WELL-BEING

Young People SAY...

- Please can we have the name of the nurse for young people in care who can give us confidential advice and help?

We Promise

We will make sure you get regular health and dental check-ups.

We will give you contact details of the nurse for Looked After Children and Young People.

LEAVING CARE

Young People SAY...

- We get worried about what age we have to leave care and who will help us.

We Promise

To work with you to give all the help and support you need to make a success with moving on from care to adult life.

You will have a Pathway Plan which we will write with you and you can keep a copy.

We will give you all the information you need about leaving care.

Young People Who Have Left Care SAY...

- We cannot always remember completing a Pathway Plan and would like it updated regularly.
- We would like a small card, which tell us our entitlement to money, etc., at ages 16–18 (we get information but forget).
- We would like more support when we first move out from care.

We Promise

We will keep you informed about what money you are entitled to.

We will make sure we talk to you regularly about your Pathway Plan.

OTHER THINGS

Young People SAY...

- We would like to know what our rights are if we get into trouble with the police, for example:
- What is the law about the age we are classed as an adult?
- Are we allowed to phone someone if we are at the police station?

We Promise

To provide a card with information to support you if you get into trouble.

Young People SAY...

- We would like more advice about self-harming and how we can be signposted to help and support.

We Promise

We will give you up to date information about available support.

We Also Promise

To give you a Children's Guide, which contains lots of information about Being Looked After.

That we will check our Pledge to you often, so that when we can, we will improve on the promises that we have made.

We will listen to your views through No Labels– Nottinghamshire's Children In Care Council.

We cannot promise to do everything you ask, but when we cannot we will explain why.

Appendix 3: Glossary of key agencies and services that will deliver the Looked After Children Strategy

Child and Adolescent Mental Health Services (CAMHS)

The Child and Adolescent Mental Health Services (CAMHS) provide a service for children 0-18 years where there are concerns about their emotional well-being or mental health.

The County Children Looked After & Adoption Team is based within the CAMHS service and specifically works with children and young people who are living away from their birth parents in the care of Nottinghamshire Children's Services.

These children and young people may be living with foster carers, in residential group home placements or for whom adoption is being explored / planned. The team also offers specialist consultation and support to children who have been adopted and their families.

CAMHS endeavour to meet the emotional health needs of looked after children by offering consultation to the network around the child. The multi-disciplinary team offers support and intervention based on a consultation model that empowers the professional network around the child and their carers and offers them an opportunity to explore ideas about how best to meet the child's needs.

Kinship Care workers

Kinship Care Workers support extended family members who are caring for children and young people from birth to 18 years whom for various reasons are unable to live with their parents, as an alternative to them being accommodated by the local authority.

Senior Educational Psychologist

Looked after children are supported by an educational psychologist who is trained in understanding how children and young people behave and learn. Their job is to make sure that children and young people who are in care and adopted get an education which they enjoy and where they succeed. They make contact with responsible adults involved in children's' lives, to identify the best learning environment for looked after young people.

Throughcare team

The Through-care Service is made up of 3 teams, made up of Personal Advisers, Education, Employment and Training Advisers and an Accommodation officer. The team is a mix of qualified and non-qualified social workers. They work with young people aged 16 to 21 (up to 25 if you are in education) who have been in care for at least 13 weeks. They support young people to think about what their goals are and to help them make realistic plans to achieve them through the formulation of a Pathway Plan.

Independent Reviewing Officers

Independent Reviewing Officers are qualified social workers whose role it is to quality assure looked after children review meetings. These review meetings take place within 20 days of a young person coming in to care, followed by another 3-monthly and then 6-monthly review.

A young person will always be invited to their review, but if they do not want to attend their review meeting, they will speak to them beforehand to ensure their views are represented at every stage.

Family Resource Team

The Family Resource Team focus on provide a range of preventative support services that for families with children aged 8 to 18 years, to enable them to stay with their birth family wherever possible. They also undertake crisis intervention and time-limited packages of intensive work where there is a serious risk of family breakdown, and provide more general advice, guidance and early support for families of children over 8 years of age who are experiencing difficulties in caring for their children.

Education, Standards and Inclusion Service

This service is made up of different teams of professionals who work with schools and other educational settings, including pre-school and home settings, to make sure that all children, including those looked after, on the edge of care, adopted, and those receiving after care services, can learn well. This includes extending access to extra resources such as one-to-one tuition, the personal education allowance, and the pupil premium, to help you to make good progress.

Some teams within this service work mainly with teachers to ensure that the schools children attend are safe places to learn, where lessons are stimulating, interesting and meet your learning needs.

Some of the professionals in the Education, Standards and Inclusion Service work directly with children, carers and teachers to agree ways of supporting young people to stay in school when you are at risk of being excluded. Sometimes when it is too difficult, professionals within the service help young people and their carers to find education alternatives which are better matched to their needs.

The Virtual School for Looked After Children

Within the Education, Standards and Inclusion Service, there is a 'virtual school' which focuses exclusively on the education needs of children and young people looked after, on the edge of care, adopted children, and those receiving after care services. This virtual school oversees the education of all Nottinghamshire Looked After Children, whether they attend schools and settings within Nottinghamshire or out of county.

The School consists of the Coordinator, a Senior Educational Psychologist, two officers working directly with schools, carers, social workers and, where appropriate, children and young people. Alongside this team a dedicated youth worker, connexions, health and CAMHS representatives all work with the virtual school to ensure that all children looked after access high quality education

The Virtual School supports schools and all partner agencies through training, advice and guidance concerning any issues around education. The school supports the personal educational planning process, looked after reviews and at all times adopts a solution focussed approach to their work with LAC. The school also celebrates achievement and out of school opportunities through personal education allowance and promotion of youth work events dedicated to looked after children.

Young People looked After Youth Work Team

The team consists of one full time co-ordinator, one full time youth worker and a number of youth work staff with a responsibility for the Children in Care Council and one to one youth work. The role of the team is to support Fostered and Adopted young people to participate in a full range of activities which they enjoy and is fun.

The main responsibility of the team is to develop leisure, sports and arts opportunities for children and young people looked after, care leavers, and those who are adopted throughout Nottinghamshire as well as be responsible for the Children in Care Council and the participation of young people.

The Children In Care and Adoption Health Team – County Health Partnerships, Nottinghamshire and Nottingham City

The Children In Care and Adoption Health Team are a team of Doctors and Nurses who work together to look after the health of children and young people who are in care or are going to be adopted.

Children looked after will be invited to have a health assessment every six months or every year depending on their age. They get the opportunity to discuss how they are feeling and if there is anything they can do themselves to make your health a little better.

What About Me (WAM)

WAM gives help and support to young people who are affected by someone elses drug or alcohol use or misuse. WAM is for young people who live anywhere in Nottinghamshire and is a totally confidential service. When a child or young person comes to the service they are given a support worker.

This support worker will provide confidential 1 to 1 support. This is done through weekly or fortnightly sessions where the child or young person can use these sessions to give themselves timeout from their normal day to deal with any problems or concerns they may have.

Appendix 4: Terms of Reference for Children in Care Council

To be added upon final publication

DRAFT

Appendix 5: Demand Trends

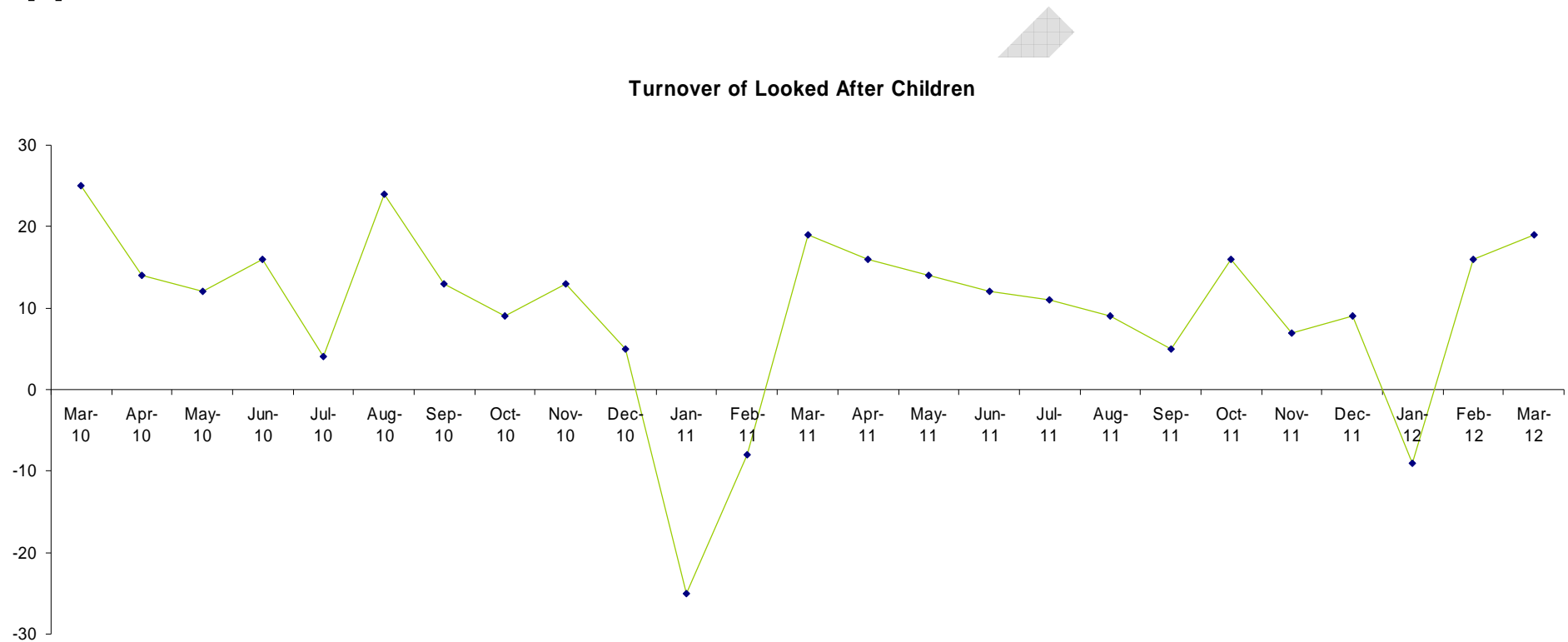


Figure 1: Turnover of children who are classified as looked after (LAC status), Mar 2010 - Mar 2012

Cumulative Number of Looked After Children in Nottinghamshire

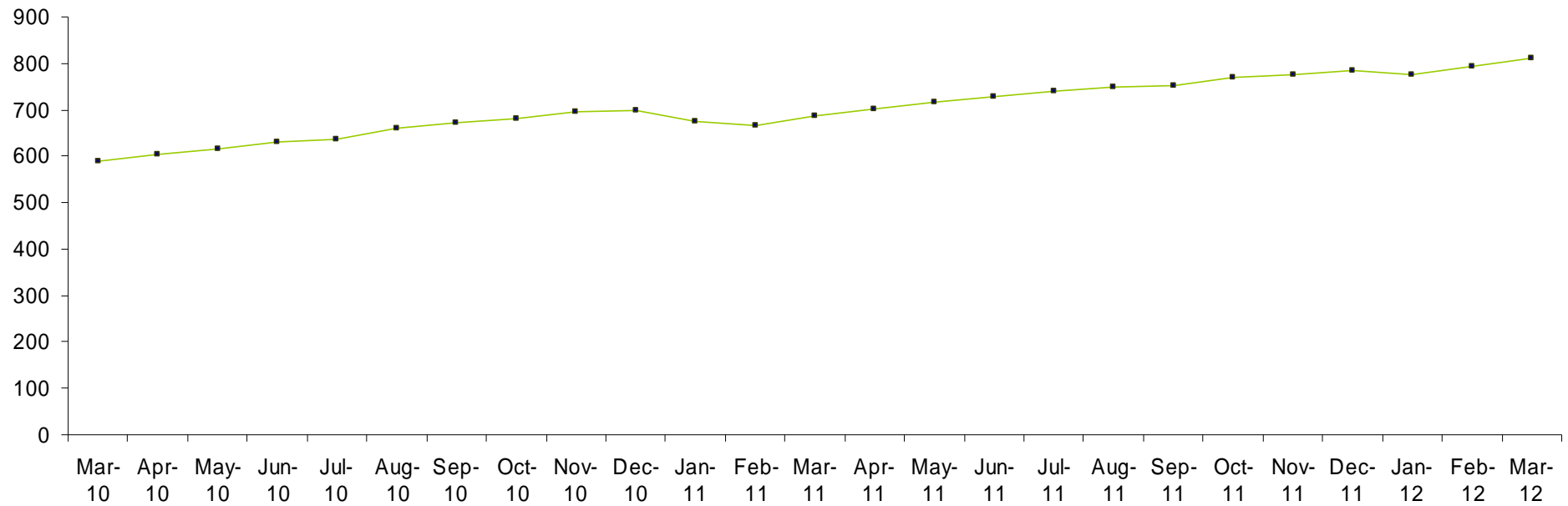


Figure 2: Cumulative number of children who are classified as looked after (LAC status), Mar 2010 - Mar 2012

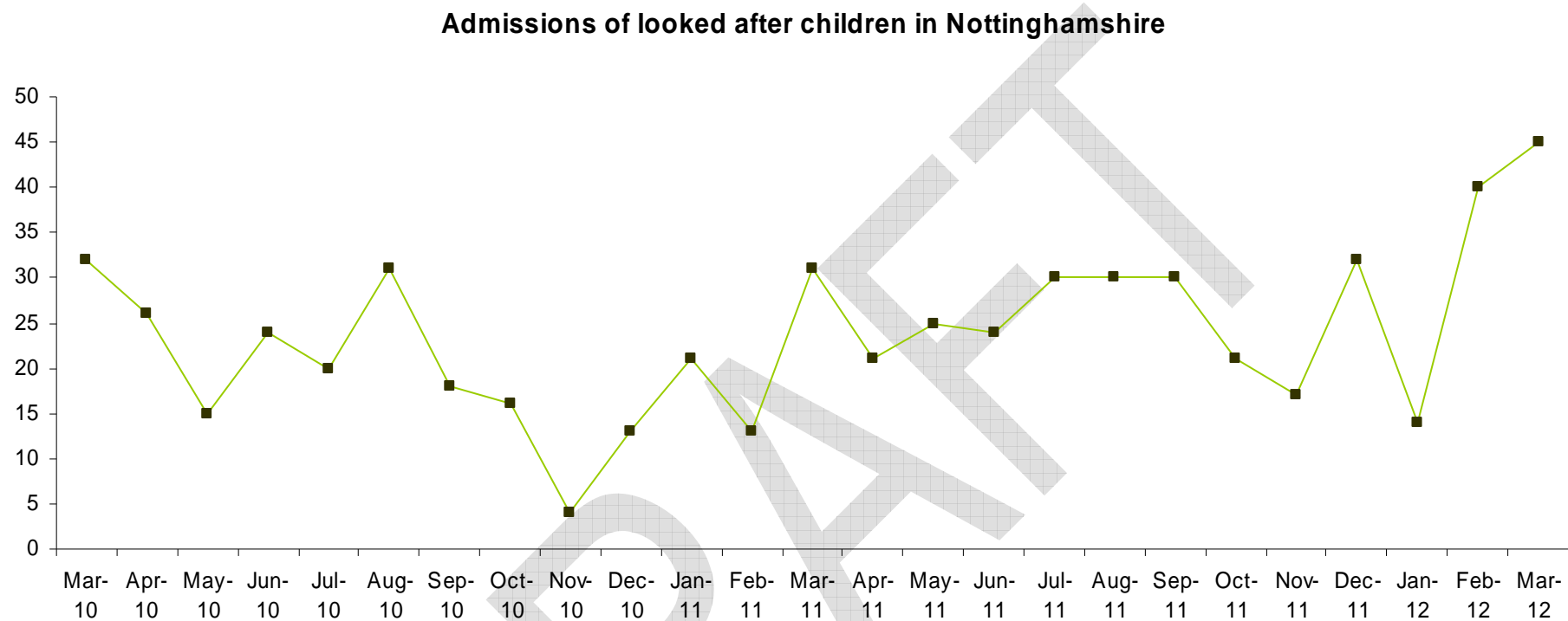


Figure 3: Admissions of looked after children, Mar 2010 - Mar 2012

Discharges of looked after children in Nottinghamshire

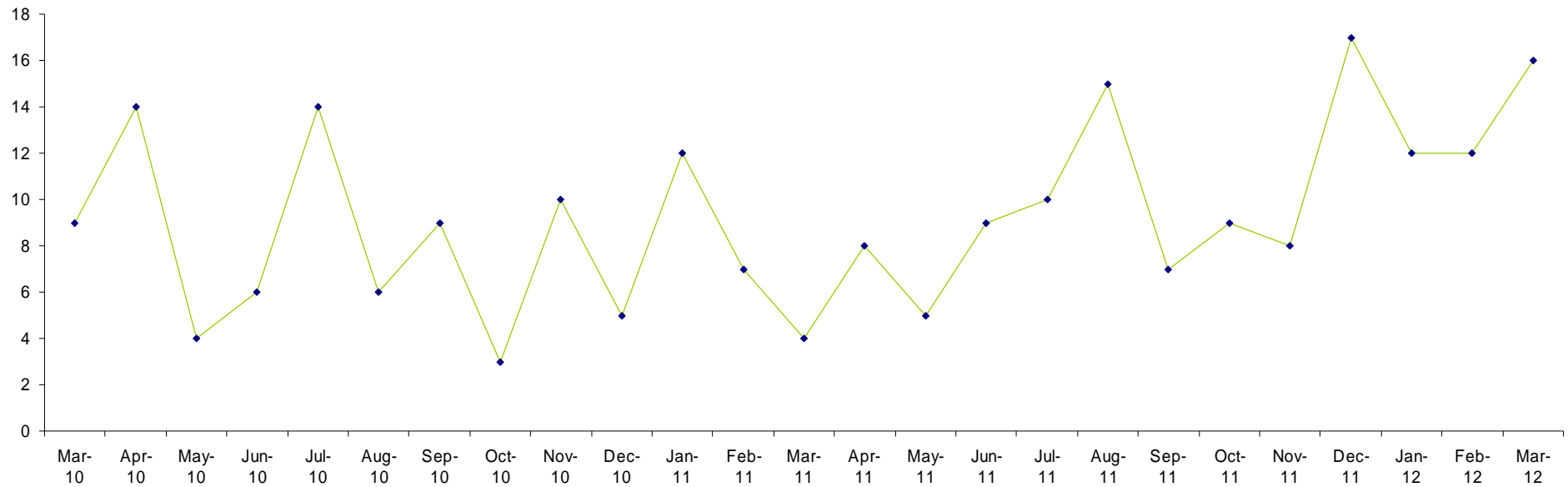


Figure 4: Discharges of looked after children in Nottinghamshire, Mar 2010 - Mar 2012

Number of Looked After Children who are not in education, employment or training (NEET status)

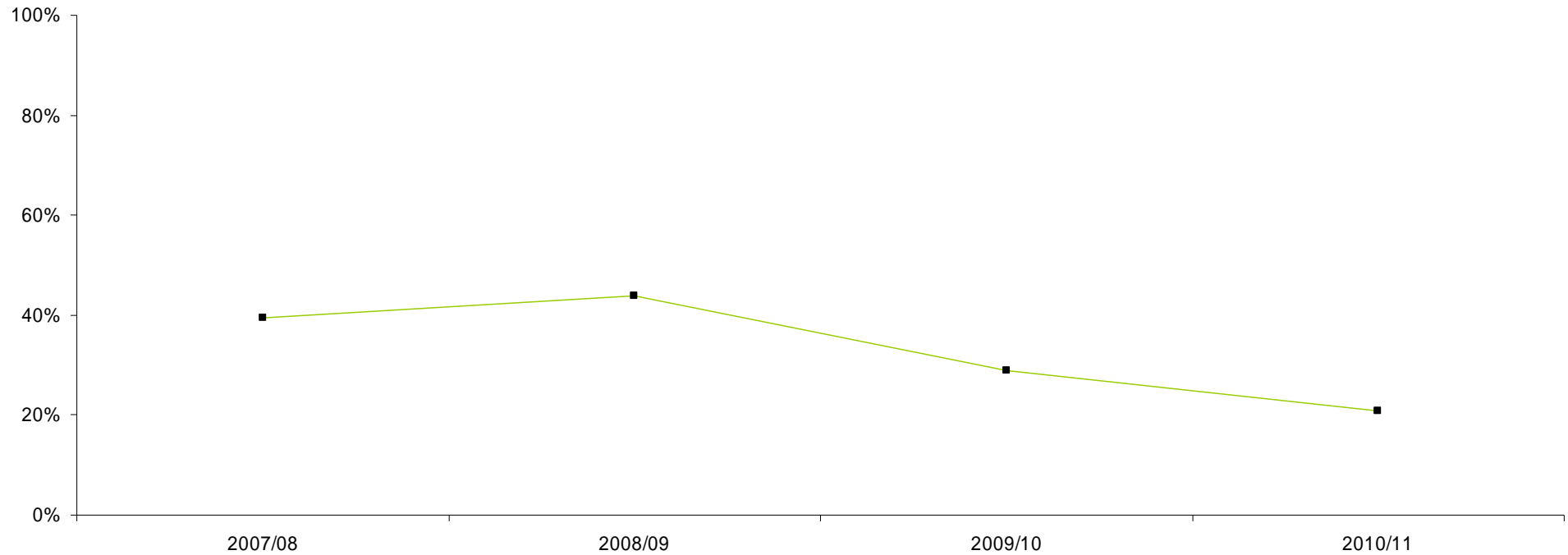


Figure 5: Number of previously looked after children who went on to be classified as NEETs (not in education, employment or training) Apr 2007 - Apr 2011

18 June 2012

Agenda Item: **10****REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****CHANGES TO THE STAFFING STRUCTURE OF THE CHILDREN'S SOCIAL
CARE SERVICE****Purpose of the Report**

1. The purpose of this report is to seek approval for the proposed changes to the staffing structure of the Children's Social Care Service.

Information and Advice

2. Over the last 18 months Children's Social Care has been working hard to improve the service it provides to the most vulnerable children and families in Nottinghamshire, by better understanding our performance management information, listening to our front line staff and increasing our capacity.
3. A new organisational structure has been proposed to ensure that we have the right numbers of staff in the right places working flexibly, and that all our front line staff receive the supervision and support they need to work effectively with vulnerable children, young people and families.
4. The new staffing structure proposed supports the new operating model for Children's Social Care which was endorsed by the Council's Cabinet in January 2012. The new staffing structure will be supported by a workforce development strategy that incorporates a development programme for first line managers, and a revised key performance indicator set in line with the Children's Safeguarding Performance Information set which has recently been out to consultation by the Department for Education (DfE).
5. The new organisational structure also supports the Munro Review of Child Protection recommendations that staff within children's social care are enabled to better use their professional judgement and encourages decision making as close to the front line as possible, supporting professional practice.
6. Proposals for the new staffing structures in Children's Social Care were published in February 2012, with a consultation period running to the end of March – a total period of just over 6 weeks.
7. To support staff in making a contribution to the consultation a dedicated intranet site was created and publicised with staff as the source of background information to the

proposals, the proposed structure charts and options for making a consultation submission.

8. During the period of the consultation, a total of 21 submissions were received through the intranet web form. In addition, submissions were received on behalf of the team of Advanced Social Work Practitioners and a formal response was received jointly from Unison and the GMB.
9. Within the context of the transformation programme, the Service Director for Children's Social Care has met with the Trade Unions on 11 August 2011, 26 September 2011, 3 November 2011, 12 December 2011, 7 March 2012 and 18 April 2012. Following discussions on 7 March it was agreed that the consultation period would be extended to the end of March 2012, and a series of regular meetings are now planned in advance which will further inform the decision making process.
10. Three events were also held in February 2012 with around 250 members of staff and managers taking up the invitation to attend, which was also extended to the Trade Unions. The events were structured around a presentation from the Service Director, and a structured group exercise to identify the positive and negative aspects of the proposals for children and families, any concerns from a staff perspective and any possible omissions from the proposals.
11. Feedback from the events was generally positive about the proposals and none of the submissions received during the consultation fundamentally affect the proposed arrangement of services.

Proposed staffing structure for the Children's Social Care service

12. The proposed new staffing structure for Children's Social Care is attached as **Appendix A**.
13. Corporate Leadership Team agreed in February to a temporary exemption from the County Council's organisational design principles, as part of the transition to the new operating model. This was against the context of the continued high demands on the service, the rising numbers of children in care and the stabilisation of performance in relation to safeguarding, which resulted in the removal of the DfE Improvement Notice.
14. In addition to this, there are continuing challenges in the recruitment and retention of first line managers. A workforce development programme tailored for this cohort of staff is being developed under the auspices of the Council's Leadership and Development Programme, which should improve both the retention and performance of this group of managers, and lead to better support and supervision to frontline social workers. To reflect the significant increase in front line staff which has taken place over the last two years, sufficient capacity is being created in the Children's Services Manager layer (an additional 1.5 fte) to maintain a safe service during the transition to the new operating model. Within the Through Care Service this capacity will ensure accountability for children entering and exiting the care system.
15. The proposed staffing structure will be implemented in a phased approach during 2012-2013 and will be reviewed during the following year 2013-2014.

16. The changes to the arrangement of service areas are as follows:

Social Work Services

17. The proposed changes to the structure of social work services are to support our principles around the management of entry to, and exit from, the children's social care system. There are no changes to the existing establishment of team managers or social workers, with their number being re-distributed across the new arrangement of services.
18. The development of a Multi-Agency Safeguarding Hub (MASH) will be the front door for children's social care, replacing the 'reception' element of our current model of Reception and Assessment Services North and South. The social work establishment within MASH will be four team managers and eight social workers. The full organisational structure for the MASH will be the subject of a separate report to Committee prior to the implementation of this element of the service, which is expected to take place in November 2012. Line management of the existing Emergency Duty Team will transfer from the Children's Services Manager (Placements, Panels and EDT) to the Children's Service Manager.
19. District teams will deal with child protection, assessment and care planning, with an establishment of 29.5 fte team managers and 155 fte social workers in teams covering Ashfield, Mansfield, Newark & Bassetlaw and Broxtowe, Gedling & Rushcliffe. The line management of the Mansfield District Child Protection Team will be located in Social Work Services South to give an even balance of responsibility and resources between the Group Managers for Social Work Services North and South.
20. A Through Care Service will provide a clear focus on permanence for children in the care system, ensuring they are not left to drift. The team structure within the service will include a Permanence (adoption) team, a Looked After Children (permanent fostering) team, a Leaving Care team and a Court Work team. The Leaving Care team is a change in nomenclature for the existing Aftercare service.
21. In order to provide sufficient management capacity to support the transition to the new structure, and in recognition of the increase in the overall establishment of the division (by 26 Social Workers, 5 Team Managers, 11 Advanced Social Work Practitioners, 7 Locality Support Workers, 2 Independent Reviewing Officers and 2 Child Protection Co-ordinators in the last two years) it is proposed that a 2 year temporary Service Manager post is created within social work services. This post would support the creation of the new Through Care service.

Children's Disability Service

22. All aspects of social work for disabled children, occupational therapy, short breaks, sitting and befriending and our residential facilities for disabled children and young people have already been aligned within the integrated Children's Disability Service by delegated decision CF/2012/00008.
23. The proposed structure moves line management of the Occupational Therapy (OT) Team from the Children's Services Manager (Regulated Services Provision) to the Children's Service Manager (Children's Disability Service). This places operational management of

both frontline social work and OT teams under one Children's Service Manager, ensuring joined up decision making, accountability and service delivery to families. The proposed structure also increases management capacity of the Occupational Therapy Team Managers from 1 fte to 2 fte in recognition of the increased demand placed upon OT services, the increase in the number of staff (an additional 3 Occupational Therapists and 2 Occupational Therapy Assistants were established in 2011) and introduces more equitable distribution of direct reports for managers. This increase can be funded through existing budgets in the Children's Disability Service.

24. The Children's Service Manager (Strategic Lead for Personalisation) will increase from 0.5 fte to 1.0 fte, the additional 0.5 fte being funded from the Early Years and Early Intervention budget. This joint post will focus on developing services across levels 2-4 for children with disabilities as part of the Council's response to the personalisation agenda.
25. In keeping with this dedicated approach to children with disability and their families, it is proposed within the structure that the Disabled Children's Access to Childcare (DCatch) provision move from the present matrix managed and cross funded arrangement between Social Care, SEND and Early Years, to one service structure, under the line management of the jointly created Children's Service Manager (Strategic Lead for Personalisation). Funding arrangements will remain as they are, managed through the Children's Disability Service.
26. The Service Improvement function within Children's Social Care will henceforth be renamed the Practice Support Unit. Line management of the Practice Support unit will transfer to the Group Manager responsible for the Children's Disability Service in a timescale to be determined. The role of Commissioning Officers will be re-named Practice Support Officers, and the role of Advanced Social Worker Practitioner re-named Practice Consultant, in line with the naming convention used in the national Munro Review of Child Protection. The service will focus on providing practice support.
27. The arrangements for supporting Framework-i are retained in the Practice Support Unit, including the establishment of a permanent post of specialist report writer. It has been agreed that this post, which has been established in the CFCS Data Management Team on a temporary basis, be transferred to the Children's Framework-i team, due to the focus of the role. There is capacity in the divisional budget to make this specialist post permanent to continue to support the efficient provision of management information from Framework-i.
28. There will be an increase in the establishment of Practice Consultants, from 11 fte to 19 fte. 12 Practice Consultants will be allocated to district teams where they will have case holding responsibilities and provide practice support to front-line staff as directed by Team Managers. Six Practice Consultants will be retained centrally to continue to provide mentoring with a focus on practice support.
29. Practice Consultants will rotate between the district teams and the central team to ensure they keep in touch with front-line practice. Practice Consultants will be managed by the post of Principal Child and Family Social Worker (currently the role of Team Manager (Advanced Practitioners). This role in the local authority was also recommended by the Munro Review.

Access to Resources

30. The proposed changes support the Council's move towards a model of commissioning services and allow us to evaluate our own provider services for Best Value.
31. A new group called 'Access to Resources' will be formed, replacing the current Regulated Services Group. This group will retain management responsibility for the following service areas: placements, fostering, adoption, Child and Adolescent Mental Health Services, the three mainstream residential children's homes and the secure accommodation unit.
32. In addition, line management of some existing services will transfer to the Access to Resources Group so that all provider services are within a single management structure.
33. Management responsibility for the Family Intervention Project team will transfer to a new temporary post of Troubled Families Coordinator. This post is grant funded and has been created in accordance with the central Government programme to provide targeted interventions that will successfully transform the lives of troubled families, defined as families whose children are not attending school, who are involved in crime and/or anti-social behaviour, families not in work and those families that create high costs for public sector. The Troubled Families Co-ordinator is deemed central to the success of the local programme and required to be sufficiently senior at a strategic level to achieve their responsibilities; to draw up and refresh the list of troubled families of concern across Nottinghamshire, bring partners and their resources together and ensure that the services available, including European Social Fund provision, are fully integrated in the local programme.
34. The existing Children's Services Manager (Family Support) post (0.5 fte), will take on management of the Family Assessment and Contact service that was recently established by delegated decision CF/2012/00021. In order to meet the increased need to provide court ordered contact between looked after children and their birth parents, a further three Locality Support Workers (LSWs) will be established within this team, taking the establishment to 24 fte. LSWs will henceforth be known as Contact Support Workers to better reflect the role they undertake. This increase will be funded through the Medium Term Financial Strategy.
35. The establishment of the Family Resource team will increase by 4.5 fte to 16 fte in the new structure, as part of the strategy to ensure that only children who need to come into care do so and that children are supported to return home as quickly as possible when it is safe to do so.
36. In order to support the increase in service areas managed through the Access to Resources Group, it is proposed that a 2 year temporary 0.5 fte Service Manager post is created.

Safeguarding and Independent Review

37. An increase in Child Protection Co-ordinator capacity was agreed in delegated decision CF/2012/00025, to reflect the demand created by the number of children on child protection plans.

38. A new post of Local Authority Designated Officer (LADO) for allegations has also been created in the new structure. Whilst very positive about the operational arrangements in the service, the recent Ofsted Inspection (September 2011) identified an area of improvement relating to the LADO function: to improve the strategic lead and challenge functions of the LADO. This post will therefore lead the implementation of the allegations and concerns procedures about professionals who work with children (predominantly non-education), and take the lead role in coordinating the department's response to civil claims arising from Children's Social Care, including the response to historical child abuse as well as claims arising from other circumstances. It has been agreed that 75% of the cost of the post will be met from the Children's Social Care division's budget, with 25% of the funding coming from the Environment and Resources department's budget.

Social Worker Trainee scheme

39. The Social Worker trainee scheme is being reduced to a financially sustainable level of 2 per year (a total of 8 trainees on a 4 year scheme in total) by 2014-15. Current trainees will complete the scheme and take up a post with the Council, subject to suitable vacancies being available.

Other Options Considered

40. Other options considered retaining the existing structure and adding new teams with specific specialist service areas. This option would retain a high level of duplication of services, which would deliver a less cost efficient service, and would result in a more limited improvement in outcomes for children and young people and their families in Nottinghamshire.

Reason/s for Recommendation/s

41. The proposals set out in this report, if approved, will enable the Children's Social Care Service to sustain the improvements already made and move towards an operating model that will deliver a financially sustainable service that improves outcomes for children and young people.

Statutory and Policy Implications

42. 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.

Human Resources Implications

43. Population of the new structure will be done through the County Council's enabling process. To inform the process social workers will be invited to state their preference for where and in which type of team they would like to work in the new structures. The preference exercise will enable us to identify where people would like to work and for staff to highlight any issues, such as caring responsibilities or health considerations, that need to be factored into decision making.

44. There are no reductions in posts proposed within the new structure, however it should be noted that Social Work Assistants are only being retained in the Children's Disability Service, re-designated as Key Workers. Social Work Assistant posts in the After Care service have been converted to Personal Advisor posts by delegated decision CF/2012/00044, which was approved by the Corporate Director on 15 May, to ensure that the job descriptions of all the staff undertaking the role and functions of the Personal Adviser for care leavers meets current statutory guidance and to ensure that pay for these staff within the service is equitable. Proposals for the remaining Social Work Assistant roles (11 fte posts) are being developed, and although the Social Work Assistant posts will be deleted there are comparable roles in the new structure for the number of staff in post, for example, the increase in Family Resource Workers and Contact Support Workers noted in this report.
45. Some jobs will see a re-focus of their role in line with the principles of the new operating model, for example, moving from the current Reception and Assessment service to a new District Child Protection Team. Job descriptions have been reviewed to provide flexibility across these services and it is not envisaged that work will alter significantly enough to require new job evaluations to be carried out. Although not ostensibly changed, job descriptions for Children's Services Managers, Team Managers and Social Workers have been amended to reflect the names of the new services and teams and been converted to the corporate template. Job descriptions are available as background papers to this report.

Financial Implications

46. The new organisational structure will be met by existing staffing budgets in Children's Social Care.
47. Table 1 below details the cost pressures in 2012-13 and 2013-14 which will be incurred during the transition to the new operating model. It is proposed that these temporary costs be met from the Children's Workforce Development Grant.
48. After 2014-15 the new operating model will deliver a saving on existing staffing costs.

Table 1 Organisational structure cost pressures/savings

Change	Post	Costs			
		2012-13	2013-14	2014-15	2015-16
1.5 more	Children's Services Managers	£52,907.00	£79,360.50	£26,454.00	£0.00
8 More	Practice Consultants	£235,829.00	£353,744.00	£353,744.00	£353,744.00
4.5 more	Family Resource Workers	£83,664.00	£125,496.00	£125,496.00	£125,496.00
11 less	Social Work Assistants	-£102,256.00	-£306,768.00	-£306,768.00	-£306,768.00
10 less	Trainee Social Workers	-	-	-£296,680.00	-£296,680.00
Total costs/savings		£270,144.00	£251,832.50	-£97,754.00	-£124,208.00

Implications for Service Users

49. The implementation of the revised staffing structure will result in a service that will be more responsive to the needs of the most vulnerable children and families and focussed on the delivery of better outcomes for those requiring the support of the care system.

Equalities Implications

50. 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.
51. 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.
52. 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.

Safeguarding of Children Implications

53. The new structure in Children's Social Care will strengthen safeguarding arrangements through multi-agency information sharing in the MASH, improved partnership working through the creation of specialised child protection teams based closer to their communities, dedicated services for Looked After Children and increased capacity in the Safeguarding and Independent Review Group.

RECOMMENDATION

- 1) That the proposed staffing and delivery structure for Children's Social Care, as outlined in the report and attached appendix, be agreed for phased implementation during 2012-13.

Steve Edwards

Service Director, Children's Social Care

For any enquiries about this report please contact:

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Constitutional Comments (KK 21/05/12)

54. The proposal in this report is within the remit of the Children and Young People's Committee.

Financial Comments (NDR 29/05/12))

55. The financial implications are set out in paragraphs 46 to 48 of the report

Background Papers

All Delegated Decision Records referred to in this report

Job descriptions for Service Managers, Team Managers, Social Workers and Personal Advisors.

Munro Review of Child Protection (May 2011)

Ofsted inspection of Safeguarding Services (October 2011)

Report to Cabinet - Transforming Children's Social Care (January 2012)

Report to Corporate Leadership Team - Children's Social Care Future Operating Model (January 2012)

Children's Social Care Organisational Structure Consultation Pack (February 2012)

Formal consultation response to recognised Trade Unions (April 2012)

Equality Impact Assessment – Children's Social Care Transformation Programme (May 2012)

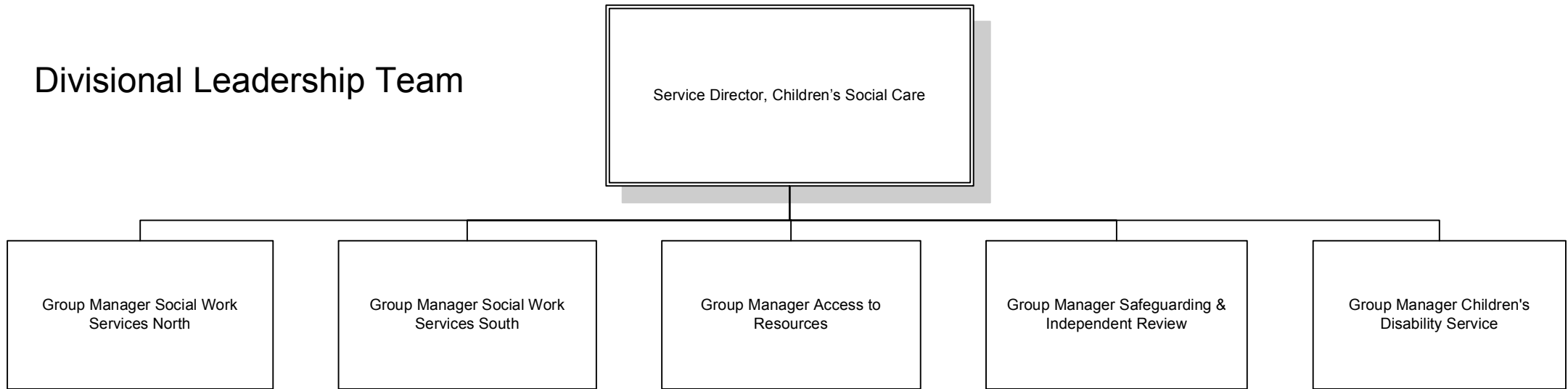
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

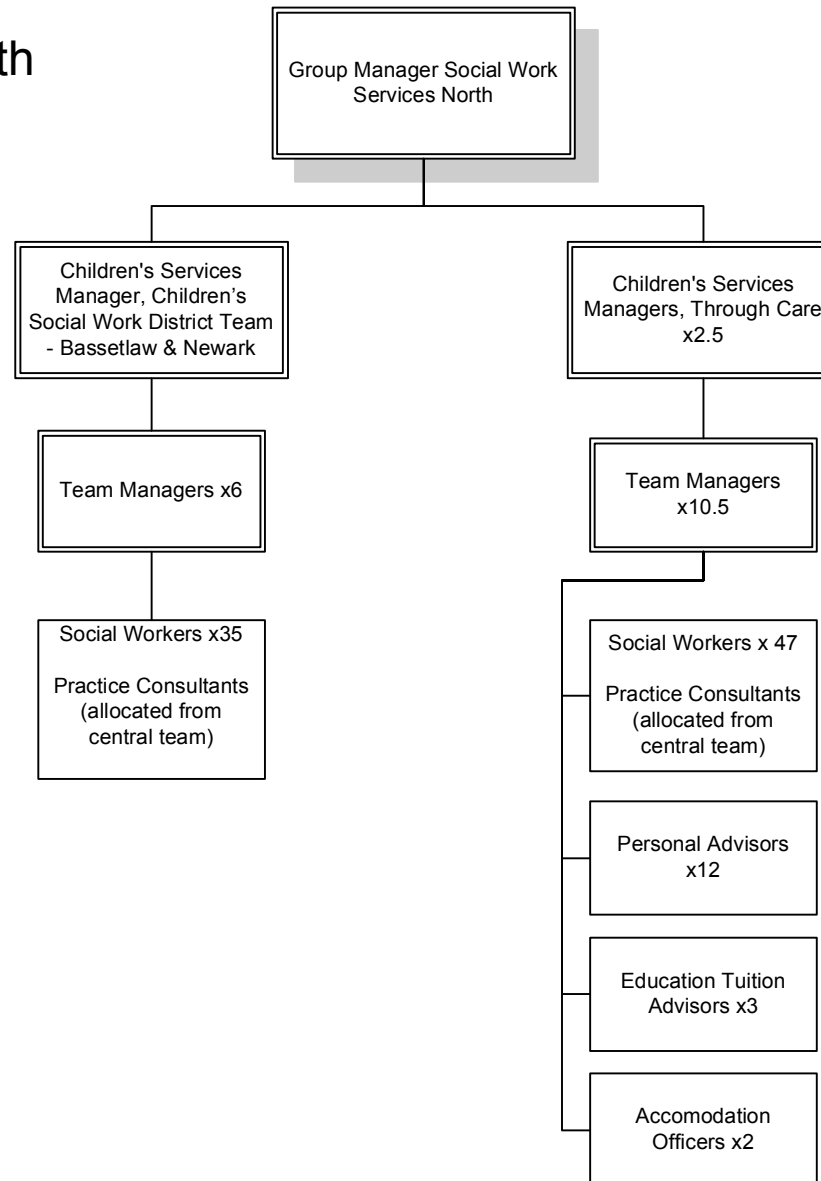
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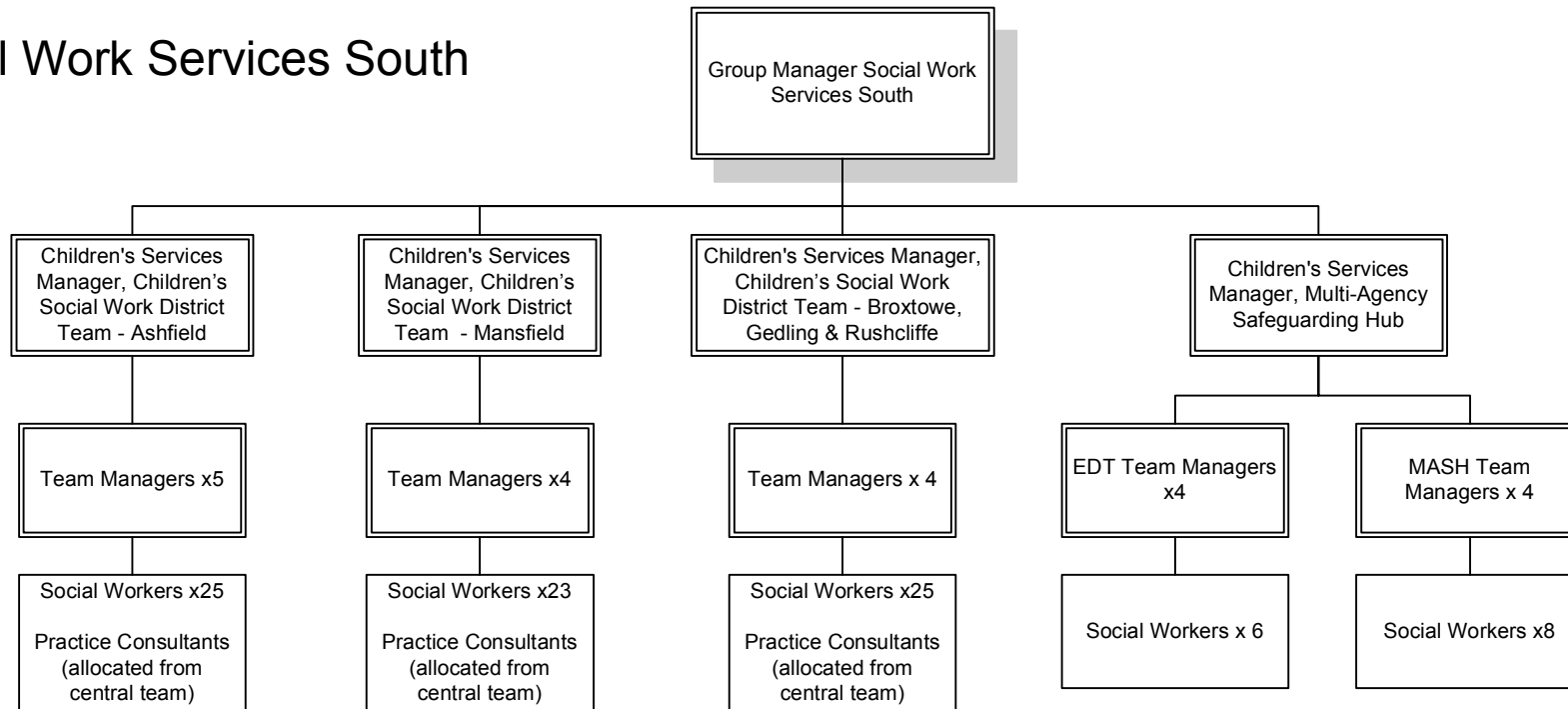
Divisional Leadership Team



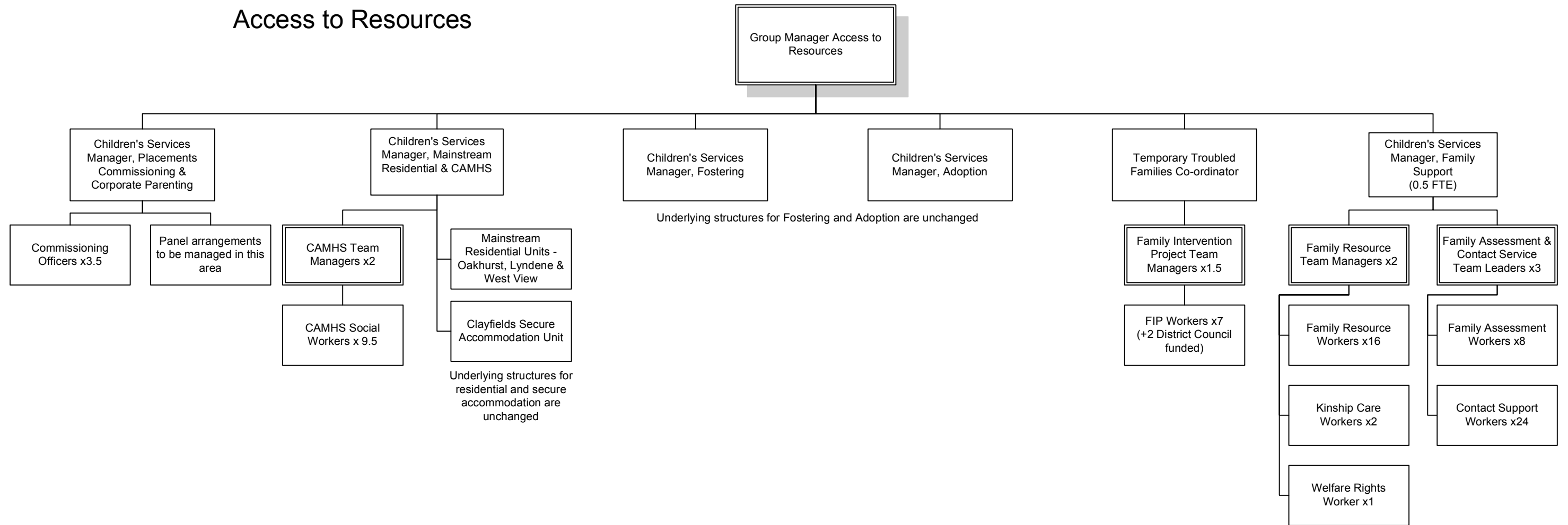
Social Work Services North



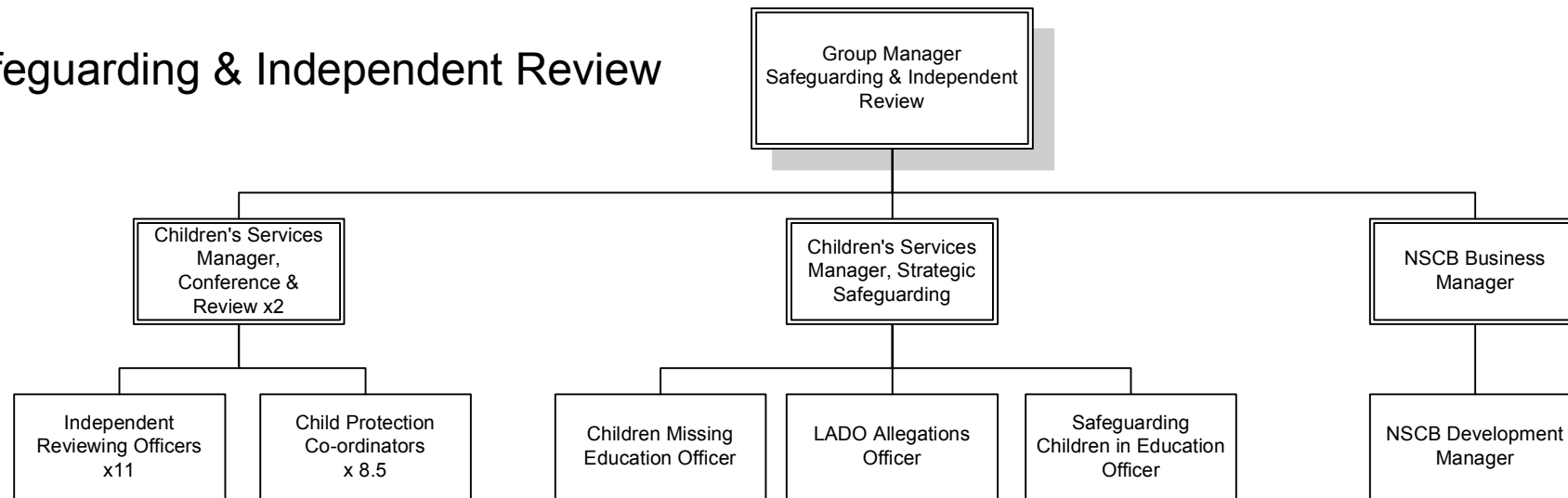
Social Work Services South



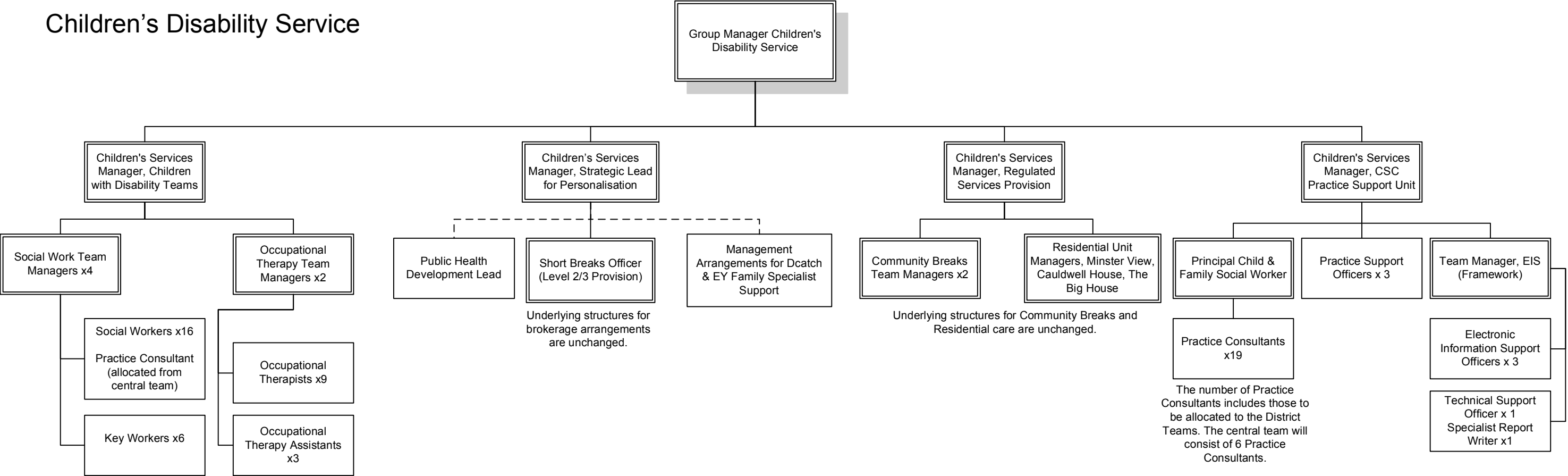
Access to Resources



Safeguarding & Independent Review



Children’s Disability Service



18 June 2012

Agenda Item: **11****REPORT OF THE GROUP MANAGER, BUSINESS DEVELOPMENT AND
SUPPORT, CHILDREN, FAMILIES AND CULTURAL SERVICES****ESTABLISHMENT OF A TRANSPORT HUB FOR CHILDREN, FAMILIES AND
CULTURAL SERVICES****Purpose of the Report**

1. The purpose of the report is to seek approval for the establishment of posts within a new Transport Hub for Children, Families and Cultural Services (CFCS) in line with the 'Review of Management and Commissioning Arrangements regarding Transport for Children and Young People' approved in 2011 by CFCS Performance Board.

Information and Advice

2. In July 2011, following a cross departmental review into the management and implementation of transport policy and commissioning arrangements, agreement was given for a Transport Hub to be established. This review constituted one of the original work packages of the County Council's Transport Transformation Programme in 2010/2011, a corporate programme lead by Transport and Travel Services.
3. Transport policy and commissioning arrangements across the department include: mainstream home to school transport; Special Educational Needs and Disability (SEND) transport for children and young people to special schools and the Nottinghamshire Learning Centre; Post 16 transport (including SEND); school swimming, social care and health services including residential homes; short breaks and transport for disabled children; provision for Looked After Children; Youth Justice and Targeted Youth Support Services regarding young people attending court or on remand; Youth Services and Library Service mobile provision. The budget across these areas related to travel and transport for children and young people is in the region of £14m per annum.
4. Within many of the above services, transport has historically been dealt with on an 'ad hoc' basis in a supporting role in relation to the services' core functions. Notwithstanding a number of departmental restructures and revised local priorities, this continues to be the case. The transport review concluded that establishment of a strategic hub within the department would provide a more consistent overview and coherent systems to monitor expenditure, streamline monitoring arrangements and maximise opportunities for economies of scale and joined up working. The budget for transport has been under pressure in recent years as it is needs led. A strengthened lead will allow the department to identify opportunities for efficiency savings in these areas and provide greater accountability around discretionary decision making.

5. Greater clarity with regard to leadership and guidance for the department will reduce duplication, standardise procedures and reduce costs which will be of benefit to service users. In addition, improved transparency regarding roles and responsibilities would be appreciated by colleagues across the Council, for whom existing arrangements appear confused and inconsistent.
6. By providing a strategic lead for the department on all aspects of transport, the Transport Hub will be better able to interface with our key partners across the County Council, particularly Transport and Travel Services, ensuring that the department is effectively represented corporately and is pivotal to all decisions regarding service user transport provision.
7. Links with Transport and Travel Services (TTS) as our 'key provider' are very positive and cooperative but will be strengthened through a more focussed approach through the Transport Hub. The priority for the CFCS Transport Hub will be to ensure that we commission appropriate services through TTS which meet the needs of our customers, comply with statutory requirements and support County Council policy.
8. The proposed staffing structure to implement the Transport Hub consists of three posts (see staffing structure chart attached as **Appendix 1**) i.e. two permanent full time positions plus part time administrative support. The post of Senior Professional Practitioner, Transport Policy Development, is currently a full time post within the Business Development and Support Group, at Hay Band D. This post will be revised and have an increased remit to manage the Transport Hub. The second position will be a new full time post of Transport Policy Coordinator and, thirdly, administrative support will be provided through the Business Support Service.
9. The posts will be as follows:

- 1 fte Senior Professional Practitioner: Transport Policy Development (changed job description)

The majority of the management function fulfilled by the current Transport Policy Officer is around Home to School Transport. The introduction of a Transport Hub for CFCS will see this role broaden to provide a link to all areas of the department providing guidance, advice and support, transport budget overview and process management, enabling the department to take a consistent approach to transport provision. The role would also establish policy and guidelines for the whole department and quality assure existing policies which contain a transport element, ensuring we meet our statutory duties with Best Value in mind.

- 1 fte Transport Policy Coordinator

This role will support delivery of the everyday work of the Hub, eg: processing transport requests from a range of sources and investigating appeals; providing front line support to both Nottinghamshire residents regarding transport requests and appeals and also support to the department regarding transport issues. With the embedding of the Discretionary Travel Scheme for children to travel to preferred schools, continued resource is required to monitor this scheme and provide support to both the department and TTS.

- 0.5 fte Business Support Administrator

The Business Support function will be wide ranging to include managing calls, drafting letters, budget processing and administration.

Other Options Considered

10. To continue current arrangements, however, there is currently insufficient capacity to implement change to working practices, achieve efficiency savings across the department and fulfil the expectations of the departmental review of transport arrangements.

Reason/s for Recommendation/s

11. The Transport Hub will enable the department to manage the provision of transport to service users more effectively. It will provide a strategic lead for the department on corporate initiatives, driving efficiencies out of coordinated policies and working practices and will provide robust capacity to fulfil statutory obligations and operational activities.

Statutory and Policy Implications

12. 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.

Human Resources Implications

13. This report seeks to establish two new posts and a changed job description of one existing post to establish a Transport Hub for Children, Families and Cultural Services. Posts will be recruited to in accordance with Nottinghamshire County Council recruitment protocols and procedures.

Financial Implications

14. The total cost of this proposal is as follows, including on-costs to be met from the existing Home to School Transport Budget.
 - 1 fte Senior Professional Practitioner, Transport Policy Development
Hay Band D
Current post - no additional cost (£50,138 pa)
 - 1 fte Transport Policy Coordinator
Anticipated Grade 4
Additional cost £25,409 pa (max)

- 0.5 fte Business Support Administrator
Grade 2
Additional cost £9,714 pa

NB all grades determined through the appropriate Job Evaluation process

Equalities Implications

15. The post holders will be expected to demonstrate commitment and compliance with the specific requirements of the County Council's Equal Opportunities Policy. This includes responsibilities relating to the development and provision of transport services.

Implications for Service Users

16. The establishment of a Transport Hub will enhance the service received by children and families, providing a more efficient and consistent service.

RECOMMENDATION/S

- 1) That a staffing structure and management arrangements to support a Children, Families and Cultural Services Transport Hub be established as follows with immediate effect:
 - Senior Professional Practitioner, Transport Policy Development (1 fte) - changed job description to reflect the increased remit of the post Grade D
 - Transport Policy Coordinator (1 fte) - Grade 4
 - Business Support Administrator (0.5 fte) - Business Support Administrator Grade 2

Gill Thackrey
Group Manager, Business Development and Support

For any enquiries about this report please contact:

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Constitutional Comments (KK 21/05/12)

17. The proposal in this report is within the remit of the Children and Young People's Committee.

Financial Comments (NDR 30/04/12)

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

Background Papers

CFCS Performance Board Report March 2011

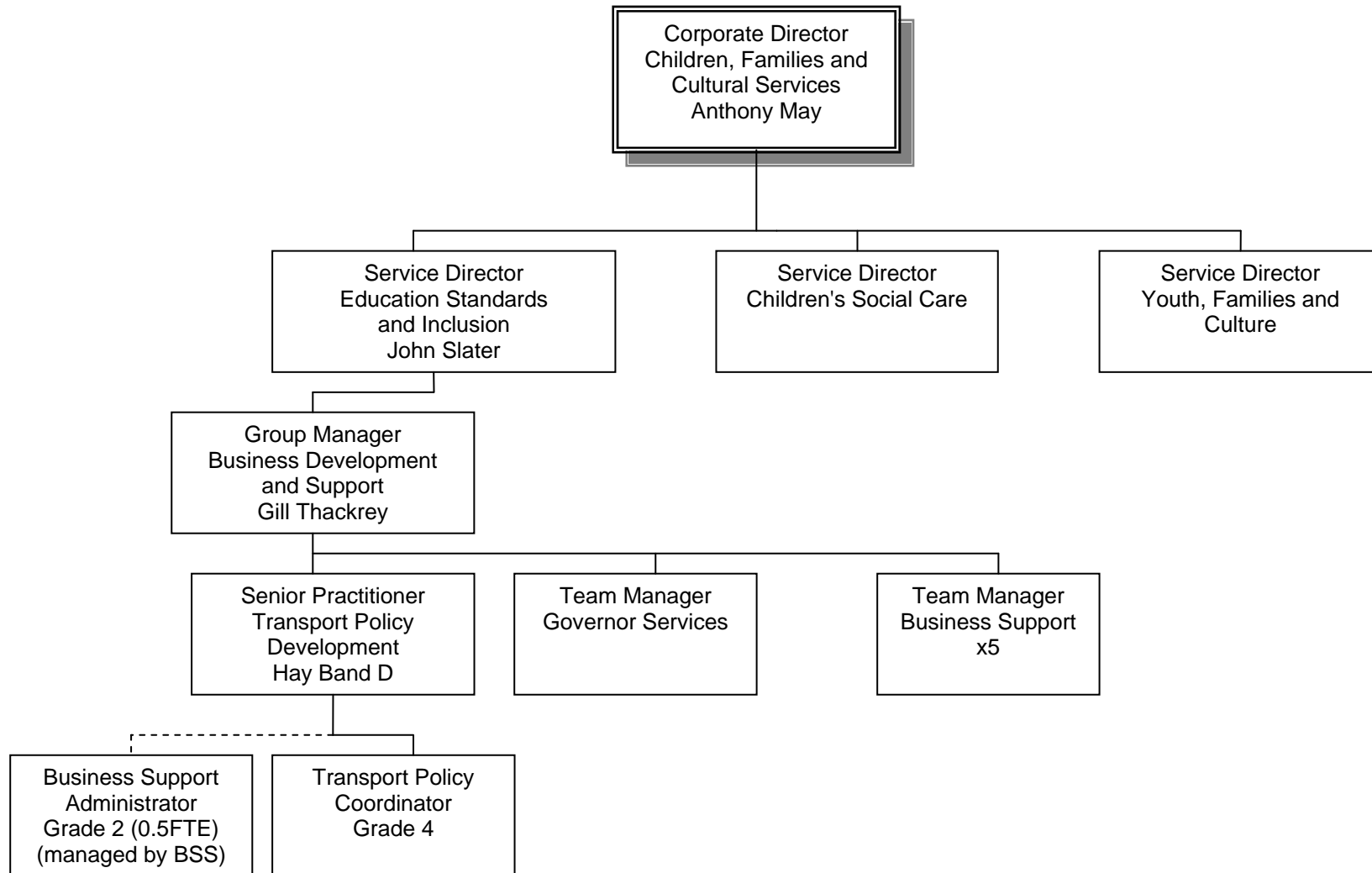
CFCS Performance Board Report July 2011
Job Descriptions

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

Electoral Division(s) and Member(s) Affected

All.

C0003



Children, Families and Cultural Services Transport Hub

18 June 2012

Agenda Item: **12****REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****COSTS OF EXTENSION TO PROPERTY TO ENABLE TWO CHILDREN,
PREVIOUSLY LOOKED AFTER, TO REMAIN WITH EXTENDED FAMILY
UNTIL ADULthood****Purpose of the Report**

1. The purpose of this report is to inform the Committee about a delegated decision taken by the Cabinet Member for Children and Young People's Services under the governance arrangements in place prior to 18 May 2012.

Information and Advice

2. Approval was sought to fund an extension up to the cost of £45,000 to enable two children, who were previously Looked After, to remain in their placement with extended family. The current house is not a suitable size to meet the children's long term placement needs and the extension will allow for two additional bedrooms, a family room, downstairs toilet and utility room.
3. The request was approved on 14 May 2012 and details are contained in delegated decision report CF/2012/00041, which is available as a background paper.
4. This agreement will allow these children to achieve permanence within their extended family of origin in a safe and secure environment, in line with the Human Rights Act and the Children Act. The Local Authority has met its obligations in terms of legislation.
5. A legal charge will be attached to the family property. In the event that both children do not remain in placement until they reach 18 years of age, the Local Authority will have the right to reclaim the cost of the extension.

Other Options Considered

6. In the course of the Assessments being completed for Court, the children's parents were ruled out as possible carers, as were other extended family members. Adoption was given consideration; however due to the positive assessment of uncle and aunt, an adoption plan would not have been approved by the Adoption Panel. Hence the only realistic option for gaining permanency for the two children is by means of a Special Guardianship Order to uncle and aunt. For this to be achieved the extension was required to improve the living conditions for the family.

Reason/s for Recommendation/s

7. To ensure the safety, security and wellbeing of these two young children within their extended family group in order that they can grow up to achieve their maximum potential with the least intervention from Statutory Agencies.

Statutory and Policy Implications

8. 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/S

- 1) That the report be noted.

Steve Edwards
Service Director, Children's Social Care

For any enquiries about this report please contact:

Anne Chester-Walsh
Children's Service Manager
T: 01623 433169

Constitutional Comments

9. As the report is for noting only, no Constitutional Comments are required.

Financial Comments (NDR 28/05/12)

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

Background Papers

Delegate Decision Report CF/2012/00041

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

Electoral Division(s) and Member(s) Affected

All.

18 June 2012

Agenda Item: 13

REPORT OF THE SERVICE DIRECTOR FOR EDUCATION STANDARDS AND INCLUSION

AUTHORITY GOVERNOR APPOINTMENTS AND REAPPOINTMENTS TO SCHOOL GOVERNING BODIES

Purpose of the Report

1. To note 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 to 30 June 2012 and have indicated their willingness to serve a further four year term of office.

Information and Advice

2. In line with the procedures set out in the Local Authority's governor recruitment strategy, officers sought new nominations to outstanding vacancies from political parties and from school governing bodies.
3. A number of Authority governors who were approaching the end of their term of office were identified and each governor was asked whether he or she would be willing to serve as an Authority governor for a further term of four years. Those governors re-appointed had indicated their willingness to be re-nominated.
4. The Corporate Director for Children, Families and Cultural Services has delegated authority to approve school governor appointments for which the Council has responsibility and is required to report the decisions quarterly to the Children and Young People's Committee.
5. The new appointments and re-appointments of Authority governors, which are made subject to the successful completion of appropriate checks, are as listed below:

New appointments

Bassetlaw	
Misson Primary	Mr Duncan Robertshaw
Gedling	
Arnold Seely Church of England Primary	Councillor Thulani Molife
Ernehale Infant	Mr Simon Ray
Mansfield	

Farmilo Primary and Nursery	Mr Barry Michael Answer
Farmilo Primary and Nursery	Councillor Mrs Sylvia June Stendall
John T Rice Infant and Nursery	Mrs Diane Wardle Wright

Reappointments

Bassetlaw	
Ranskill Primary	Mr David Michael Spencer
Broxtowe	
Albany Infant and Nursery	Mrs Barbara Winifred Walters
William Lilley Infant and Nursery	Mrs Helen Goodwin
Rushcliffe	
Carnarvon Primary	Mr Allen Ashmore
Costock CofE Primary	Mrs Joanne Taylor

Other Options Considered

- There are no other options. The County Council has a statutory duty to ensure governor vacancies are filled without undue delay.
- Nottinghamshire County Council's strategy for recruiting and retaining school governors includes the re-appointment of existing governors. The County Council sees many advantages in retaining experienced governors and actively seeks to encourage governors approaching their end of term of office to stand again either in the same school or in a different one. The appointments made ensure the retention and supply of experienced governors.

Statutory and Policy Implications

- 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.

Equalities Implications

- New nominations have been encouraged and received from a broad range of sources. We welcome applications from all types of people, especially those from ethnic minority communities and under-represented groups such as disabled people.
- All existing Authority governors approaching the end of their term of office have had the opportunity to put themselves forward for re-nomination.

RECOMMENDATION/S

- 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 to 30 June 2012, as listed in paragraph 5, are noted.

John Slater
Service Director, Education Standards and Inclusion

For any enquiries about this report please contact:

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Constitutional Comments

11. As the report is for noting only, no Constitutional Comments are required.

Financial Comments (NDR 21/05/12)

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

Background Papers

Completed Authority governor nomination forms

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

Electoral Division(s) and Member(s) Affected

Misterton	Councillor Liz Yates
Bramcote & Stapleford	Councillor Stan Heptinstall MBE
	Councillor Brian Wombwell
Newstead	Councillor Christopher Barnfather
Arnold South	Councillor Rodney Kempster
	Councillor Melvyn Shepherd
West Mansfield	Councillor Victor Bobo
	Councillor Mrs June Stendall
East Mansfield	Councillor Bob Cross
	Councillor Martin Wright
Bingham	Councillor Martin Suthers
Ruddington	Councillor Reg Adair
C0007	

