



Nottinghamshire Children, Young People and Families Plan

2016-2018



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Foreword

Welcome to our new Children, Young People and Families (CYPF) Plan for Nottinghamshire for the period 2016-2018. This refreshed CYPF Plan comes at a time of unprecedented challenge for all services which work with children, young people and families in Nottinghamshire. Financial pressures coupled with increasing demand mean that all services are looking at how they remain focused on improving outcomes through working more efficiently and co-operate wherever possible.

The **Nottinghamshire Children's Trust** is committed to making the experience of childhood and early adulthood a good one. We want every child and young person to have the opportunity to be confident in their relationships, achieving personal success as they grow into adulthood. We believe that by working together with families and communities we will achieve this.

Nottinghamshire continues to deliver high quality services to local children, young people and families. The quality of services has been recognised through recent statutory inspections including **Ofsted's inspection of Children's Services in Nottinghamshire in 2015**, which graded the Service as good. In addition over eighty-two per cent of schools in Nottinghamshire are judged to be good or better (December 2015); sixty-five percent of Children's Centres in Nottinghamshire are graded as good or better and all the residential children's homes in the county are judged to be either good or outstanding.

The CYPF Plan also highlights the important role parents and carers have in their responsibilities to shape the experience of their children and young people. Partners in Nottinghamshire need parents, carers and communities to work with them to build aspirations and resilience, creating environments where children and young people can thrive.

All members of the Children's Trust in Nottinghamshire are focused on making a real difference to the lives of children, young people and their families. The CYPF Plan is the strategic plan of the Children's Trust and sets out how this ambition will be delivered, including what success will look like for children, young people and families and how the performance of services will be monitored.

The Children's Trust will publish regular updates on the CYPF Plan over the next two years on its **website**, and would welcome feedback from children, young people and families in Nottinghamshire about how we might further improve our services.

Councillor John Peck

Chair, Children and Young People's Committee and Chair of the
Nottinghamshire Children's Trust Board

Introduction

The purpose of the Nottinghamshire Children's Trust is to champion the interests of children, young people and families in Nottinghamshire, especially the most vulnerable¹.

The Children, Young People and Families (CYPF) Plan identifies the key areas where by working together the partnership can make the greatest difference to the lives of children, young people and families in Nottinghamshire. We are committed to supporting the most vulnerable children and young people, and we will target services to those who need them most.

The CYPF Plan summarises what will be delivered over the next two years and the expected impact on the lives of children, young people and families. **Annual improvement plans** will also be published which will provide further information about what we plan to deliver.

The partnership has identified four priorities for the period 2016-2018. These priorities are:

- Children and young people are safe in Nottinghamshire
- Children and young people are happy and healthy in Nottinghamshire
- Children and young people achieve their potential in Nottinghamshire
- Children, young people and families receive support when needed in Nottinghamshire

These priorities are in line with the **Health and Wellbeing Strategy** for Nottinghamshire (2014-2017) which focusses on ensuring the health and wellbeing needs of the people of Nottinghamshire are met. The CYPF Plan provides the delivery plan for the children and young people's section of the Health and Wellbeing Strategy including the two key priorities of the **Health and Wellbeing Board** regarding child sexual exploitation and emotional health and wellbeing.

The CYPF Plan's priorities have been informed by the evidence of the local needs of children, young people and families from the **Nottinghamshire Joint Strategic Needs Assessment (JSNA)**. This information is regularly used for the commissioning of services within Nottinghamshire.

These priorities and the identified actions required to implement them have been consulted with a range of stakeholders including the **Nottinghamshire Safeguarding Children Board**, front line practitioners and their managers through a series of Children's Trust Roadshow events, and with children and young people through the Young People's Board. Wherever possible existing consultations have also been used to inform the CYPF Plan. These include the consultation activity with children and young people for the Young People's Health Strategy, feedback from Children's Centres local advisory groups, and from parents and carers of disabled children and young people.

Throughout the CYPF Plan links have been provided to the relevant strategies and plans for the ease of cross-referencing. These will be updated over the lifetime of the Plan.

Comments and feedback about the CYPF Plan are welcome and can be sent to the following e-mail address: childrens.trust@nottsc.gov.uk

¹All children in Nottinghamshire aged 0-19, young people aged 20 and over who are leaving care, and young people up to the age of 25 with learning difficulties / SEN / disabilities.

About the Children's Trust

The ambition of the **Nottinghamshire Children's Trust** is for '**Nottinghamshire to be a place where children are safe and happy, where everyone enjoys a good quality of life, and where everyone can achieve their potential**'.

The Children's Trust provides a unique opportunity to bring together the key stakeholders in Nottinghamshire with a focus on improving outcomes for children, young people and their families. In this respect, whilst it is not a statutory requirement to maintain a Children's Trust per se, it provides the opportunity for Nottinghamshire County Council and certain named partners (including health) to meet their statutory duty to co-operate to improve children's wellbeing as outlined in Section 10, of the Children Act 2010.

The Children's Trust reports formally to the **Nottinghamshire Health and Wellbeing Board**

and is accountable to it for the delivery of the Children, Young People and Families (CYPF) Plan. From April 2016 the roles and responsibilities of the Children's Trust will be split between the Children's Trust Board and the Children's Trust Executive. The Children's Trust Board is a strategic network which brings together partners to share information and agree priorities. The Children's Trust Executive is responsible for the effective delivery of high quality services for children, young people and families in Nottinghamshire. The Executive will report on a regular basis to the Board on the implementation of the CYPF Plan.

The Children's Trust has an active working relationship with the **Nottinghamshire Safeguarding Children Board (NSCB)**. The NSCB provides scrutiny and challenge to the Children's Trust activities.

Organisations represented on the Children's Trust Board include:

- Nottinghamshire County Council
- Nottinghamshire Police
- District / Borough Councils
- Clinical Commissioning Groups
- Education Trust Boards
- Nottinghamshire Safeguarding Children Board

The Children's Trust has a number of principles which underpin its work in Nottinghamshire:

- We will work together to achieve our vision, building mutual trust, respect and openness.
- We will seek the views of children and young people, families and communities when planning partnership activities.
- We will be clear about partnership priorities and base our joint planning or commissioning of services around them.
- We will identify how integrated commissioning or shared delivery can promote high quality, cost-effective service delivery that meets local needs.
- We will work flexibly and adapt our plans and activities to changing circumstances.
- We will always seek to maximise value for money, both in the partnership activities that we develop and in our meeting or information-sharing arrangements.
- We will ensure that decisions are based on clear evidence about local needs and about the likely impact of planned activities.
- We will communicate about what we do, with our staff in partner organisations and to children, young people, families and communities.

How we will deliver the Plan

The landscape of children's services both nationally and in Nottinghamshire is continuing to change with a number of key drivers including: national government policy, significant financial pressures, the need to manage an increasing demand upon services and greater scrutiny from regulatory frameworks.

These challenges will impact directly on the way services are delivered to children, young people and their families. There will be a narrower range of services on offer with fewer people employed to deliver them. The use of technology will increase partly in response to the demand from service users, but also to deliver the services at reduced cost.

These changes have already been underway for a number of years and to date the quality of services have remained good or even improved. Maintaining this position will be one of the biggest challenges for the partners of the Children's Trust in Nottinghamshire.

To be successful the partnership will need to have:

- A clear vision
- A better understanding of and a focus on meeting the local needs of children, young people and families
- A range of services delivered through different models and suppliers to ensure value for money
- A commitment to developing the children's workforce to ensure all staff are equipped to meet the new challenges
- A shared understanding and commitment to the value of participation by children, young people and families in the development and design of services

The last few years have seen a number of successful partnership initiatives in the County which have resulted in improved services. Examples of these include the **Multi Agency Safeguarding Hub (MASH)** and the **Family Nurse Partnership**. More recently the establishment of the Family Service in November 2015 brought together a range of services to support families with needs, involving a range of providers.

Children's services in Nottinghamshire over the next couple of years will see the further development of integrated, multi-disciplinary, co-located teams based in localities (North, Central and South Nottinghamshire). These teams will share points of access which will triage and allocate referrals. Joint workforce development activities and the improved sharing of information will support these developments.

Nottinghamshire's Current Performance

The table below provides information on Nottinghamshire's current performance compared to the national average, using a range of Key Performance Indicators for children and young people in Nottinghamshire.

Key Performance Indicator	Comparison to the National Average
Assessments for Children's Social Care carried out within timescales	Better
Re-referrals to Children's Social Care	Better
Achievement of 5 or more A*-C grades at GCSE or equivalent, including English and Maths (2014-2015 academic)	Better
Excess weight in 10-11 year olds (2014-2015) - percentage of cohort	Better
Percentage of Care Leavers in education, employment or training aged 19-21	Better
Hospital admissions caused by unintentional and deliberate injuries in children aged 0-14 years (2013-2014) per 10,000 resident population	Better
Under 18 conception rate per 1,000 females aged 15-17	Better
Rate of permanent exclusions from school (2013-2014 academic; based on all schools)	Better
Percentage of overall absence in primary, secondary and special schools (2014-2015 academic; based on all schools for 6 half-terms)	Better
Breastfeeding prevalence at 6-8 weeks, including mixed feeding methods	Worse
Attainment gap for a good level of development in the Early Years Foundation Stage Profile between pupils taking free school meals and the rest (2014-2015 academic)	Worse
Attainment gap at age 16 between pupils taking free school meals and the rest (2014-2015 academic)	Worse

Progress reports on the CYPF Plan including the key performance indicators can be found on the **Children's Trust website**. These reports will be published every six months and will be discussed at the relevant Children's Trust Board meetings.

Priority 1 Children and young people are safe in Nottinghamshire

Why is this important?

All children and young people need to be safe and feel safe so that they can achieve their full potential. Some live in circumstances that can make them particularly likely to be unsafe and younger children are likely to be especially vulnerable. Most children and young people are supported and cared for by their parents or carers but some parents or carers are unable to do this for a number of reasons. In these situations, the involvement of all the relevant partners who could keep children and young people safe is vitally important.

All partner organisations have a role in safeguarding children, with the County Council's Children's Social Care service leading on the protection of the most vulnerable. Children's Social Care provides a range of specialist services to ensure that the most vulnerable children and young people in Nottinghamshire receive the support and protection they need to be safe, secure and happy, and to achieve their full potential.

Over the last few years we have seen significant improvements in safeguarding performance as confirmed by the Ofsted inspection in 2015. To sustain and build on this success, partner organisations will continue to work together through the **Nottinghamshire Children's Trust** and the **Nottinghamshire Safeguarding Children Board (NSCB)**.

As Corporate Parents, we have a responsibility to ensure that the children and young people in our care live in safe, and stable homes or families without the need to move frequently. The CYPF Plan identifies Care Leavers as a priority group, as our Corporate Parenting responsibility should not end when a young person leaves care.

Children and young people are facing a broad range of 'emerging threats' to their safety. These threats include the risks children and young people face from child sexual exploitation, grooming and radicalisation, as well as associated internet safety concerns. Evidence shows that abuse and exploitation of children and young people is increasing, particularly through the use of the internet and social media. In particular, concerns around Child Sexual Exploitation and radicalisation have become increasingly prevalent in the media, following several high profile cases and local inquiries which have emphasised the scale of the problem. For an effective response to these 'emerging threats' all the partners of the Children's Trust will need to be involved.

What are our outcomes?

- Children and young people at risk of 'emerging threats' will be appropriately identified, supported and protected
- Children, young people and families accessing our case holding services will see improved outcomes as a result of high quality, consistent assessments with clear and achievable plans and appropriate interventions
- Children, young people and families experience a seamless service when moving between Early Help and Children's Social Care
- Looked After Children and Care Leavers will be supported through improved placement provision, health services and learning opportunities
- The voice of the child or young person will be at the centre of all service user feedback activity and service planning
- Children, young people and families accessing services will benefit from a more stable and skilled workforce

What will success look like?

- Looked After Children and Care Leavers will be able to access health services when needed, achieve better educational outcomes, and have access to a range of high quality opportunities at 16 and 18 and beyond.
- Children and young people at risk of ‘emerging threats’ including child sexual exploitation and radicalisation will receive the support needed from services when identified and protection when required.
- Children, young people and families will experience joined-up assessments with plans leading to interventions which will improve their outcomes.

What children, young people and families tell us?

Children and young people identified being safe as their number one priority as part of the consultation activity for the Children, Young People and Families (CYPF) Plan. The Ofsted inspection of Nottinghamshire’s Children’s Services in 2015 found that children and young people felt valued and knew that their views were incorporated into service delivery: children and young people are “justifiably proud of the contribution they make to support service improvement”.

Key activities for 2016-2018	Who will be involved	How will it be measured	Links to Plans & Strategies
To further develop the effectiveness of Children’s Social Care & early help services working together	Nottinghamshire County Council (NCC), Health Providers, and Schools	Joint case audits including service user feedback	<u>MASH, Early Help Unit & Adult Access Service Improvement Plan</u>
To embed fully the Child & Family Assessment process, and review it	NCC	Joint case audits, feedback from service users on the process & impact	<u>Nottinghamshire Assessment Toolkit</u>
To implement the Looked After Children & Care Leavers Strategy’s annual action plans	NCC, Health Providers, Schools and Post 16 Learning providers	Monitoring and review of the Strategy’s annual action plans	<u>Looked After Children & Care Leavers Strategy (2015-2018)</u>
To strengthen preventative and early identification strategies so that children & young people at risk of ‘emerging threats’ are protected and supported	NCC, Nottinghamshire Safeguarding Children Board (NSCB), Police, Clinical Commissioning Groups, Schools and Post 16 Providers	Monitoring and review of cross authority action plan and NSCB CSE audit	Child Sexual Exploitation Strategy and Action Plan
To implement the Children’s Social Care Recruitment and Retention Plan (2016-2018)	NCC, local Universities	Children’s Services Healthcheck, recruitment & retention statistics	Social Work Workforce Recruitment & Retention Plan (2016-2018)

Priority 2 Children and young people are happy and healthy in Nottinghamshire

Why is this important?

Investing in children's health is an investment in the future. Children and young people who are healthy are able to enjoy life and achieve their full potential. They are more likely to go on to become healthy adults and parents who in turn promote better health in future generations.

Early intervention and prevention to improve children's health and wellbeing can produce longer-term financial savings in higher-cost medical services. Medical science and technology is advancing but major health inequalities still exist. Poorer health is associated with economic deprivation, both nationally and locally. Integrated working across health, social care and education services is more likely to provide disadvantaged children and young people with the right support.

The commissioning of children and young people health and wellbeing services will continue to be delivered by **NHS Bassetlaw Clinical Commissioning Group** and the Children's Integrated Commissioning Hub (ICH), located in Nottinghamshire County Council. The ICH aims to act as a systems leader for children's health and wellbeing services across Clinical Commissioning Groups (CCGs), public health and wider children's services within Nottinghamshire County Council (NCC). The ICH is uniquely placed to bring together commissioning of services across this system through expertise and knowledge around the children and young people's agenda and strong working relationships and partnerships.

The **Health and Wellbeing Board** over the last twelve months has identified the improvement of services for children and young people with emotional health and wellbeing needs as a priority for Nottinghamshire. The **Future in Mind Transformation Plan** outlines the areas for improvement over the next four years including a particular focus on the development of effective early help services. The Plan includes an additional annual investment of £1,520,495 to improve the effectiveness of services.

What are our outcomes?

Children and young people will experience improved health outcomes as a result of the implementation of a range of plans and the commissioning of services over the next two years including:

- The Nottinghamshire Child & Young People's Mental Health and Wellbeing Plan (Future in Mind Local Transformation Plan) by April 2018
- The Integrated Community Children and Young People's Healthcare Programme by April 2018
- The Healthy Child and Public Health Nursing Programme for 0-19 year olds by March 2017
- The recommendations of Children in Care Health Pathway Review by March 2018
- The Young People's Health Strategy

What will success look like?

- More children and young people have a positive experience of health care.
- More children and young people receive the health care they need in a timely manner.
- More young people have good mental health.
- Children and young people are admitted to hospital only when it is unsafe or inappropriate to care for them in the community.
- Children and young people are less likely to be over-weight or obese.
- More mothers take up and maintain the breastfeeding of their children.
- Looked after Children experience more cohesive and efficient statutory health services.
- Young people will be able to access a young person specific health issues website.

What children, young people and families tell us?

Children and young people identified being healthy and happy as their number two priority, as part of the consultation activity for the Children Young People and Families (CYPF) Plan. There are a number of areas where the views of children and young people have informed planning and delivery of services commissioned. These have included: the Young People’s Health Strategy; public health nursing; the Integrated Community Children and Young People’s Healthcare Programme and the Future in Mind Transformation Plan.

Key activities for 2016-2018	Who will be involved	How will it be measured	Links to Plans & Strategies
To implement the Future in Mind Transformation Plan to improve services for children and young people with emotional and mental health difficulties	Clinical Commissioning Groups (CCGs), Nottinghamshire County Council (NCC), NHS Providers, Schools and the Voluntary Sector	Through the Children and Young People’s Mental Health outcomes and quality framework	<u>Future in Mind Transformation Plan (2015-2020)</u>
To begin to integrate and transform specialist community health services for children and young people (ICCYPH) by April 2018	CCGs, NCC, NHS Providers, Schools, Nottinghamshire Participation Hub and the Voluntary Sector	Through the ICCYPH outcomes and quality framework	Service Improvement and Development Plan ICCYPH (March 2016)
To commission an Integrated Healthy Child Programme and Public Health Nursing Service for 0-19 year olds by March 2017	NCC, CCGs, NHS Providers, Schools	Through the Healthy Child Programme outcomes and quality framework	<u>Healthy Child Programme 0-19 (Public Health England 2016)</u> <u>Health Wellbeing Strategy (2014-17)</u> Young People’s Health Strategy 2015-2018
To champion children and young people issues with the wider health service community	NCC, CCGs, NHS Providers, Schools and the Voluntary Sector	Young People’s Health Strategy action plan milestones Successful implementation of the School Health Hub function	<u>Health Wellbeing Strategy (2014-17)</u> Young People’s Health Strategy (2015-2018)
To review the health pathway for children in care and implement recommendations	NCC, CCGs, NHS Providers	Key performance indicators within the four county health contracts and statutory returns to the Department for Education Future Ofsted & Care Quality Commission inspections	<u>Looked After Children & Care Leavers Strategy</u>

Priority 3 Children and young people achieve their potential in Nottinghamshire

Why is this important?

Educational success provides young people with greater opportunities for employment, further or higher education. It enables them to participate in society, maximising their life chances and securing their future economic wellbeing.

For all age groups, children and young people who are eligible for free school meals have lower attainment than their peers, on average. Other vulnerable groups include those children and young people who:

- have special educational needs (SEN) or disabilities
- have social or behaviour issues
- have poor attendance at school
- have mental health issues
- are looked after by the local authority
- belong to particular ethnic minority groups

The priority for partners in Nottinghamshire is to ensure that the support is available to support these vulnerable children and young people to achieve as well as their peers.

The implementation plan for the **Strategy for Closing the Educational Gaps** outlines actions to support schools and other settings to use data and target resources more effectively from a wide range of partners.

In addition to supporting the closing of educational gaps, partners have a key role in ensuring children and young people do not miss education. The implementation of the **Children Missing Education Action Plan** has seen a considerable reduction in the numbers of children and young people not accessing their entitlement to full-time education. The number of permanent exclusions from schools in Nottinghamshire is at its lowest for a significant number of years.

What are our outcomes?

- Children and young people will be able to access sufficient early years provision and school places in their local communities
- Children and young people will be less likely to be missing education, including those with special educational needs
- More children and young people will attend good or better schools in Nottinghamshire compared to the national average
- Vulnerable children and young people will see their educational outcomes improve at a greater rate than others

- Young people with disabilities will have improved life chances

What will success look like?

Nottinghamshire will have sufficient early years and school places to meet an increasing demand. Every child is accessing their entitlement to full-time education. The quality of schools will continue to improve in the County and the most vulnerable will see their attainment levels improve at a faster rate than the whole population. Young people will make successful transitions at 16 and 18, including the most vulnerable.

What children, young people and families tell us

Children and young people identified achieving their potential as their fourth priority, as part of the consultation activity for the Children, Young People and Families (CYPF) Plan. Young people recognised the importance of educational success in order to achieve good jobs or a place at university. They also highlighted the importance of support received from outside school to achieve their potential, such as from the Youth Service.

Key activities for 2016-2018	Who will be involved	How will it be measured	Links to Plans & Strategies
To continue to develop an effective working relationship with key partners including all publicly funded schools, Multi Academy Trusts, Teaching School Alliances and the Regional Schools Commissioners to further raise standards of attainment and improve progress of all children and young people in Nottinghamshire	Nottinghamshire County Council (NCC), Schools, Dioceses and the Regional Schools Commissioner	Evidence of improved outcomes for all children and young people in all settings	<u>County Council's Strategic Plan (2014-2018)</u>
To continue implementing the Closing the Educational Gaps Strategy with an enhanced focus on addressing the East Midlands Challenge to improve the attainment and progress for vulnerable learners	NCC, Schools, Clinical Commissioning Groups (CCGs), Health Providers, Nottingham Trent and Manchester Universities	Educational gaps for vulnerable young people close	<u>Closing the Educational Gaps Strategy and implementation plan</u>
To improve the effectiveness of the virtual school to intervene when required to support Looked After Children	NCC, Schools, other Learning Providers	Looked After Children in good or outstanding schools with no permanent exclusions	<u>Looked After Children & Care Leavers Strategy (2015-2018)</u>
To implement the Early Years Improvement Plan and the School Place Planning Strategy to ensure there are sufficient places for every Nottinghamshire child including 2 year olds who are eligible for free early years education	NCC, District and Borough Councils, Department for Education	Sufficiency of places to meet an increasing demand	<u>County Council's Strategic Plan (2014-2018)</u>
To improve the transitions for young people with disabilities between Children's Services and Adult Services	NCC, Schools & Learning Providers	Improved pathways to access adult services and learning / employment opportunities	NCC's Transitions Strategy
To coordinate a local response to the new Ofsted and Care Quality Commission (CQC) inspection framework for SEND provision	NCC, Schools, other Learning Providers, CCGs, Health Providers	Successful inspection outcome	<u>Ofsted/CQC Inspection Framework and Guidance for SEND local area inspections</u>

Priority 4 Children, young people and families receive support when needed in Nottinghamshire

Why is this important?

Providing access to support when children, young people and families need it is key to improving outcomes for children and young people. Support that also reduces the likelihood that families will need more costly specialist or statutory services, such as support from Children's Social Care. Early Help may involve providing help early in a child's life. It may also be help that is provided early on as an issue emerges, whatever the age of a child or young person.

The Early Help services provided to children, young people and families in Nottinghamshire by a range of partner agencies include: Children's Centres, Family Service, Health Visiting, School Nursing, Child and Adolescent Mental Health Services, the Family Nurse Partnership programme, Breastfeeding Promotion Service, Youth Service, and Integrated Services for Children and Young People with Disabilities.

Equally important is the role Nottinghamshire schools play in identifying and working with families who may need more support, referring them to other services if additional support is required.

To provide effective early help, these organisations need to work together and provide clear pathways of support. This includes early help services working in an integrated way with more specialist services.

What are our outcomes?

- The voice of the child or young person will be at the centre of all service user feedback activity and service planning
- Children, young people and families experience a seamless service when moving between Early Help and Children's Social Care
- Children, young people and families accessing our case holding services will see improved outcomes as a result of high quality, consistent assessments with clear and achievable plans and appropriate interventions
- Families in Nottinghamshire accessing children's services will be supported to develop their resilience and parenting skills in order to support their children and improve outcomes
- Children, young people and families accessing services will benefit from a more stable and skilled workforce
- Children and young people will be able to access a broad range of positive activities

- Children and young people will have timely access to CAMHS

What will success look like?

Children, young people and families will experience improved outcomes as a result of the interventions delivered by Early Help services, and a reduced need to access more specialist services. Referral pathways are clear and assessments are not duplicated. Following the interventions families are more confident with improved skills to support their children and young people. Children, young people and families are able to inform the future developments of Early Help services.

Children and young people in need of support in relation to their emotional or mental health will receive it in a timely way following implementation of the new CAMHS model. Referrals will be triaged promptly, and a choice appointment offered to those in need of assessment. Care will be provided by appropriately skilled practitioners from an integrated One Community CAMH Service, replacing Tiers 2 and 3.

What children, young people and families tell us

This priority was ranked as third most important of the four, by the children and young people that responded to the consultation questionnaire. Parents and carers told us they like a single, named contact, and not having to repeat the same information to a number of practitioners. Parents and carers also preferred being able to access services in a timely manner thus avoiding escalation to Level 4 at a later stage. Finally having access to services in the local community is important to families.

Key activities for 2016-2018	Who will be involved	How will it be measured	Links to Plans & Strategies
To deliver better assessment and planning for families across early help services	The Family Service, Children's Centres	Case audits, Feedback from families	Families Outcomes Plan for Nottinghamshire
To increase take up of early education places for eligible 2 year olds	Early Years Services, Children's Centres	Percentage of eligible 2 year olds taking up places	<u>Early Years Improvement Plan</u>
To support the development of Family Support Workers in all publicly funded school settings	Schools, Early Help Unit, and The Family Service	Feedback from practitioners, Completion of Child Development Training	Early Help Service Plan
To deliver a sustainable model to reduce offending by young people	Youth Offending Teams, Youth Service, Police, Health, Probation	Service performance	Youth Justice Plan
To improve the timeliness of access to CAMHS	Nottinghamshire County Council (NCC), Clinical Commissioning Groups, NHS Providers	Through the Children and Young People's Mental Health outcomes and quality framework	<u>Future in Mind Transformation Plan (2015-2020)</u>



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