



Children, Young People and Families Plan 2016-2018

Improvement Plan 2016-2017

DRAFT WORKING DOCUMENT

Priority 1 - Children and young people are safe in Nottinghamshire

<p>What are our outcomes?</p> <ul style="list-style-type: none"> • 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 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. 						
<p>What will success look like?</p> <ul style="list-style-type: none"> • 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. 						
Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
1. The monitoring of the implementation of the Looked After Children (LAC) and Care Leavers Strategy	Looked After Children and Care Leavers Strategy (2015-2018)	Looked After Children and Care Leavers Strategy Group and Corporate Parenting Sub Committee	Nottinghamshire County Council (NCC) Children's Social Care, Health providers, Schools and Post 16 Learning Providers	<ul style="list-style-type: none"> 1.To have implemented the LAC and Care Leavers Strategy Annual Action Plan for 2016-2017 2.To provide improved health services to LAC and Care Leavers 3.To deliver a range of actions to improve the quality and provision of placements 4.To implement strategies for Care 	<ul style="list-style-type: none"> 1.March 2017 2.March 2017 3.March 2017 4.October 2016 	<ul style="list-style-type: none"> • Percentage of Care Leavers in suitable accommodation • Percentage of LAC with up to date immunisations • Average Strengths and Difficulties Questionnaire (SDQ) Score per LAC • Percentage of LAC who have had their teeth checked by a dentist at least annually • LAC and Care Leavers achieve better educational outcomes

Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
2. Children's Services including schools are able to meet the requirements of the 'Prevent Duty'	TETC Plan	TETC Universal Support Monitoring Board – to be established	NCC - Children's Social Care and Support to Schools and Schools	1.Specialist Child Sexual Exploitation (CSE) Service implemented	July 2016	<ul style="list-style-type: none"> To be confirmed
3. The development of the Multi Agency Safeguarding Hub (MASH)	MASH, EHU and AAS Improvement Plan	MASH Governance Group	NCC – Children's Social Care, Adult Social Care, Police, Health	1.Co-location of the MASH and Early Help Unit 2.The consistent and appropriate application of thresholds 3.The undertaking of statutory assessments only when necessary, and for early help to be provided where appropriate 4.The strengthening of the MASH partnership 5.Information sharing practice develops further 6.The reduction in the number of inappropriate referrals 7.The recording within the MASH is consistent and demonstrates best practice 8.To improve the quality of information about the MASH process	March 2017	<ul style="list-style-type: none"> Percentage of referrals to the MASH leading to an intervention by Children's Social Care or Early Help Services Internal audits demonstrate the effective recording of information; the correct decisions being made with regard to thresholds and improved information sharing where appropriate between partners Reduction in the number of inappropriate referrals

Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
				for families and carers 9.To ensure all staff from all agencies have up-to-date knowledge & skills		
4. Implement the Children's Social Care Recruitment and Retention Plan (2016-2018)	Social Work Workforce Recruitment & Retention Plan (2016-2018)	Children's Social Care Departmental Leadership Team and Children, Families and Cultural Services (CFCS) Leadership Team	NCC – Children's Social Care and local Universities	1.To implement retention payment 2. To measure the impact of the market factor supplements on the recruitment and retention of social workers	March 2017	<ul style="list-style-type: none"> Quarterly progress reports to Corporate Leadership Team Reduce the vacancy rate from 15% to 10% Reduce the percentage of Agency Social Workers covering vacancies by 30%
5. Coordinate a local response to new inspection frameworks for SEND local area inspections & Joint Targeted Area Inspection (JTAI)	Self-assessments for the partnership based upon published frameworks	Nottinghamshire Safeguarding Children Board and Nottinghamshire Children's Trust Board	1.SEND – NCC, Clinical Commissioning Groups (CCGs), Schools 2.JTAI – NCC, CCGs, Police, Probation	1.To complete self-assessments for both frameworks to ensure inspection readiness 2.Identify and implement improvements required as identified by the self-assessments	September 2016	<ul style="list-style-type: none"> Required improvements identified and actioned Partnership inspection outcomes
6. To strengthen preventative and early identification strategies so that children and young people at risk of child sexual exploitation are protected and supported	Child Sexual Exploitation Strategy and Action Plan	Child Sexual Exploitation Cross Authority Group (CSECAG)	NSCB, NCSCB, NCC, Nottingham City, Police and District Councils	1.Promote effective communication channels between LSCB and partners to share information, including development of a multi-agency media strategy 2.To develop and analyse a local CSE problem profile 3.Ensure evidence for audits inform	1.June 2016 2.June 2016 3.June 2016 4.December 2016	<ul style="list-style-type: none"> Strategy agreed and implemented CSE problem profile completed Audit recommendations received and implemented Training and engagement with taxi licensing and Taxi Drivers continues to be delivered

				CSE strategy and work-plan 4.Training by District Councils of all Taxi Drivers in their role and responsibilities to recognise and respond to CSE		
--	--	--	--	--	--	--

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

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.

Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
1. The improvement of mental health services for vulnerable children and young people	Future in Mind Transformation Plan (2015-2020)	Children and Young People's Mental Health & Wellbeing Executive	CCGs, NHS England, NCC	1.Online counselling service live September 2016	September 2016	<ul style="list-style-type: none"> • Referral to assessment waiting times • Referral to treatment waiting times

				2.Academic resilience projects live September 2016 3.Crisis Team reviewed and evaluated by September 2016		
Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
2. Commission an Integrated Healthy Child Programme and Public Health Nursing Service for 0-19 year olds	Healthy Child Programme 0-19 (Public Health England 2016) Health Wellbeing Strategy (2014-2017) Young People's Health Strategy (2015-18)	To be confirmed	To be confirmed	1.Tender process for new service 2.Contract award for new service 3. Mobilisation of integrated service	1.Begins May 2016 2.September 2016 3.Between October 2016 and end March 2017	<ul style="list-style-type: none"> To be confirmed
3. Implement the Young People's Health Strategy including the development of a specific health website for young people	Young People's Health Strategy (2015-2018)	Young People's Health Strategy Steering Group	Health, NCC and to be confirmed	1. Strategy Steering Group to develop an implementation action plan 2. Young People's website developed by January 2017	1.March 2017 2.January 2017	<ul style="list-style-type: none"> To be confirmed
4. Begin to integrate and transform alongside the Clinical Commissioning Groups (CCGs) our specialist community health services for children and young people (ICCYPH)	Service Improvement and Development Plan ICCYPH (March 2016)	To be confirmed	CCGs, and to be confirmed	To be confirmed	To be confirmed	<ul style="list-style-type: none"> To be confirmed

Priority 3 - Children and young people achieve their potential in Nottinghamshire

<p>What are our outcomes?</p> <ul style="list-style-type: none"> • 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. 						
<p>What will success look like?</p> <ul style="list-style-type: none"> • 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. 						
Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
1. Continue to develop and effective working relationship with key partners including all publicly funded schools, Multi Academy Trusts, Teaching School Alliances and the Regional Schools Commissioner to further raise	County Council's Strategic Plan (2014-2018)	County Council	NCC – Support for Schools, Schools, Dioceses and the Regional Schools Commissioner	1. All leadership and governance models secure improved attainment outcomes for all children in all settings	March 2017	<ul style="list-style-type: none"> • Pupils achieving the expected standard in reading, writing and mathematics at the end of key stage 2 is in line with the national average for 2016 • Pupils achieving A*-C grades in both English and mathematics at the end of key stage 4 is in line with the national average for 2016

standards of attainment and improve progress of all children and young people in Nottinghamshire						
Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
2. 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	County Council's Strategic Plan (2014-2018) Early Years Improvement Plan 2015-2017	Closing the Gap Performance Board Local Management Groups	NCC, District and Borough Councils, Private, Voluntary and Independent Providers and Schools	1.To ensure sufficiency of childcare provision needs in Nottinghamshire 2.To increase take up rates of childcare places especially for eligible 2 year olds	March 2017	<ul style="list-style-type: none"> Take up of places by eligible 2 year olds
3. Continue implementing the Closing the Gaps Strategy with an enhanced focus on addressing the East Midlands Challenge to improve the attainment and progress for vulnerable learners	Closing the Educational Gaps Strategy and Implementation Plan	Closing the Gap Performance Board	NCC, Schools, CCGs, Health Providers, Nottingham Trent and Manchester Universities	1.To continue to implement, monitor and review the Closing the Educational Gaps Strategy through effective delivery of the Action Plan 2. To continue to share on-going learning from locality groups, including those in Newark (Newark Together), Worksop, Mansfield and Broxtowe	March 2017	<ul style="list-style-type: none"> Attainment gap at age 11 between pupils taking free school meals and the rest (FSM during past six years) Attainment gap at age 16 between pupils taking free school meals and the rest (FSM during past six years) Attainment gap at age 16 (White British children from low income families)

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

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.

Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
1. To identify the impact of Early Help Services on outcomes for children, young people and families	Children, Young People and Families (CYPF) Plan 2016-2018	Children's Trust Executive Group	NCC, Nottinghamshire Healthcare NHS Trust	1.For outcome measures for Early Help Services to be reviewed to best represent impact of services 2.To develop further the work-flow model bringing together Early Help & CSC so that the journeys of children are better understood	March 2017	<ul style="list-style-type: none"> Revised outcome measures for Early Help Services A further developed work-flow model for bringing together Early Help Services and Children's Social Care (CSC)
Key Activity	Strategic Plan	Governance Group	Lead organisation and other partners	Key Actions	Date actions required by	Key Performance Measures
2. Improve the transitions for young people with disabilities between Children's Services and Adult Services	Health Wellbeing Strategy (2014-2017) NCC Transitions Strategy (currently being refreshed)	Improving Outcomes for CYP with Disabilities Steering Group	NCC, Schools & Learning Providers, Nottinghamshire CCGs	1.New Transitions protocol developed, endorsed and signed off 2.Transitions protocol and pathway embedded within services	1.September 2016 2.March 2017	<ul style="list-style-type: none"> Sign off of Transitions protocol at Policy Committee (following endorsement at key health, education and NCC forums) Launch events held for new protocol for NCC colleagues, partners and families Training held for appropriate colleagues
3. The implementation, monitoring and review of the 16+ accommodation strategy and engage with providers, district and borough councils to drive improvements	Children, Young People and Families (CYPF) Plan 2016-2018	Children's Trust Executive Group	NCC, District and Borough Councils, Providers	1.Produce practice guidance on support for care leavers with Housing Leads in District Councils through the Youth Homelessness Forum 2.Produce a revised three year Youth Homelessness Strategy, incorporating the new outcomes framework and plans to support care leavers with accommodation	June 2016	<ul style="list-style-type: none"> Improvements in outcomes for care leavers and 16-17 year old homeless in supported accommodation settings using the agreed outcomes framework

<p>4. Continue to integrate our services for children and young people with special educational needs and disabilities</p>	<p>Nottinghamshire CYP (aged 0-25) Special Educational Needs and Disability Integrated Commissioning Strategy (2015-2017)</p>	<p>Improving Outcomes for CYP with Disabilities Steering Group</p>	<p>NCC and Nottinghamshire CCGs</p>	<p>1. Integrate teams supporting CYP with disabilities from across CSC & SEND into the Integrated Children's Disability Service 2. Go live of common case recording and reporting system for all colleagues within ICDS 3. Explore opportunities for further integration with community health services via the ICCYPH</p>	<p>1. April 2016 2. March 2017 3. January 2017</p>	<ul style="list-style-type: none"> • CDS launch events held for NCC colleagues, partners and families • Positive service user feedback (as number of times a family has to repeat their story reduces) • Case recording and reporting system goes live • Completed review documentation with recommendations agreed and signed off
--	---	--	-------------------------------------	--	--	--

DRAFT WORKING DOCUMENT