

Children and Young People's Departmental Strategy

2019-2021



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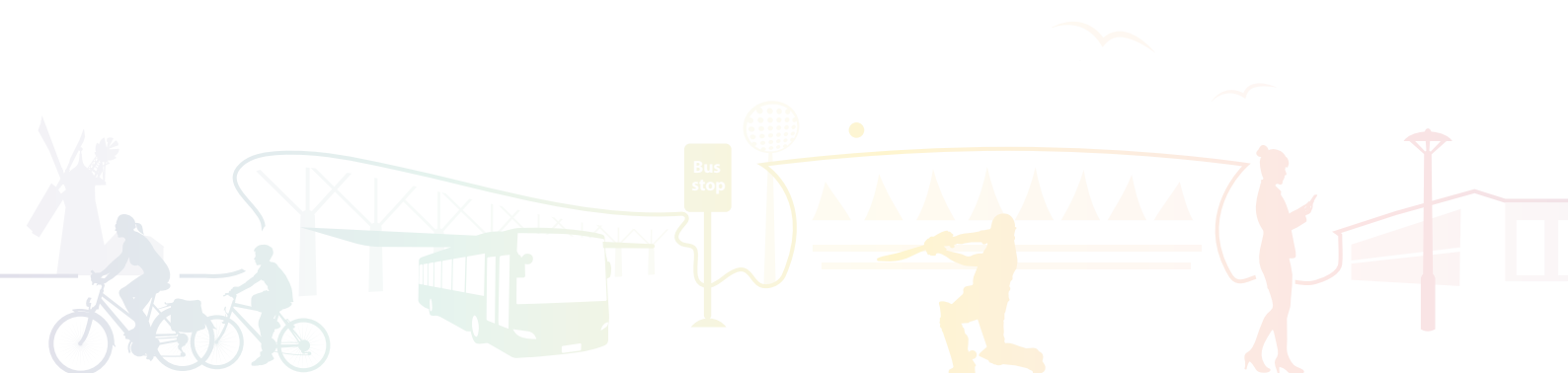
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Introduction

Your Nottinghamshire, Your Future

Our Council Plan “Your Nottinghamshire Your Future” sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain. We want Nottinghamshire to stand out as:

- **A great place to bring up your family**
- **A great place to fulfil your ambition**
- **A great place to enjoy your later life**
- **A great place to start and grow your business**

As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council’s role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

This Children and Young People’s Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

These strategies are agreed by the Council’s Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these strategies enabling elected Councillors to ensure that the Council Plan is implemented effectively.



Strategic Context and Commissioning Challenges

Introduction

Nottinghamshire has one of the largest Children's Services departments in the country, serving upwards of 170,000 children and young people under the age of 19 across the County. The Department brings together a range of services for children, young people and their families, delivering a number of universal, targeted and specialist services to meet a continuum of need.

The Department fulfils a number of statutory duties placed on the authority to safeguard and promote the welfare of children and young people, as well as discharging the local authority's education functions. Under the terms of the Children Act 2004, the Director of Children's Services is principally charged with delivering these statutory functions.

Strategic Context

Children's services operate within a rapidly changing landscape, both nationally and locally in Nottinghamshire. The demand on our services continues to grow, owing to rising populations, increasingly complex needs and greater aspirations. This is against the backdrop of increasing financial constraints, as we strive to deliver high quality services with reducing resources.

Education and children's services are undergoing significant reform, particularly in relation to the legislative frameworks within which they operate.

Government policies designed to radically alter how education is provided in England have directly impacted on the leadership and the delivery role of the local authority in relation to education provision.

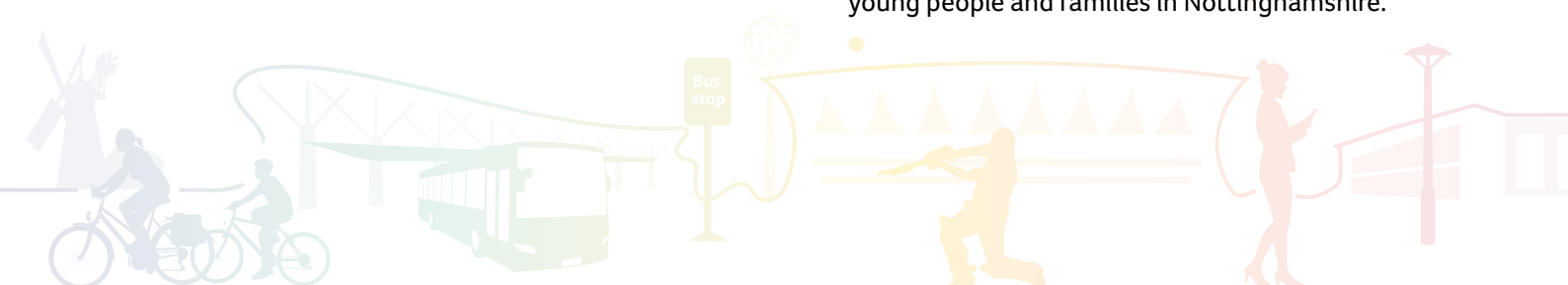
This includes the expansion of the academy programme and the introduction of 'free schools'. The shift in national educational policy and funding has resulted in increased school autonomy, diversity of school provision, raised Ofsted expectations and increasing development of school led system leadership to promote school improvement.

The Government's ambition to radically reform the children's social care system, "A Vision for Change", continues to drive social care transformation in Nottinghamshire. This is supplemented by further reform programmes in the areas of adoption, residential provision and the support arrangements for children and young people with special educational needs.

Mounting pressure placed on social care, early help and youth justice services from government bodies such as Ofsted, the Care Quality Commission and Her Majesty's Inspectorate of Probation, continues to drive wholesale service development. Maintaining 'good' services for vulnerable children and young people under the Ofsted inspection regime continues to be a priority for the department.

The vision for Children's Services in Nottinghamshire is therefore to make best use of our reducing resources to deliver our core integrated safeguarding and educational services, whilst focussing upon safely meeting the needs of our most vulnerable children, young people and families.

The Department's service plans and 'business plan on a page' capture the detailed actions that will be undertaken over the coming year, in pursuit of the outcomes that we aspire to achieve for children, young people and families in Nottinghamshire.



A Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire supports the local authority and key partners to raise our collective, partnership ambition for our young people. As corporate parents for all looked after children and care leavers in Nottinghamshire, the Partnership Strategy supports the local authority to ensure that all partners recognise and act on their responsibilities for looked after children and care leavers.

The Department's key priorities link into relevant partnership plans, such as the Nottinghamshire Safeguarding Children Partners (NSCP) Business Plan and the Children, Young People and Families Plan, which is managed through the Children and Families Alliance.

Partnerships

The Children Act 2004 places a duty on Local Authorities to make arrangements to promote cooperation between agencies and other appropriate bodies, in order to improve children's well-being; this includes services such as the police, health services, youth justice, probation service, schools and voluntary sector providers. This is facilitated through the operation of multi-agency boards, as well as through organisational arrangements within the Department.

Nottinghamshire Children and Families Alliance (CAFA) is a partnership of organisations that provide services to children, young people and families in Nottinghamshire. CAFA focuses on developing thinking on how outcomes for children can be improved through the representation of a number of key stakeholders; this includes Nottinghamshire Police, District and Borough Councils, Clinical Commissioning Groups (CCGs), education trust boards and the National Schools Partnership (NSP). The Children and Families Alliance makes recommendations to the Nottinghamshire Health and Wellbeing Board and monitors progress on their behalf.

The Health & Wellbeing Board, through the Health & Wellbeing Strategy and the Joint Strategic Needs Assessment, identifies the priority areas for children and young people's health and wellbeing. The local

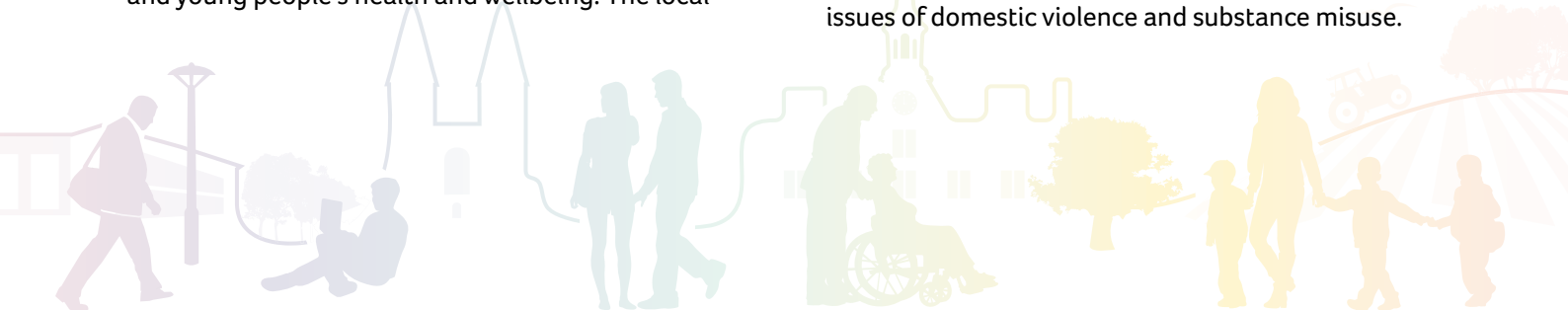
Sustainability and Transformation Plan looks at how local organisations work together to improve care, health and wellbeing, including the integration of care services for young people transitioning between Children's and Adults Social Care.

The Nottinghamshire Safeguarding Children Partnership (NSCP) is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. The NSCP provides the safeguarding arrangements under which the safeguarding partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of children in Nottinghamshire, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.

The Department operates in partnership with over 1,335 schools, academies and Private, Voluntary and Independent (PVI) sector partners in Nottinghamshire, to promote high quality education and ensure that Nottinghamshire children access excellent provision in safe learning environments. Reducing the impact of poverty on educational outcomes continues to be a key objective for all educational partners and providers.

In the context of children and young people's health and wellbeing, effective partnership working is critical across health, social care and education services to address the health inequalities which exist across the County and compared to the rest of England. The Health and Social Care Act 2012 increased the number of organisations responsible for commissioning health services for children, young people and families.

As a result, the Children's Integrated Commissioning Hub (ICH) was established, in order to ensure effective commissioning across these organisations and avoid the risk of fragmentation of service provision. Hosted within Adult Social Care, Health & Public Protection (ASCH&PP), the ICH works closely with the Department to support improved physical, mental and emotional health outcomes for children and young people, including working with families to address issues of domestic violence and substance misuse.



The voice of the child features heavily in all aspects of service provision. The Department seeks the views of children, young people and their families in the design and delivery of our services, through active participation work, the Young People's Board and associated sub-groups, and co-production activity with service users.

Outcomes

As outlined on the business plan on a page, the Department strives to achieve the following outcomes for children, young people and families in Nottinghamshire:

- Children, young people and families accessing our case holding services will see improved outcomes as a result of high quality, consistent assessments, clear and achievable plans, and appropriate interventions
- Looked After Children and Care Leavers will be supported through improved placement provision, health services and learning opportunities
- Children and young people at risk of 'emerging threats' will be appropriately identified, supported and protected
- Children, young people and families will experience a seamless service when moving between Early Help and Children's Social Care
- Children, young people and families will benefit from a stable and skilled Children's Social Work workforce
- Children, young people and families will experience improved physical and mental health outcomes as a result of the development and re-commissioning of key services
- Children will be able to access sufficient high quality early years and school places in their local communities
- 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, will be less likely to be missing education, and will be more able to progress into higher level education, employment and training
- Young people with disabilities will have improved pathways to support their preparation for adulthood
- Children and young people will be able to access a broad range of youth work-led, positive activities.

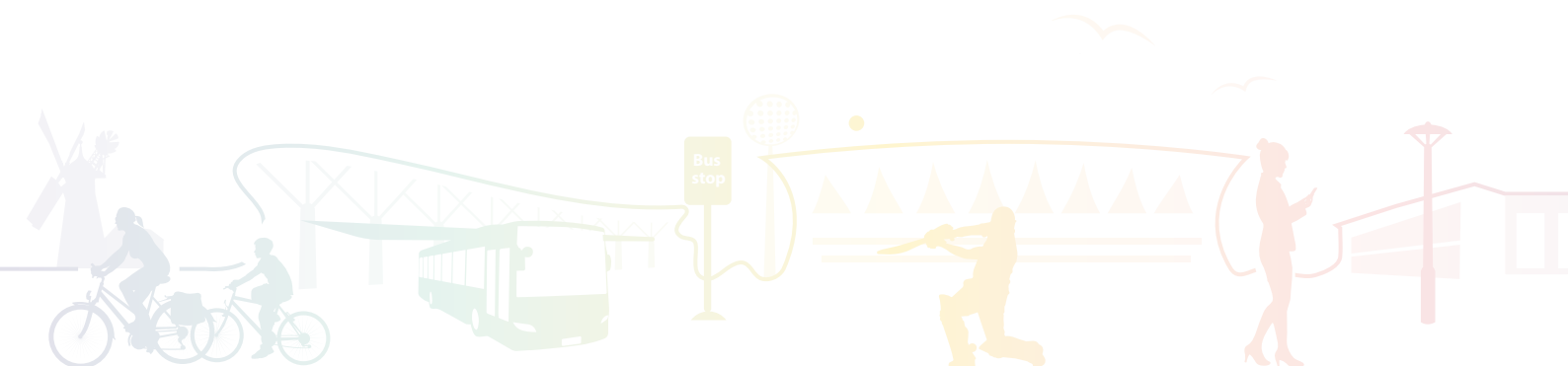
Commissioning challenges

The changing landscape for education and children's services presents a number of future challenges in relation to our commissioning arrangements, for both internally and externally delivered services.

These include: **Growing demand on our services, against the backdrop of limited resources:**

Demographic data indicates that the child population in Nottinghamshire continues to grow which coupled with the increasingly complex needs of many children and young people places further pressures on our front-line case-holding services.

- Two forecasting models have been developed to predict the future population of looked after children (LAC) and children with disabilities in Nottinghamshire. By accurately assessing demand, we will be better placed to provide care arrangements that deliver effective outcomes for children at the best value price. We have seen an increase in the use of external independent non-maintained schools, residential homes, alternative education provision and independent foster care which is increasing budgetary pressures.
- The Remodelling Children's Care programme seeks to deliver consistent and improved care outcomes for children and young people whilst minimising unit costs.



- By utilising demand forecasting, strengthening our knowledge of the market and undertaking reviews of our provision, the programme aims to co-produce solutions with service users and directly impacts the way that services are designed, commissioned and delivered in the future. This includes the integration of county-wide commissioning functions within children’s services, in order to apply a consistent commissioning strategy, benefit from economies of scale and work effectively with providers. The Remodelling Social Work Practice programme seeks to ensure that social care services are able to sustain high quality service delivery, whilst making best use of the resources available. The programme looks, in particular, at how we can implement innovative new practice models and invest in our workforce to maintain high quality service delivery at a lower cost. The programme also seeks to address the growing vacuum nationally of qualified social work staff and reduce our reliance on the agency market. Forecasting models are being developed to ascertain the appropriate level of staffing and skills to safely manage the expanding volume of cases in the future. The national landscape in relation to early years and children’s centre provision continues to change, providing opportunities to develop a more targeted children’s centre offer whilst fulfilling our statutory duties

Regionalisation of Services and Regional Cooperation

In 2015, the Department for Education (DfE) set out proposals to move to regional adoption agencies (RAAs). It was recognised that, nationally, the adoption system faces significant challenges in terms of inefficiencies, delays in matching children with

adopters, and in providing high-quality support to adoptive families. In response to this announcement, Nottinghamshire has been working with agencies across the D2N2 (Derby, Derbyshire, Nottingham, Nottinghamshire) region, and since April 2019, adoption services across the region have been managed through the D2N2 Regional Adoption Agency.

Additional initiatives are underway based on the D2N2 footprint and include collaborative commissioning of care and education provision and the delivery of a “care deescalation” programme. The local authority is also working with all the top tier councils across the East Midlands as part of a Regional Improvement Alliance to provide mutual challenge and raise standards.

Educational reform

The Support to Schools Service delivers the local authority’s statutory duties in relation to admissions and school appeals, strategic place planning for school aged pupils, fair access, special educational needs and disabilities (SEND), educational psychology services and school improvement for maintained schools causing concern. The shift in national educational policy and funding has seen a sea change in the leadership and delivery role of the local authority in relation to education provision. As a result, the Education Improvement Service in Nottinghamshire is now operating as a commercial model, through a growing traded service offer to schools, Governing Bodies / Academy Trusts within Nottinghamshire and increasingly with other East Midlands local authorities.



Departmental Operating Model

All children, young people and families will have different levels of need, which may change over time. Services for Children and Young People in Nottinghamshire support all levels of need: from universally-accessible services for all children and young people to specialist social care and SEND services for the most vulnerable. Services are available from conception to 19 years (or 25 years if the young person has a learning difficulty or disability).

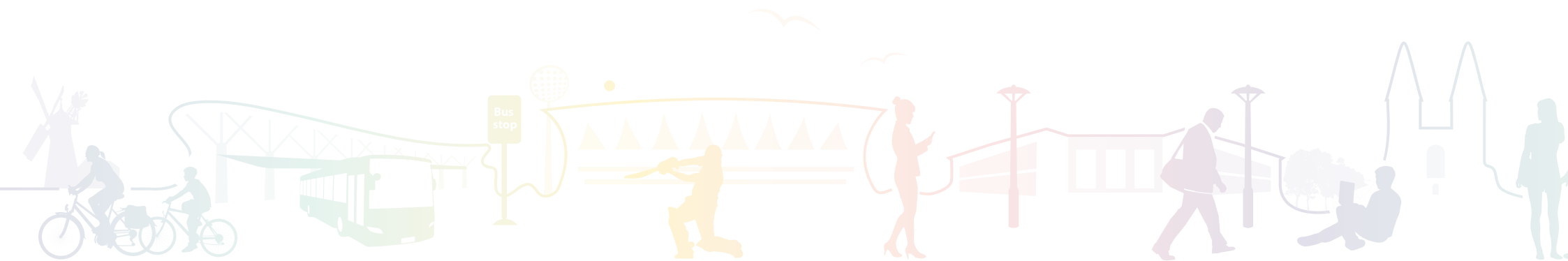
Nottinghamshire’s Pathway to Provision supports the identification of a child, young person and/or family’s level of need, and describes the referral pathways to the most appropriate service to provide support. The four identified levels of need – Universal, Early Help, Targeted Early Help and Specialist – are accessed through different referral routes or ‘front doors’. Whilst Universal Services are openly accessible to all young people, the Early Help Unit is a direct contact point for children and young people at Levels 2 and 3 of the Pathway to Provision. Where there are safeguarding concerns about a child or young person, the Multi-Agency Safeguarding Hub (MASH) is the single point of contact for referrals at Level 4.



Priorities and Key Activities that Support the Delivery of the Council Plan

Commitment	Success measures	Activities
A great place to bring up your family		
<p>Commitment 1: Families prosper and achieve their potential</p>	<p>Young people will have improved physical and mental health</p> <p>More children will achieve a good level of development by the end of reception year</p>	<ul style="list-style-type: none"> • Implement a newly commissioned Healthy Families Programme for 0-19-year olds and their families which integrates with children’s centre services • Working with CCGs, continue to transform our specialist community health services for children and young people (CCYPS) • Implement the Future in Mind Plan to improve services for children and young people with emotional and mental health difficulties • Continue to implement the Young People’s Health Strategy.
<p>Commitment 2: Children are kept safe from harm</p>	<p>Children at risk are appropriately identified, supported and protected</p> <p>Improved outcomes for children, young people and families accessing our safeguarding and family services as a result of high quality interventions</p> <p>Looked after Children (LAC) and care leavers are well supported through improved placement provision, health services and learning opportunities</p> <p>Continued good quality, targeted youth services</p>	<ul style="list-style-type: none"> • Continue to refine our social work practice model in Nottinghamshire, including services for Looked After Children and Care Leavers, to ensure that we are delivering high quality social care at the best possible value • Sustain the culture of embedding assessment tools as part of front line practice, and evaluate the impact • Continue to deliver a comprehensive set of recruitment and retention activities to deliver a stable and qualified social care workforce and to minimise the use of agency staff • To review the provision of early help and family support to reflect the best current evidence and learning from the Troubled Families programme • Deliver the next phase of our multi-agency SEND Strategic Action Plan and undertake a review of preparation for and transition to adulthood for young people with additional needs • Work with partner authorities across D2N2 to remodel our commissioning arrangements for vulnerable children and young people’s education and care provision • Deliver a programme of case audit, reflective supervision and learning visits to support service and staff development. • Embed new arrangements for the Safeguarding Children Partnership • Implement the plans for a Regional Adoption Agency • Cooperate with other East Midlands authorities to contribute to the improvement of social work training and social work practice across the D2N2 Teaching Partnership • Deliver a new range of services to help young people remain out of care and/or to transition from residential to foster care placements • Further our vision for working with partners around contextual safeguarding issues

Commitment	Success measures	Activities
A great place to bring up your family		
<p>Commitment 3; Children and Young People go to good schools and early years settings</p>	<p>Children and young people are provided with sufficient high quality early years provision and school places in their local communities</p> <p>Vulnerable children are less likely to miss education</p> <p>Educational outcomes for vulnerable children improve</p> <p>More than 90% of Nottinghamshire schools are classified as “good” or “outstanding” by Ofsted</p> <p>More than 90% of early years settings are rated as “good” or “outstanding by Ofsted.</p> <p>Fewer young people are not in education, employment or training (NEET)</p>	<ul style="list-style-type: none"> • Create additional high quality sustainable childcare places, to ensure adequate sufficiency levels to meet increasing demand for funded childcare. • Increase the take up of childcare funding entitlements in particular for 2-year olds from low income families. • Continue to develop an effective working relationship and shared understanding with all schools and the Regional Schools Commissioner to raise standards of attainment and improve pupils’ progress in all Nottinghamshire Schools • Deliver on the outcomes of the High-Level Needs consultation and develop a further phase to ensure that education, health and care provision works consistently and effectively together • Launch the “Improving Educational Opportunities for All” strategy • Work with key partners to successfully implement the Early Years Improvement Plan and remodel services for young families to ensure children get the best start in life. • Implement the recommended actions from the Post-16 Area Based Review to include a focus on improving Level 3 attainment at the end of Key stage 5



Children and Young People's Improvement and Change Portfolio

Senior Responsible Officer: Corporate Director for Children and Young People.

Lead Member: Chairman of Children and Young People's Committee.

Description: A series of improvement and change programmes, focussed on improving service delivery and outcomes for children and young people in Nottinghamshire, including services for vulnerable children and their families.

The change programmes report to Children and Young People's Committee and the Improvement and Change sub-committee as appropriate. There are four programmes of work that will support this portfolio.

Programmes

01 Remodelling Social Work Practice

The objective of Remodelling Social Work Practice is to ensure that our social work practice in Nottinghamshire supports the delivery of the vision for Children's Social Care:

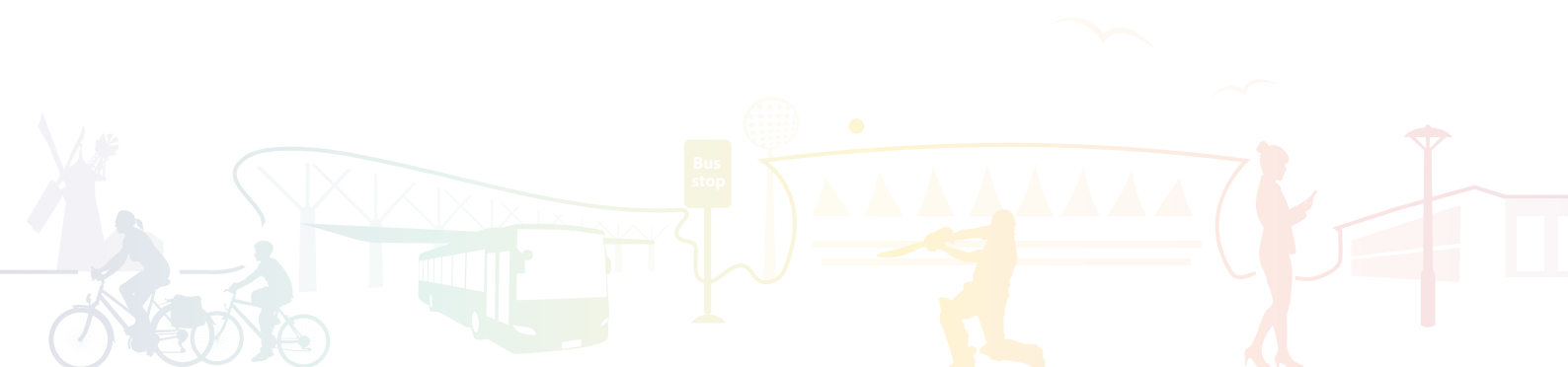
"To give the most vulnerable children and young people in Nottinghamshire the support and protection they need to be safe, secure, happy and to achieve their full potential"

This programme is divided into three components:

- **Practice & Systems:** Creating the right environment for excellent practice and innovation to flourish
- **People & Leadership:** Bringing the best people into the profession; developing leaders equipped to nurture practice excellence
- **Governance & Accountability:** Making sure that what we are doing is working and developing innovative new organisational models with the potential to radically improve services.

Key milestones for the next year include:

- ▶ Review of recruitment and retention initiatives by March 2019
- ▶ Publication of the Care Leavers Offer by March 2019
- ▶ Implementation of new audit and learning visit model by April 2019
- ▶ Launching a new Framework for Practice by May 2019
- ▶ To review how we provide Early Help by October 2019



02 Remodelling Children's Care

The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision. This programme will involve the following areas of project activity:

- Residential care for children with disabilities
- Residential care - Specialist residential homes
- Fostering
- Short Breaks
- Integrated Commissioning
- Social Impact Bonds
- Review of Children's Homes

Key milestones for the next year include:

- ▶ Implement new services for children on the edge of care and to deescalate care placement when appropriate through the D2N2 Social Impact Bond project
- ▶ Deliver a new sub-regional arrangement for procuring residential and foster care placements by January 2020
- ▶ Review the governance arrangement and independent scrutiny of the authority's own residential provision
- ▶ To increase the residential provision and foster placements available within the county

03 Future of Education Support

This involves undertaking a review of our current service provision in relation to education.

This includes the following activity:

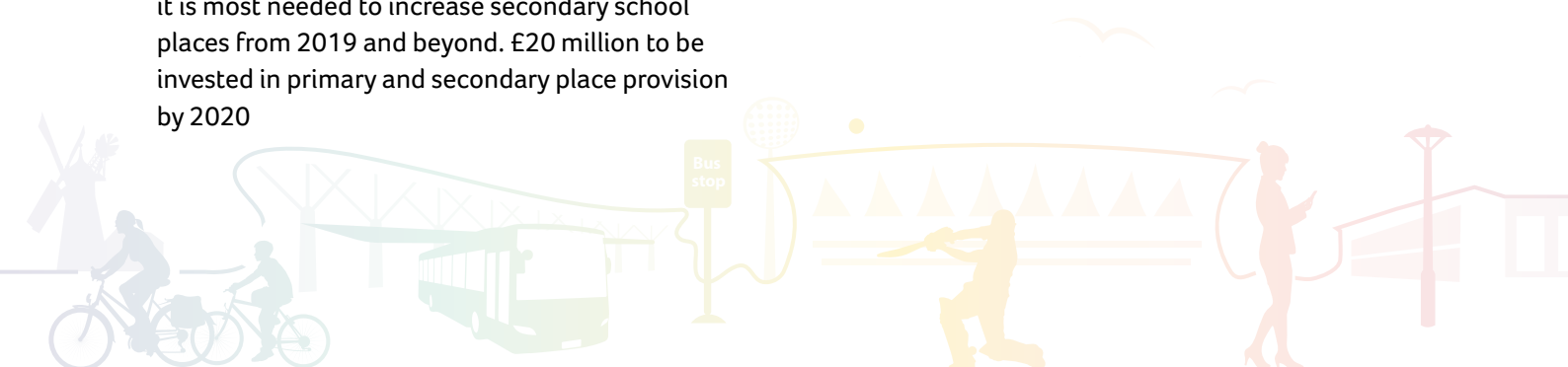
- Further strengthening of partnership working to improve outcomes for all pupils (attainment and progress)
- Ensuring that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision by 2020

- Opening new schools and childcare provision as a result of housing developments
- Reviewing the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most
- Supporting schools to work in closer partnership with parents to raise standards for all
- Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents.
- A review of SEND school provision.
- Vocational education pathways exploring opportunities linked with wider economic development projects.

04 Remodelling Early Help

This involves undertaking a review of our Early Help provision in Nottinghamshire and includes the following activity:

- Carry out an extensive review of our preparation for and transition to adulthood for children and young people with SEND
- Remodel our Children's Centre Service to ensure that we see improved outcomes for children and families, get the best value and most efficiency
- Review how we provide early help in line with any changes to the governments Troubled Families programme
- Review how we respond to contextual safeguarding issues including extremism



Departmental Core Data Set

To know if our Services are effective we need to understand that

Our Commitments - Families prosper and achieve their potential

- Numbers of children and young people accessing Outdoor and Environmental Education
- Numbers of individual children and young people engaged in positive activities delivered by the Young People’s Service
- School Readiness: all children with free school meal status achieving a good level of development
- Percentage of LAC (for at least 12 months) who have had their annual health assessment
- Average Strengths and Difficulties Question (SDQ) score per LAC (for at least 12 months)
- Percentage of LAC (for at least 12 months) with up to date immunisations
- Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist
- Percentage of LAC (for at least 12 months) who have had their annual health assessment
- Percentage of LAC (for at least 12 months & under 5) whose development assessments are up to date
- Percentage of LAC who took up the opportunity to be consulted by their Independent Reviewing Officer (IRO) prior to the LAC Review Meeting
- Percentage of looked after children placed 20 miles or more from home
- Looked after children with 3 or more placements in any one year
- Percentage of looked after children remaining in long-term placements
- Average time between a child entering care and moving in with its adoptive family, for those adopted children
- Average time between a LA receiving court authority to place a child and deciding on a match to an adoptive family
- Percentage of care leavers in education, employment or training aged 19-21
- Percentage of care leavers in higher education aged 19-21
- Percentage of children aged 0-4 living in low income areas registered with children’s centres (snapshot)
- Percentage of children aged 0-4 living in low income areas seen at children’s centres (cumulative)



To know if our Services are effective we need to understand that:

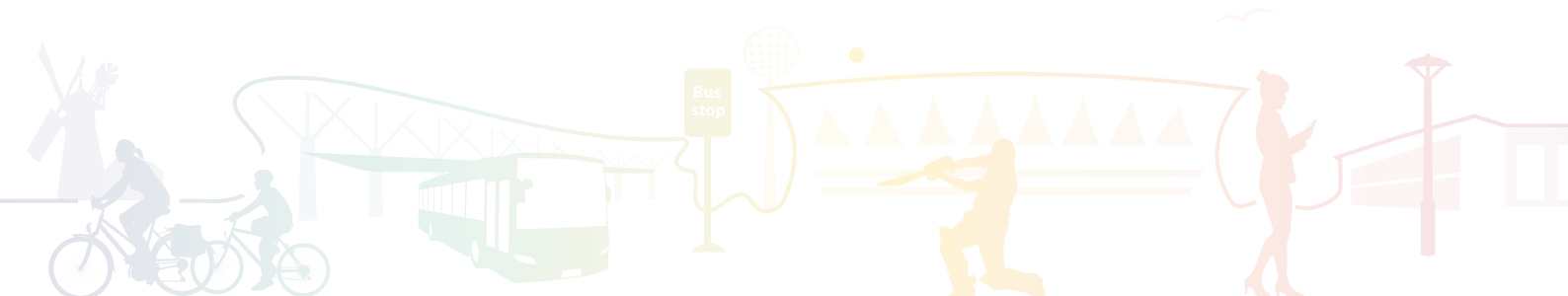
Our Commitments - Children are kept safe from harm

- Child and Family assessments for Children's Social Care carried out within statutory timescales
- Percentage of child protection cases reviewed within timescale
- Children subject to a Child Protection Plan – rate per 10,000
- Children who are subject to a child protection plan for 2 years or more
- Children becoming the subject of a child protection plan on more than one occasion
- The stability of LAC placements
- Percentage of LAC (for at least 12 months) identified as having a substance misuse problem
- Percentage of LAC (for at least 12 months) convicted or subject to a final warning or reprimand
- Percentage of care leavers in suitable accommodation
- Number of young people sentenced to custody
- Vacancy rate for children's social workers
- Percentage of Nottinghamshire LAC missing from placement by individual child
- Percentage of Return Interviews completed within timescale
- Percentage of care leavers in suitable accommodation

To know if our Services are effective we need to understand that:

Our Commitments - Children are kept safe from harm

- Percentage of school-age LAC with an up-to-date Personal Education Plan
- Percentage of LAC permanently excluded
- Percentage of LAC with at least one fixed term exclusion
- Percentage of LAC classed as persistent absentees
- Percentage of LAC achieving expected standard at KS2 in Maths
- Percentage of LAC achieving 9-5 GCSEs in both English & Maths at KS4
- Percentage of LAC achieving expected standard at KS1 in Reading
- Percentage of LAC achieving expected standard at KS1 in Writing
- Percentage of LAC achieving expected standard at KS1 in Maths
- Percentage of LAC achieving expected standard at KS2 in Reading
- Percentage of LAC achieving expected standard at KS2 in Writing
- Number of primary schools in an Ofsted category (Inadequate)
- Number of secondary schools in an Ofsted category (Inadequate)
- Participation in education, employment and training (EET) aged 16-17



To know if our Services are effective we need to understand that:

Our Commitments - Children are kept safe from harm

- Percentage of care leavers in education, employment or training aged 19-21
- Early Years Foundation Stage results.
- Number of PVI and School led childcare Ofsted Judgements
- Childcare take up rates for eligible 2-year olds.
- Rate of permanent exclusions from school (primary, secondary and special schools)
- Percentage of overall absence in primary, secondary and special schools
- Primary schools judged by Ofsted as having good or outstanding standards of behaviour
- Secondary schools judged by Ofsted as having good/outstanding standards of behaviour
- Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics)
- Pupils achieving at least the expected standard in reading, writing & mathematics at age 11
- Achievement of 9-5 grades in GCSE English & maths
- Percentage of A level entries at A*-E grades
- Percentage of A level entries at A*-B grades
- Percentage of young people who have not attained a Level 2 qualification in English & maths at age 16 who go on to attain Level 2 or higher in both by the end of the academic year in which they turn 19
- Attainment gap for a good level of development in EYFSP between pupils taking free school meals and the rest
- 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)
- Participation in education, employment and training (EET) aged 16-17
- Percentage not in education, employment or training (NEET) aged 16-17
- Percentage whose destination is not known aged 16-17





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