



**NOTTINGHAM CITY COUNCIL**  
**OVERVIEW AND SCRUTINY COMMITTEE**

**Date:** Wednesday, 7 January 2015

**Time:** 2.00 pm

**Place:** LB31-32 - Loxley House, Station Street, Nottingham, NG2 3NG

**Councillors are requested to attend the above meeting to transact the following business**

**Acting Corporate Director for Resources**

**Governance Officer:** Rav Kalsi **Direct Dial:** 0115 8763759

**AGENDA**

**Pages**

- |          |  |           |
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| <b>1</b> | <b>APOLOGIES FOR ABSENCE</b>   |           |
| <b>2</b> | <b>DECLARATIONS OF INTERESTS</b>   |           |
| <b>3</b> | <b>MINUTES</b><br>To confirm the minutes of the meeting held on 3 December 2014  | 3 - 6     |
| <b>4</b> | <b>NOTTINGHAM CHILDREN'S SAFEGUARDING BOARD - ANNUAL REPORT AND PROGRESS ON ACTION PLAN ARISING FROM OFSTED INSPECTION MAY 2014</b><br>Report of the Head of Democratic Services | 7 - 138   |
| <b>5</b> | <b>PROGRESS IN DELIVERING COMMITMENTS CONTAINED IN THE LABOUR MANIFESTO AND ADOPTED AS COUNCIL POLICY IN JUNE 2011</b><br>Report of the Head of Democratic Services              | 139 - 168 |
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IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE GOVERNANCE OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

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CITIZENS ARE ADVISED THAT THIS MEETING MAY BE RECORDED BY MEMBERS OF THE PUBLIC. ANY RECORDING OR REPORTING ON THIS MEETING SHOULD TAKE PLACE IN ACCORDANCE WITH THE COUNCIL'S POLICY ON RECORDING AND REPORTING ON PUBLIC MEETINGS, WHICH IS AVAILABLE AT [WWW.NOTTINGHAMCITY.GOV.UK](http://WWW.NOTTINGHAMCITY.GOV.UK). INDIVIDUALS INTENDING TO RECORD THE MEETING ARE ASKED TO NOTIFY THE GOVERNANCE OFFICER SHOWN ABOVE IN ADVANCE.

**NOTTINGHAM CITY COUNCIL**

**OVERVIEW AND SCRUTINY COMMITTEE**

**MINUTES of the meeting held at LB31-32 - Loxley House, Station Street, Nottingham, NG2 3NG on 3 December 2014 from 14.02 - 15.33**

**Membership**

Present

Councillor Glyn Jenkins (Chair)  
Councillor Azad Choudhry  
Councillor Carole Jones  
Councillor Gul Nawaz Khan  
Councillor Neghat Nawaz Khan  
Councillor Ginny Klein  
Councillor Anne Peach  
Councillor Roger Steel

Absent

Councillor Georgina Culley  
Councillor Thulani Molife  
Councillor Mohammed Saghir  
Councillor Pat Ferguson  
Councillor Marcia Watson  
Beverley Denby (third sector advocate)

**Colleagues, partners and others in attendance:**

Chris Henning	- Director of Economic Development
Rav Kalsi	- Senior Governance Officer
Councillor Nick McDonald	- Portfolio Holder for Jobs and Growth
Cath Ziane-Pryor	- Governance Officer

**40 APOLOGIES FOR ABSENCE**

Councillor Pat Ferguson	)	
Councillor Thulani Molife	)	Other Council Business
Councillor Mohammed Saghir	)	
Mrs Beverley Denby	)	

**41 DECLARATIONS OF INTERESTS**

None.

**42 MINUTES**

The minutes of the meeting held on 12 November 2014 were confirmed and signed by the Chair.

**43 NOTTINGHAM GROWTH PLAN**

Councillor Nick McDonald, Portfolio Holder for Jobs and Growth and Chris Henning, Director of Economic Development delivered a presentation, outlining progress made in implementing the Nottingham Growth Plan during the past year. The Committee previously considered the item at its meeting on 2 October 2013 (minute 30).

During the presentation Councillor Nick McDonald highlighted the following points:

- (a) the Growth Plan which is a practical plan with a tangible approach to achieve goals, has a total of 42 proposals, is reviewed regularly to ensure it is fit for purpose and progress is monitored annually;
- (b) 3 areas identified for focus included:
  - fostering enterprise - such as the creative industries and bioscience, to encourage job creation;
  - infrastructure - including the digital infrastructure and transport;
  - skills - for many years there has been a large skills gap in the city.
- (c) improvement targets for 'access to employment' and 'business support' are improving well and several streams of funding have been achieved for the city including £42 million from the Venture Capital Fund and an N-Tech £10 million grant;
- (d) the establishment of the Creative Quarter has significantly reduced the number of shop vacancies in the Key Street and Market Street areas however, there is still work to be done to develop domestic and international investment and this continues to be a focused drive;
- (e) talent retention is fundamental for Nottingham but in spite of 2 fantastic universities and several colleges, the city does not retain many of its graduate students. Improvements to this area could involve the creation of an internship scheme or graduate placement scheme, potentially with Nottingham City Council. A new initiative is being developed to encourage graduate students to stay in Nottingham by offering 'new business support';
- (f) it is planned that free Wi-Fi will be provided to the whole of the City Centre, as has been achieved in other cities. Digital connectivity is an area in which the city struggled last year but a 'concessionaire scheme' is in progress where 'dark fibre' has been laid under repaved streets to provide an alternative to high-speed broadband. The infrastructure is now in place and a provider is being sought. It is a legally contentious subject but Nottingham can learn from the experiences of other successful locations, such as Hammersmith, where a similar project has proved a success;

Following questions and comments from the Committee, the following information was provided:

- (g) youth unemployment is a national crisis and while it may not appear that youth employment is improving in some areas of the city, as much as possible is being done with programs in place which are achieving results. Apprenticeship and placement schemes are in place but there is a barrier to the success of some programs as the Department for Work and Pensions (DWP) is not willing to share information on young people who may be eligible for the assistance provided by programs. Frustratingly, Job Centres are not referring many eligible young people to the schemes;

- (h) PricewaterhouseCoopers has reported that Nottingham has the highest level of growth outside of London. There is a massive challenge ahead to maintain the momentum as the growth funding available from Central Government is one of payments and does not include long-term assistance when 5-10 year settlements would ensure sustainable growth;
- (i) approximately 23% of students who graduate from Nottingham's universities remain in the city. This is comparatively low compared to other Core Cities and needs to be examined to find out why graduates are leaving. Nottingham needs to create an offer to students to stay which could include graduate student loans and/or cheaper mortgages;
- (j) the lack of skills in the textiles sector can be attributed to textile manufacturers moving abroad 20 years ago. The Growth Plan recognises and aims to focus on attracting companies to the city which requires a skilled workforce as this establishes sustainable employment and training;
- (k) Nottingham provides a reasonably strong package of business support but there are still gaps which need to be plugged including improvements to the business infrastructure;
- (l) Nottingham City Council are encouraging contracted businesses to help local people into work by the inclusion of clauses in contracts. The care sector is growing but staff are low paid and often from abroad. This is an area that the Council can work with the further education establishments to encourage provision of courses which match the economic need;
- (m) OfSTED is no longer required to measure employability of young people leaving school. Where schools do offer employability skills and preparation, OfSTED does not recognise this. It is disappointing that only 49% of schools approached responded to the City Council's offer to provide work placements for school leavers. Nottingham and Nottinghamshire Futures and the Youth Employment Fund are currently working with schools to support children who are at risk of being not in employment, education or training (NEET) when leaving school. It is hoped that in the future this support can be rolled out to all young people to ensure they are provided with proper career guidance;
- (n) 'Notts TV' is an example of a successful franchise developed locally within the existing infrastructure. Media students from local universities operate a local television channels which promotes the Nottingham brand and raises the profile of the city;
- (o) the Derby Road Steering Group has secured funding to help refurbish and re-let properties in the area, improving the general appearance with the aim to attracting new businesses and new customers. To help support this work, the Council will repave some pavements and plant trees;
- (p) Nottingham's Growth Plan is reliant on funding. Following the general election next year austerity measures will continue and this will affect the Local Authority, in turn affecting the Growth Plan which will need to adapt. As grant

funding reduces, project will need to become self-funding and the Council will rely on business rates as an income;

- (q) tourism contributes to the Growth Plan and while the City has attractions such as the Castle, it is also now a City of Literature and the first city to open a video game arcade. However, the City would benefit from a large-scale conference centre, especially with the city's central location and with current and proposed transport links;
- (r) performance of programs is assessed against the Growth Plan. With one third of Nottingham's households being workless, Nottingham is ranked worst amongst comparative cities. Concerted efforts are being made to address this however, Government assistance is required;
- (s) Nottingham must look beyond its boundaries to ensure economic benefits for the city. More mature methods of working in partnership with neighbouring authorities will assist with this but further consideration is required as to how this could be achieved.

## **RESOLVED**

- (1) to suggest that the priorities for the coming year include:**
  - (i) how a support mechanism can be provided in order to deliver long-term business growth support;**
  - (ii) closer working with health partners to address the skills gap within the health sector;**
- (2) for an update on the progress made against the priorities of the Growth Plan to be presented to a future meeting.**

## **44 PROGRAMME FOR SCRUTINY**

Rav Kalsi, Senior Governance Officer, introduced a report of the Head of Democratic Services setting out the overall programme and timetable for scrutiny activity during the remainder of 2014/15.

Members of the Committee requested that a wider base of evidence is considered with balanced views presented for future items.

**Resolved to note the items scheduled on the work programme for the Overview and Scrutiny Committee and Scrutiny Review Panels for 2014/15;**

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>7 JANUARY 2015</b>
<b>NOTTINGHAM CHILDREN'S SAFEGUARDING BOARD – ANNUAL REPORT AND PROGRESS ON ACTION PLAN ARISING FROM OFSTED INSPECTION MAY 2014</b>
<b>REPORT OF HEAD OF DEMOCRATIC SERVICES</b>

**1. Purpose**

The Overview and Scrutiny Committee consider the Annual Report 2012-13 of the NCSB but more importantly review the progress of the action plan which was developed in response to the OfSTED inspection in May 2014 where the NCSB was found to be 'requiring improvement'.

**2. Action required**

To explore the issues identified by the OfSTED inspection and what action is being taken to improve those areas found to be 'requiring improvement'.

The Committee needs to consider programming at an appropriate timeframe in order to effectively comment on future NCSB Annual Reports.

**3. Background information**

OfSTED Inspection 2014

Following an unannounced three-week inspection of 'services for children in need of help and protection, children looked after and care leavers' in March 2014, OfSTED Inspectors concluded that Nottingham children remain safe. However, the Authority is not yet delivering good protection and help and care for children, young people and families.

The Council and Safeguarding Children Board received a judgement of 'Requires Improvement' in its first inspection under the new OfSTED framework. The purpose of the report is to enable the Committee to challenge the areas of improvement identified by Inspectors and establish how the Council's commitment to driving standards within the services for children in need of help and protection is achieved.

The full OfSTED report has been attached as an appendix to the report but is also available via the following link: <http://www.ofsted.gov.uk/local-authorities/nottingham>.

The new inspection framework introduces a tougher test under which authorities have to achieve higher standards in order to attain the top ratings of 'Good' and 'Outstanding'.

The Committee should take special note of the comment 191 in the OfSTED report relating to the lack of robustness of the governance arrangements as the NCSCB independent chair does not report directly to the Overview and Scrutiny Committee:

191. In contrast, while the overview and scrutiny function receive a copy of the NCSCB annual report, **the governance arrangements are not sufficiently robust and the panel do not hear directly from the NCSCB independent chair on safeguarding issues or other priorities of the NCSCB.**

In previous years, the NCSCB independent chair would report directly to the Young Nottingham Select Committee on an annual basis (January) as it was included in the Committee's terms of reference. In 2011, the Overview and Scrutiny structure moved away from regular standing panels/select committees, and this annual review (not a legal requirement) was not included in the terms of reference for the main Overview and Scrutiny Committee. However, the Overview and Scrutiny Committee could have requested this topic for review at any time.

#### Nottingham City Safeguarding Children's Board (NCSCB)

Nottingham City Safeguarding Children's Board was formally established in April 2006 in response to the requirements of the Children Act 2004 and its accompanying guidance 'Working Together to Safeguard Children' (2006). The scope and the role of local SCBs is to focus on the broader remit of safeguarding and prevention in addition to child protection. The Annual Report 2012-13 measures progress against each of the following objectives:

- To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority; and
- To ensure the effectiveness of what is done by each such person or body for that purpose.

The Independent Chair, Paul Burnett, presented the Nottingham City Safeguarding Children Board (NCSCB), Annual Report 2012 - 13 report, to the Health and Wellbeing Committee on 8 January 2014 (you can view the report via this link agenda item 11 - <http://committee.nottinghamcity.gov.uk/CeListDocuments.aspx?Committeeld=185&MeetingId=3743&DF=08%2f01%2f2014&Ver=2>).

A further report was submitted to Children's Partnership Board on 10 December 2014, and can be viewed via the following link:



[http://committee.nottinghamcity.gov.uk/documents/s17534/8%20NCSCB REPORT.pdf](http://committee.nottinghamcity.gov.uk/documents/s17534/8%20NCSCB%20REPORT.pdf)

The NCSCB set a Business Plan<sup>1</sup> for 2011 – 14 in order to align with the Nottingham City Children and Young People’s Plan. An Implementation Plan for 2012 – 13 was agreed at a development session in January 2012 to ensure a focus on the following key areas for the year<sup>2</sup>:

- To develop joint working between Nottingham City Adults Safeguarding Protection Board (NCASPB) and the NCSCB and ensure appropriate governance in the light of national and local policy and structural change.
- Ensure Sexual Abuse, including Child Sexual Exploitation is effectively managed by partner agencies;
- Ensure safeguarding practice and processes are in place for children and young people who go missing, including those who are missing from education;
- Ensure Domestic Violence is acknowledged and managed as a priority safeguarding concern;
- Review all planning and commissioning of services for children and young people to ensure they take into account the need to safeguard and promote the welfare of children and young people.

During 2012/13, the NCSCB undertook a review of governance arrangements<sup>3</sup> along with the Nottingham City Adults Safeguarding Partnership Board (NCASPB). The purpose of this was to ensure effective coordination of the safeguarding agenda, develop consistency in approach and develop efficient ways of working across the boards and all agencies working within them. As a result of this review, new structures were agreed for both boards and a shared NCSCB / NCASPB Business Plan for 2013 / 14 was developed to reflect the individual and shared priorities of both boards. The new structure was implemented from September 2012, with the first meeting taking place in September 2012 and a new business plan operational from 1 April 2013.

### **Relationship to the Children’s Partnership Board**

The NCSCB and the Children’s Partnership Board are linked together through the Independent Chair of the NCSCB who reports twice yearly to the CPB on the work of the NCSCB and the work of the partner agencies in safeguarding children. The Chair will also present the NCSCB Annual Report to the Children’s Trust. The Independent Chair receives all

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<sup>1</sup> Information taken from the NCSCB Annual report 2012-13, paragraph 3.1

<sup>2</sup> Information taken from the NCSCB Annual report 2012-13, paragraph 3.4

<sup>3</sup> Information taken from the NCSCB Annual report 2012-13, paragraph 3.7

minutes, agendas and papers for all meetings of the Trust and can make representation on matters arising.

The Director of Children's Services is a member of the NCSCB and reports on CPB matters to all NCSCB meetings. The NCSCB seeks to provide challenge and scrutiny to the work of the CPB ensuring that in the commissioning, planning and delivery of services, the safeguarding of children is paramount in the Trust Board's decision making.

#### **Relationships to the Health and Wellbeing Board**

The Health & Wellbeing Board meets every other month with additional meetings called if required. The NCSCB is named as a key report for the Health & Well Being Board and this is undertaken through the Corporate Director of Children & Families, with further development of an effective interface between the boards underway.

#### **4. List of attached information**

Nottingham City Safeguarding Children Board Annual Report 2012-13

Inspection of services for children in need of help and protection, children looked after and care leavers, and Review of the effectiveness of the local safeguarding children board, 14 May 2014

Report to be submitted via Paul Burnett, Independent Chair of NCSCB (circulated with final agenda)

Report to be submitted via Alison Michalska, Corporate Director for Children and Adults (circulated with final agenda)

The response of Nottingham City Council and the NCSCB to the OfSTED inspection.

#### **5. Background papers, other than published works or those disclosing exempt or confidential information**

None.

#### **6. Published documents referred to in compiling this report**

None.

#### **7. Wards affected**

City-wide.

**8. Contact information**

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NOTTINGHAM CITY  
**Safeguarding**  
**Children** BOARD

# **Nottingham City Safeguarding Children Board (NCSCB)**

## **Annual Report 2012 - 13**

# NCSCB Annual Report 2010/11

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## 1. Chair's Foreword

I am delighted to present the Annual Report of the Nottingham City Safeguarding Children Board for 2012/13.

It is pleasing to report that we continue to assess the Board to be effective in meeting its statutory requirements and in achieving positive safeguarding outcomes for the children and young people of Nottingham – success achieved in a year during which we experienced significant change and challenge.

A key change has been the closer alignment of the children and adult safeguarding boards for the City presenting the opportunity to better focus on cross-cutting safeguarding issues and ensuring a holistic approach to safeguarding.

The Annual Report focuses on our performance against the key priorities that we set in our Business Plan and in terms of our core purposes – the effective delivery of work to safeguard and promote the well-being of children and the co-ordination of this work across the partnership of agencies that make up the NCSCB. It refers also to responses to national and local policy developments that occurred within the year.

I would like to thank all agencies that participate in the work of the safeguarding board for their continued commitment, motivation, creativity and innovation over the past year. Our successes are collective and we are stronger in facing continuing challenges in the safeguarding arena from the basis of this strong partnership. Our Business Plan for 2013/16 sets some important objectives in continuing to make safeguarding everyone's business and to ensure our population is safe. We undertake this work at a time of significant change in many constituent organisations and against a backdrop of continuing financial constraint. Despite this we will strive to ensure continued improvement in our performance and in safeguarding outcomes for children and young people.

A handwritten signature in black ink, reading "P. R. Burnett". The signature is fluid and cursive, with a large, sweeping flourish at the end.

**Paul Burnett**

Independent Chair, Nottingham City Safeguarding Children Board

## **2. Introduction**

2.1 The purpose of this Annual Report is to:

- provide an outline of the main activity and achievements of the NCSCB during 2012 - 13
- provide an assessment of the effectiveness of safeguarding activity in Nottingham
- provide the general public, practitioners and main stakeholders with an overview of how well children in Nottingham are protected
- Identify gaps in service development and any challenges ahead.

2.2 Nottingham City Safeguarding Children's Board was formally established in April 2006 in response to the requirements of the Children Act 2004 and its accompanying guidance 'Working Together to Safeguard Children' (2006). The scope and role of LSCBs encompass the broader remit of safeguarding and prevention in addition to child protection. The NCSCB also has a role in contributing to the commissioning, planning and delivery of children's services through the Children and Young People's Plan and Children's Trust arrangements.

2.3 The NCSCB has two objectives, as detailed in the Children Act 2004 and Working Together 2013 and this report details the progress against each of these objectives, as follows:

- to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority; and
- to ensure the effectiveness of what is done by each such person or body for that purpose.

2.4 The Annual Report reflects the priorities set within the NCSCB Business Plan for 2011 - 14, particularly in relation to the period 01.04.12 to 31.03.13, detailing progress against these priorities and areas for further development.

2.5 The report fulfils the requirements of the 'Apprenticeship, Skills, Children and Learning Act 2009' and Working Together 2013 which state that LSCBs must produce and publish an annual report on the effectiveness of safeguarding in the local area.

2.6 The annual report is published in relation to the preceding financial year and fits with local agencies' planning, commissioning and budget cycles. The report has been submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the health and wellbeing board.



2.7 We hope the public will find this Annual Report informative in understanding the role and work of the NCSCB and those stakeholders and their staff will be inspired to maintain the highest possible standards in the delivery of services for children and young people.

### **3. Coordinating Local Work to Safeguard and Promote the Welfare of Children.**

#### **Key Priorities for 2012/13.**

3.1 The NCSCB set a Business Plan for 2011 – 14 which aligns with the Nottingham City Children and Young People’s Plan. An Implementation Plan for 2012 – 13 was agreed at a development session in January 2012 to ensure a focus on the key areas for the year.

3.2 The Mission Statement for the NCSCB is:

**“We will ensure that safeguarding practice, strategic planning and commissioning across all partner agencies continuously improves as a result of NCSCB activity, with the aim of improving outcomes for children, young people and families.”**

3.3 The NCSCB Business Plan for 2012 / 13 set out its Strategic Objectives as:

- To ensure effective coordination of multi agency safeguarding services for children and young people and deliver a robust governance system for the NCSCB that is able to respond to local and national developments in safeguarding as required
- To continually improve multi agency work to safeguard and protect children and young people and drive excellence in the system
- To monitor the development of early help for children, young people and families and quality assure the effectiveness of this
- To embed a learning system within the NCSCB and quality assure these within partner agencies

3.4 The priority area’s of work aimed at coordinating local work to safeguard and promote the welfare of children agreed for the year were:

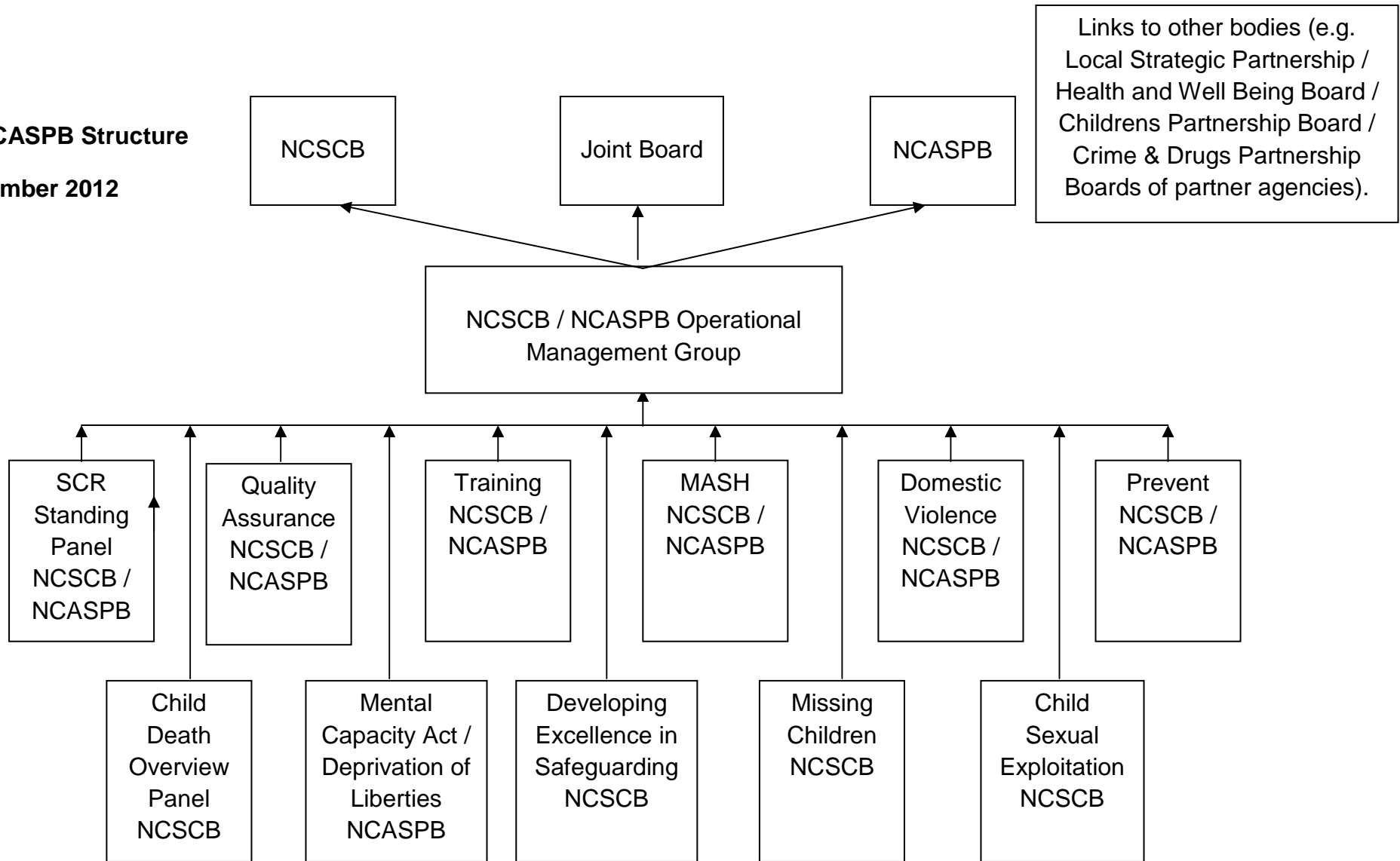
- Develop joint working between Nottingham City Adults Safeguarding Protection Board (NCASPB) and the NCSCB and ensure appropriate governance in the light of national and local policy and structural change.
- Ensure Sexual Abuse, including Child Sexual Exploitation is effectively managed by partner agencies
- Ensure safeguarding practice and processes are in place for children and young people who go missing, including those who are missing from education.
- Ensure Domestic Violence is acknowledged and managed as a priority safeguarding concern.
- Review all planning and commissioning of services for children and young people to ensure they take into account the need to safeguard and promote the welfare of children and young people.

3.5 The NCSCB has made good progress against these area's, including:

## **Governance and Accountability**

- 3.6 The NCSCB and NCASPB have had shared chairing arrangements since March 2011, with Paul Burnett undertaking the role of Independent Chair for both boards since December 2011. Paul meets regularly with the NCSCB / NCASPB Business Office, as well as with the Head of Safeguarding and the Director for Children's & Adults Services.
- 3.7 During 2012/13, the NCSCB undertook a review of governance arrangements along with the Nottingham City Adults Safeguarding Partnership Board (NCASPB). The purpose of this was to ensure effective coordination of the safeguarding agenda, develop consistency in approach and develop efficient ways of working across the boards and all agencies working within them. As a result of this review, new structures were agreed for both boards and a shared NCSCB / NCASPB Business Plan for 2013 / 14 was developed to reflect the individual and shared priorities of both boards. The new structure was implemented from September 2012, with the first meeting on 17.09.2012 and the new business plan operational from 1<sup>st</sup> April 2013.
- 3.8 The NCSCB and NCASPB have distinct membership, agenda's, roles and functions but meet on the same day to enable shared agenda items to be discussed as well as to create efficiencies for colleagues across partner agencies who attend both boards.
- 3.9 An Operational Management Group (OMG) was established to replace the NCSCB Steering Group and to manage the business of both boards. The OMG is also chaired by Paul Burnett and all the chairs of the NCSCB / NCASPB Sub Groups are members of the OMG, both to represent their agency and to report on the work of the subgroup. Any agencies who provide services to children or vulnerable adults with significant involvement in safeguarding who not represented through the chairing of sub groups are invited to become member of the OMG. All of the sub groups work towards the priorities of the Business Plan and some of these work to both boards, as described in the diagram below.
- 3.10 The NCSCB Strategic Board, Operational Management Group and each of the Sub Groups have their own Terms of Reference, work plans and reporting expectations. Each group is chaired by an agency representative, has multi agency membership and is supported by the NCSCB / NCASPB Business Office where possible.
- 3.11 The Operational Management Group receives reports from all the sub groups on a regular basis and makes a full report to the NCSCB Strategic Board on progress, exceptions and risk.

**NCSCB / NCASPB Structure**  
**From September 2012**



Links to other bodies (e.g. Local Strategic Partnership / Health and Well Being Board / Childrens Partnership Board / Crime & Drugs Partnership Boards of partner agencies).

## **Relationship to the Children's Partnership Board**

- 3.12 The NCSCB activities are part of the wider context of partnership arrangements that contribute to the wider goals of improving the wellbeing of all children in Nottingham. The Nottingham Children's Partnership Board (CPB) have continued to work to implement, review and develop the Nottingham Children and Young People's Plan and the services provided to all children and young people in the city.
- 3.13 The partnership has remained as the key mechanism to support all partners to work together to deliver a joined up vision for children, young people and families, through the continuation of the Children and Young People's Plan (CYPP), despite the change in legislation removing the statutory functions of this board. The plan sets out the collaborative work programme and priorities across all partners responsible for providing services to children, young people and families. All partners are accountable for the delivery of its priorities, objectives and specified targets. The Children's Partnership directs the required integrated working, joint planning, commissioning and resource allocation to achieve this.
- 3.14 The CYPP underwent a consultation and review process and the revised plan for year three (2012 – 13) was approved by the Children's Partnership Board. The plan was adjusted to take account of changes in policy direction that are impacting on the design and delivery of services to children, young people and their families. It also fits within agreed national government policies and reflects recommendations from regular inspections. NCSCB was fully involved within this consultation and review process.
- 3.15 The vision for the Children and Young People's Plan is: "A city where every child and young person can enjoy their childhood in a warm and supporting environment, free from poverty and safe from harm; a city where every child grows up to achieve their full potential.
- 3.16 The strategic priorities for the refreshed Children and Young People's Plan 2010 – 14 remain as:
- Stronger safeguarding
  - Healthy living
  - Reducing substance misuse
  - Raising attainment
  - Improving attendance
- 3.17 The Children and Young People's Plan also sets out a vision to develop the children's workforce in Nottingham City as "a workforce that is passionate about empowering all children and young people in the city to thrive and achieve."
- 3.18 The Children's Partnership works within the "Family Pledge" for Nottingham City, which includes three charters that set out the partnership promises to

children, young people and families in relation to the services they can expect. The charters are for children and young people, parents and carers and children in care. Included within these is a pledge to work with children and young people to help keep them safe in their home, at school and in their neighbourhood.

- 3.19 The NCSCB and the Children's Partnership Board are linked together through the Independent Chair of the NCSCB who reports twice yearly to the CPB on the work of the NCSCB and the work of the partner agencies in safeguarding children. The Chair will also present the NCSCB Annual Report to the Children's Trust. The Independent Chair receives all minutes, agendas and papers for all meetings of the Trust and can make representation on matters arising.
- 3.20 The Director of Children's Services is a member of the NCSCB and reports on CPB matters to all NCSCB meetings. The NCSCB seeks to provide challenge and scrutiny to the work of the CPB ensuring that in the commissioning, planning and delivery of services, the safeguarding of children is paramount in the Trust Board's decision making.
- 3.21 The NCSCB has ensured there is a maintained focus on effective safeguarding in the delivery of its business and, has ensured as a formal consultee in the development of the Children and Young People's Plan (CYPP), that this remains a priority within the children's trust.

#### **Relationship to the Health and Well Being Board.**

- 3.22 The Health and Social Care Act 2012 bestows a duty on upper tier local authorities to establish, lead and manage a Health and Wellbeing Board. This became a statutory duty from April 2013. A Shadow Health and Wellbeing Board for Nottingham City was established in October 2011, when formal Terms of Reference and Ways of Working were agreed.
- 3.23 The Health and Wellbeing Board lead and advise on work to improve the health and wellbeing of the population of Nottingham City and specifically to reduce health inequalities. The Board is responsible for agreeing the Joint Strategic Needs Assessment (JSNA) for Health and Social Care, agreeing a statutory Health and Wellbeing Strategy and promoting the integration of health and social care services for the benefit of patients and service users.
- 3.24 The Terms of Reference and Ways of Working for the Health and Wellbeing Board have been updated to reflect the statutory nature of the Board from April 2013. From April 2013 the Health and Wellbeing Board will be a formal committee of the City Council and as is established in accordance with legislation relating to local authority committees. The terms of reference have been agreed through a delegated decision of the Leader of the Council and will then form part of the Constitution of Nottingham City Council.

- 3.25 The Ways of Working document provides clear guidance and standards for the operation of the Nottingham Health and Wellbeing Board supplementary to the Terms of Reference.
- 3.26 The Health & Wellbeing Board meets every other month with additional meetings called if required. The NCSCB is named as a key report for the Health & Well Being Board and this is undertaken through the Corporate Director of Children & Families, with further development of an effective interface between the boards underway.

### **Membership**

- 3.27 The NCSCB membership for 2012 – 13 can be found at Appendix 1 along with attendance levels.
- 3.28 Unfortunately the Lay Member recruited to the NCSCB in 2010 was unable to continue with this commitment within the year. The NCSCB has worked with the Nottinghamshire Safeguarding Children Board (NSCB) to undertake a recruitment process which was successful and we hope to have two Lay Members join the board for the meeting in September 2013.

### **The Lead Member**

- 3.29 The NCSCB Lead Member continues to be Councillor David Mellen, the portfolio holder for Children's Services, who has been a regular attendee and contributor at the NCSCB Strategic Board, providing consistent political support to the board.

### **Meetings and Attendance.**

- 3.30 The NCSCB Strategic Board met three times between 01.04.12 and 31.03.13 with a development session to prepare the Business Plan for 2013 – 14 held in January 2013. Regular and consistent attendance at meetings is necessary and attendance is monitored throughout the year. Analysis of the data for 2012/13 indicates that membership attendance is good particularly across the key stakeholders, Health, Children's Services and Police.

### **Budget**

- 3.31 To function effectively the NCSCB needs to be supported by member organisations with adequate and reliable resources. Contributions from the three key agencies (Nottingham City Council, Nottinghamshire Police and NHS Nottingham City / GP Consortium on behalf of all health trusts) were agreed for 2012/13.
- 3.32 The NCSCB is funded under arrangements arising from Section 15 of the Children Act 2004. The budget for the NCSCB and the contribution of each

member organisation is agreed locally, based upon the requirement that member organisations take a shared responsibility for discharging the LSCB functions including how the necessary resources are to be provided to support such functions.

3.33 The NCSCB Business Office resources are split between both boards with each having a dedicated Board Officer, a shared Service Manager, Training Coordinator and administration. The budgets for both boards have also been amalgamated.

3.34 The total budget to support NCSCB / NCASPB activity in 2012/13 was £369, 307. Partner agency contribution was made up as follows:

Agency	Amount	Percentage
Nottingham City Council	£116,426	29.2%
Health (contribution on behalf of all health partners)	£232,476	58.2%
Education (via Schools Forum)	£30,000	7.5%
Police	£17,019	4.3%
Probation	£2,836	0.7%
Cafcass	£550	0.1%
<b>Total</b>	<b>£399,307</b>	

3.35 Budget allocation for both NCSCB and NCASPB 2012 – 13 were:

Staffing Costs	£160, 000
Independent Chair	£30, 000
Lay Members	£2, 000
Training	£10, 000
SCIMT	£122, 000
Communications & Publicity	£5, 000
Participation Strategy	£5, 000

3.36 Additional costs included the development of Policy, Procedures and Practice Guidance, Serious Case Reviews and Publicity / Communications are agreed as required.

### **NCSCB Effectiveness**

3.37 The table below provides a self-assessment of the NCSCB using the model contained within the consultation document “Local Safeguarding Children Boards: Practice Guidance” published by the Department for Children, Schools and Families in March 2010.



Effectiveness Factor	Effectiveness Indicator
<b>Chairing, governance and accountability</b>	
Strong Leadership of the independent chair.	The current NCSCB Independent Chair was recruited as Independent Chair for both the NCSCB and the NCASPB in February 2012. Moving to shared chairing for both the adults and children's safeguarding boards provides a model of consistency and efficiency, where priorities, budgets and processes can be agreed jointly. The Independent Chair maintains contact with other LSCB's, the Department for Education and other regional / national bodies and has developed partnerships with key partner agencies in Nottingham. In addition, regular meetings with the vice chairs of the NCSCB and Chairs of other partnerships within Nottingham have been agreed.
Clarity of governance	The NCSCB Constitution provides a clear structure for the NCSCB Strategic Board, Panels, Sub Groups and Task & Delivery Groups. Lines of accountability and reporting are clear between all the groups as well between the Independent Chair, the Director of Children's Services and the Children's Partnership Board (CPB), as previously acknowledged by Ofsted. The constitution was reviewed within the year to ensure it was fit for purpose, reflected current local and national policy and guidance and was able to meet the strategic aims of the NCSCB Business Plan. Within this review, alignment with the Nottingham City Adults Safeguarding Partnership Board (NCASPB) was agreed.
Understanding of roles and responsibilities of board members	The NCSCB Constitution provides clear terms of reference for the NCSCB Strategic Board, Operational Management Group and all and sub groups that make up the NCSCB structure. Membership has been static throughout the year with little change. The Independent Chair or an NCSCB Officer aims to meet with all new strategic board members prior to their first meeting as part of the induction process. All panels and sub groups of the NCSCB have representatives of partner agencies who are nominated by the strategic board representative and also receive the NCSCB Induction packs. The Lay Members will receive a full induction prior to commencement of their role.
<b>Structure &amp; Membership</b>	
Priorities & focus	The NCSCB strategic aims and priorities are detailed within the new Business Plan developed for 2011 - 14, based the LSCB objectives as detailed in Working Together 2010 and local priorities in relation safeguarding and vulnerable groups of children. The NCSCB was involved in the review and refresh of the Children and Young People's Plan supported the development

	of strategic aims and objectives for 2012 – 13. THE NCSCB has been sighted on the development and publication of Working Together 2013 and responded immediately upon publication.
Clear planning and reviewing of work.	The annual Implementation Plan for the NCSCB Business Plan is regularly reviewed, updated and managed through the Operational Management Group. Each of the sub groups have work plans for the delivery of their area of work and report through the OMG to Strategic Board. Work is planned to be line with the NCSCB Strategic Objectives and to allow the NCSCB to respond to new areas of work that arise as a result of national or local changes in policy / legislation, Serious Case Reviews, Child Death Reviews, training or multi-agency audits. During the year 2013 / 13 the NCSCB has been aware of the number of changes happening locally and nationally within the safeguarding arena and has been fully involved in the consultation of these and has been planning for the implementation of legislation, guidance and learning appropriately. The NCSCB has a number of strategies that provide the detail on specific areas of work, for example, a <u>Monitoring Effectiveness Strategy</u> and a <u>Training Strategy</u> .
Clarity of purpose, values and vision.	The NCSCB Constitution 2010 and the NCSCB Business Plan 2011 - 14 detail the vision, values and purpose of the safeguarding board and have been developed in partnership with all NCSCB Members. The strategic objectives provide the vision for the board and enable us to focus on key statutory and development areas.
Appropriate levels of seniority.	Members of the NCSCB Strategic Board are all senior strategic leaders or managers within their agencies, with a responsibility for safeguarding. Membership includes the Director of Children's and Adults Services, the Lead Member for children, Medical Directors and Chief Officers of Health Trusts, Head Teachers from Primary, Secondary and Special schools and the Head of Public Protection from the Police. The NCSCB is also supported by a number of senior professionals who act in the role of advisors, including Named and Designated Nurses and Doctors, a legal advisor and the Strategic Health Authority and representation from the Clinical Commissioning Group. The NCSCB also has representation of the Voluntary Sector within its structure at all levels and works closely with them to ensure representatives are nominated from across voluntary sector provision.
Stability of Board membership.	Attendance at the NCSCB Strategic Board has remained stable throughout periods of change for most partner organisation. Attendance at the NCSCB Operational Management Group and all sub groups has also been maintained by all agencies. Commitment to safeguarding and the partnership agenda is strong at all levels.
<b>Communication</b>	
Strong partnership exists	The NCSCB has strong links with Children's Services Children's

<p>between the LSCB and safeguarding operational teams.</p>	<p>(Social Care / Family Community Teams &amp; Education), the Safeguarding Teams across all local Health Trusts and the Child Abuse Investigation Unit within the Police. Regular, open communication exists between the NCSCB and these colleagues to share information, provide advice, support and guidance and to share learning to develop services. Representatives of the operational teams are involved in a number of developments undertaken by the board (e.g. NCSCB Multi Agency Audits; NCSCB Training Pool &amp; Delivery; Consultations and Audit Panels, etc) and commitment to these is strong. Strong links with the voluntary sector are also in place. Links between the NCSCB and the NCASPB have developed throughout the year and a shared sub structure is now in place with process aligned where it is appropriate.</p>
<p>Open communication and shared language between professionals.</p>	<p>Communication within the board structure has been strengthened by the development of the OMG as this provides an opportunity for communication between the Independent Chair and the chairs of sub groups. The NCSCB Business Office also plays a significant role in the supporting of communication between agencies and board groups. The NCSCB promotes the use of a shared language through its safeguarding procedures and practice guidance; multi-agency training and support for single agency training; and communications within the board structures and across partner agencies. The NCSCB has been fully involved in the development of the Family Support Strategy, which underpins the Safeguarding Children procedures in ensuring early intervention and prevention and an understanding of levels of need and appropriate levels of intervention.</p>
<p><b>Resources</b></p>	
<p>The LSCB has capacity to fulfil its responsibilities.</p>	<p>During 2011/12, the NCSCB has been supported by a Service Manager, Board Officer, Training Coordinator and administrative support. In addition, the NCSCB hosts Safeguarding in Education and Safeguarding in Early Years and Child Care (0—19) Coordinators and their associated training programmes. The amount of work generated through the NCSCB to maintain quality coordination and monitoring effectiveness services is extensive and the Business Office constantly reviews work to ensure efficiencies in processes.</p>

**Sexual Abuse / Developing Excellence**

- 3.38 A multi agency sub group of the NCSCB was set up in conjunction with the NSCB following the recommendations arising from a Serious Case Review to look at the issues relating to emotional abuse, sexual abuse and self harm / risk of suicide. This group has met on a number of occasions throughout the year, with defined Terms of Reference and an Action plan.

3.39 Work was undertaken through the group to identify how practitioners across all partner agencies could be supported to identify and manage sexual / emotional abuse and self harm as they are recognised as being particularly complex. As a result, consultation is underway on practice guidance and tools to support practitioners and these are planned to be launched in 2013. In addition, training on sexual abuse and neglect have been planned.

3.40 This work highlighted the importance of developing excellent safeguarding process for all child protection cases, but particularly those where the issues are complex. This resulted in recommendations being made to the NCSCB / NSCB about a number of principles relating to developing a culture in all partner agencies where practitioners and managers are able to identify abuse; where children and young people are able to disclose abuse (in a variety of ways) and that both of these lead to robust safeguarding interventions, as follows:

- All agencies must have appropriately qualified, trained, skilled and experienced practitioners and managers
- All agencies must provide appropriate safeguarding training for all their staff and managers
- Individual safeguarding interventions should be based on principles of good practice
- All CAF / child in need / child protection interventions should include the development of a Genogram and a chronology
- Understanding the child's experience and perspective should be central to the intervention
- In all child protection cases, particularly those where there concerns about complex abuse, practitioners must be supported to:
  - Read of all case files and gather historical information
  - Ensure clarity in all recording, assessments and case notes
  - Undertake full and comprehensive assessments with analysis
  - Understand all family and community links
  - Share information across all agencies involved and managing the case in a multi agency framework
  - Read the NCSCB / NSC Safeguarding Children procedures & relevant practice guidance, along with other appropriate research and guidance
- In addition, it is expected that managers across all agencies will provide the following support to staff who are involved in safeguarding interventions:
  - Regular supervision which includes individual case discussion and personal support
  - Reflective practice within supervision and line management arrangements
  - Access to appropriate specialist safeguarding training where required.

3.41 These principles are being developed into a tool for agencies during 2013.

## **Domestic Violence**

- 3.42 A Domestic Violence Strategic Group has continued to meet under the governance of the Crime & Drugs Partnership (CDP), linking into the NCSCB. A sub group has also been created to manage the domestic violence work in relation to children.
- 3.43 Work has been undertaken to strengthen inter-agency working and recognise domestic violence as a priority safeguarding concern, as well as to ensure robust application of the multi-agency policy and procedures for children and young people, whilst developing policy, procedure and practice in relation to Domestic Violence and vulnerable adult.
- 3.44 The Domestic Abuse Referral Team (DART) was launched in June 2012; a co-located team which include colleagues from Police, Childrens Social Care and Health.
- 3.45 The DART aims to provide:
- Better informed decisions about risk
  - Quicker decision making
  - Change culture to respond in a multi-agency way.
  - Reduce number of referrals for IA
  - Develop an empowered and skilled workforce
- 3.46 Assessments are made using the Domestic Abuse Stalking & Harassment Risk Assessment Form, identifying high, medium and standard risk with exit plans including:
- Referrals to Family and Community Team
  - Interventions from Health Visitors and School Nurses
  - Information sharing with Education/Schools
  - Initiation of a CAF
  - Police Action
  - Referral to the City Domestic Abuse Panel
  - Referral to MARAC
  - Referral to Adult Social Care
- 3.48 The data below demonstrates DART activity for the first 6 months (24<sup>th</sup> June to 31<sup>st</sup> December 2012)

Total Number of incidents referred to DART	1724
High Risk	383
Medium Risk	897
Low Risk	444

- 3.49 The governance arrangements for the management of domestic and sexual violence within Nottingham has also been agreed, with key stakeholders including One Nottingham, the strategic partnership for Nottingham City, the Health & Well Being Board, the CDP and the NCSCB.
- 3.50 In addition, a number of Domestic Homicides, Serious Case Reviews and Significant Incident Learning processes have highlighted learning for the management of domestic violence and this will be fed into a review of the guidance, tools and training provided within this area.

### **Missing Children**

- 3.51 The established NCSCB Missing Children Group has met regularly throughout 2012 / 13 and links closely to the Child Sexual Exploitation Cross Authority Group as vulnerabilities in these areas are linked.
- 3.52 At the end of April 2012, the NSPCC Missing From Home Service closed and responsibility for managing this transferred to Nottingham City Council in the Family Community Teams directorate. As a result, new practitioners are in post to undertake return interviews for those children who are not open to social care and there has been a focus on developing a robust performance management framework. A feedback tool to ensure children's views are captured has been developed and will be fed into the quality assurance process to develop an assessment of the outcomes for children.
- 3.53 A review is underway of the current method of reporting and managing information in relation to children missing from Education to achieve more accurate information and a robust process for locating these children. The NCSCB / NSCB Practice Guidance will also be reviewed during 2013 / 14 to ensure it reflects the National Action Plan and the links with Child Sexual Exploitation. The group will also take responsibility for managing issues in relation to vulnerable adults who go missing during the next year.
- 3.54 The figures for the last 6 months of the year are:
- There 615 episodes of missing recorded which involved 437 children
  - An equal number of boys and girls were reported missing and the majority (58%) were White British. The next highest category of children going missing were those described as Mixed Race at 12%
  - 21 missing episodes related to children under the age of 10 years and the highest age group reported missing was 14/15 year olds at 46% of the total number
  - One child went missing 13 times in a month and a small number of children went missing for more than 72 hours. Most children (73%) return within 8 hours

- 3.55 Further work will be undertaken during 2013 to provide information on outcomes for children reported missing, as well as to further embed a culture of undertaking return interviews.

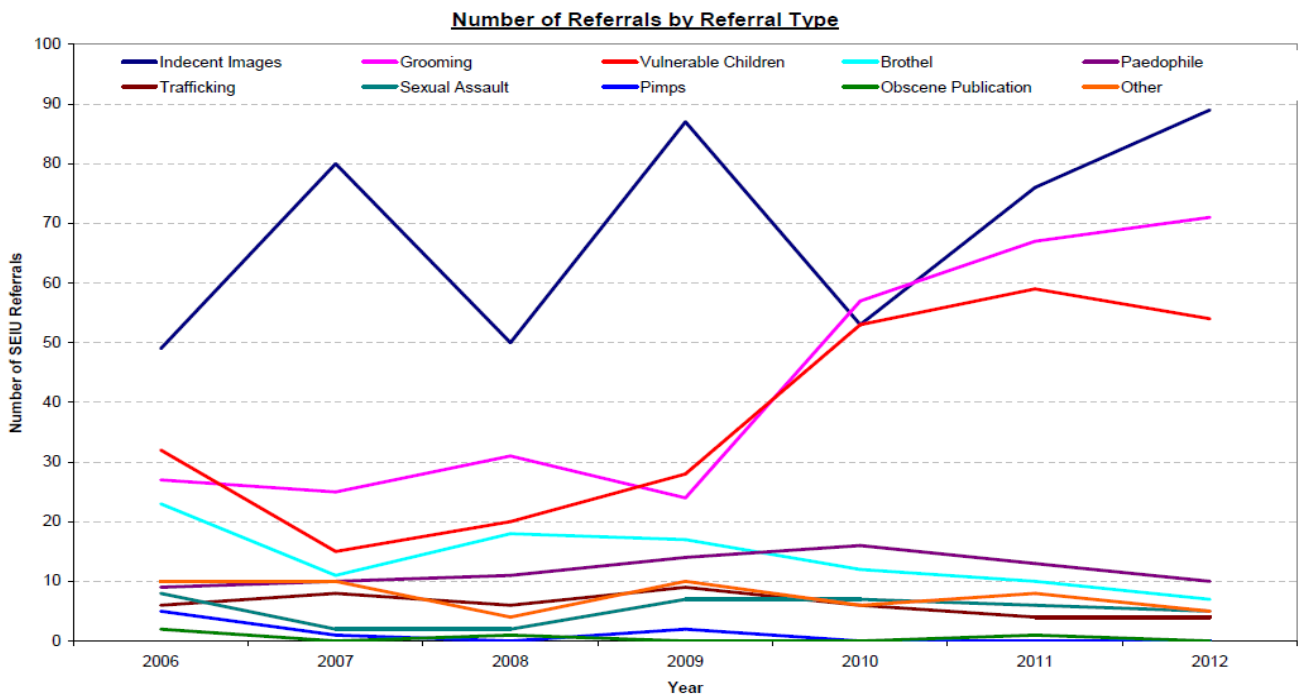
### **Child Sexual Exploitation (CSE)**

- 3.56 The CSE Cross Authority Group works to both the NCSCB and the NSCB and continues to work under the direction themes of the Child Sexual Exploitation Multi-Agency Plan 2012-2014.
- 3.57 **Awareness Training for Professionals.** Awareness training for professionals who work with children and families is critical to ensure awareness of the indicators of sexual exploitation and a training strategy has been agreed and begun during the year. In addition a leaflet has been devised incorporating the Department for Education Step by Step Guide for Frontline Practitioners for Sexual Exploitation.
- 3.58 **Practitioners Forum.** A working group has been set up to look at the possibility of creating a practitioners group to discuss best practise around the investigation of child sexual exploitation and to learn from local and national experience. This will be a multi agency group, including statutory, private and voluntary sectors organisations, providing an opportunity for reflective practice, information sharing and development of skills / experience and knowledge.
- 3.59 **Engagement with Children & Young People on CSE.** After undertaking research, the CSE Cross Authority Group engaged with Pint Size Theatre Company to produce a performance for children and young people to raise their awareness on the issues of CSE and engage with them in discussion about keeping themselves safe. A number of performances have been organised and will run through 2013, aimed at children of secondary school age, with the support of the schools, voluntary sector and a number of other organisations.
- 3.60 **Scoping & Monitoring.** A group was created to review the method of data collection to ensure robust mapping of CSE within Nottingham City and Nottinghamshire. As a result, a data collection and scoping mechanism has been agreed and implemented through information collected at CSE strategy meetings. This will enable the information to be gathered during the assessment and intervention process and will therefore shape the development of appropriate protection plans to support the individual young person. In addition, the information will be fed into the strategic planning and service delivery commissioning to inform the direction of service provision required.
- 3.61 During 2012, Nottinghamshire Police investigated 143 cases of child sexual exploitation (CSE), as well as 71 cases of grooming and four cases of trafficking (data is across Nottingham City and Nottinghamshire County).

3.62 The number of cases which have been categorised as being linked to CSE across Nottinghamshire has increased dramatically over the last couple of years, and the number of grooming cases has also risen. Clearly CSE itself will in the majority of cases involve some form of grooming.

3.63 The chart below gives an indication of the complexities of cases being dealt with by Nottinghamshire Police’s Sexual Exploitation Investigation Unit (SEIU) and which may or may not relate directly to CSE. In addition to these figures, there are also likely to be cases which have been dealt with as child abuse cases rather than as sexual exploitation.

3.64 It is important to recognise that the definition of child sexual exploitation from the DfE National Action Plan includes all types of grooming methods, all forms of exploitation but does not include any offences relating to indecent images of children. Indecent images may form part of the grooming process itself but as a single offence it does not come under the definition for CSE.



3.65 Recommendations have also been made to both boards about the possibility of developing co located working to manage concerns in relation to CSE and further work will be undertaken throughout 2013 to consider how these proposals would fit with the broader safeguarding pathways currently in effect in both local authority area’s.

**Prevent**

3.66 Prevent is a partnership approach to preventing violent extremism and building resilience within communities across Nottingham (and



Nottinghamshire), by reducing the risk of people becoming or supporting terrorists or violent extremists. The Prevent Steering Group provides strategic leadership and direction on the agenda locally.

- 3.67 As part of this agenda, the Channel Panel is a multi-agency case conferencing approach to supporting and intervening early with individuals (children and adults), who may be vulnerable to being radicalised. Channel facilitates effective referral processes based on Risk Assessments to ensure appropriate statutory or community based interventions.
- 3.68 The Prevent Steering Group sits within the governance arrangements of the NCSCB / NCASPB and reports to the Operational Management Group on a six monthly basis.
- 3.69 Prevent has 3 objectives for continued work:
- To respond to the ideological challenge of terrorism and threat from those who promote it.
  - To work with sectors and institutions where there are risks of radicalisation that we need to address.
  - To prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support.

### **Private Fostering**

- 3.70 A private fostering arrangement is one that is made privately (i.e. without the involvement of a Local Authority) for the care of a child under the age of 16 (under 18 if disabled) by someone other than a parent or close relative for 28 days or more.
- 3.71 Nottingham City Safeguarding Children Board has a responsibility to oversee private fostering arrangements within Nottingham and monitor the Local Authority's compliance with their duties and functions. In discharging this responsibility, an annual report is presented to the NCSCB Steering Group by the Local Authority Officer with lead responsibility for private fostering.
- 3.72 The figures in the table below show the Nottingham City figures for Private Fostering for the last 3 years.

	2010/11	2011 / 12	2012 /13
Number of new Private Fostering arrangements	38	27	27
Number of cases where visits were within Private Fostering Regulation 4 requirements	3	27	27
Of these, the number of cases where this action was taken within 7 working days of receipt of notification of the Private	2	26	26

Fostering arrangements			
Number of new arrangements that began during the year	37	25	25
Number of PF arrangements that ended during the year	35	30	33
As at 31st March - Number of children under Private Fostering arrangements	23	22	15

- 3.73 With the continuation of the performance monitoring system and management oversight, children being seen in timescales for those beginning arrangements in the financial year remains as it did in 2011 / 12 at 96% (24 out of the 25 children were seen in timescale).
- 3.74 There was a slight decline in children being seen in timescale for those who were already in private fostering arrangements at the beginning of the year – 91% as oppose to 93% last year.
- 3.75 There was a significant decline in the number of children under private fostering arrangements at 31.03.13 – 32% lower than at 31.03.12.
- 3.76 Awareness raising information has been sent out to Cafcass, schools, health visitors and GPs this year and further consideration will be given to ensuring all agencies and communities are aware of the requirements to report private fostering arrangements will be undertaken in 2013/14.

### **Allegations Management**

- 3.77 Working Together 2010 states that “LSCBs have responsibility for ensuring there are effective inter-agency procedures in place for dealing with allegations against people who work with children, and monitoring and evaluating the effectiveness of those procedures”. (Page 199)
- 3.78 The framework for managing cases where allegations have been made against people, who work with children, is as set out in Chapter 7 of the NCSCB / NSCB Safeguarding Children Procedures and this has been reviewed in year to ensure it is fit for purpose.
- 3.79 The threshold for managing allegations in Nottingham City includes those situations where there is a reasonable cause to believe that a child is suffering, or is likely to suffer significant harm. It also caters for cases of allegations that might indicate that a perpetrator is unsuitable to continue to work with children in his or her present position, or in any capacity. The procedures are adhered to in those cases where it is alleged that a person who works with children has:

- behaved in a way that has harmed, or may have harmed, a child

- possibly committed a criminal offence against, or related to, a child or,
- Behaved in a way that indicates that he/she is unsuitable to work with children.

3.80 The NCSCB has also introduced Special Circumstances Meetings as a way of managing allegations or concerns in relation to the following:

- If there are safeguarding allegations or concerns relating to a number of adults
- Where there are broader safeguarding practice issues within an agency
- Where there is no specific child or young person involved in an allegation or where the identifying details of the child / young person are not known

3.81 All partner agencies of the Nottingham City Safeguarding Board have a Named Senior Officer with responsibility for dealing with allegations. In addition, the Local Authority Designated Officer (LADO) manages and oversees all individual cases. The LADO provides advice and guidance in relation to allegations as well as monitoring the progress of cases to ensure that they are dealt with as quickly and consistently as possible. In addition, the Safeguarding in Education and Childcare (0-19 years) Coordinators who sit within the NCSCB undertake some LADO responsibilities particularly in relation to schools and childcare settings. This includes supporting those settings with the development of policy, practice and training that arise as a result of an allegation or concerns.

3.82 The Local Authority Designated Officer (LADO) managed 46 allegations / concerns in relation to people who work with children between 1<sup>st</sup> April 2012 and the 31<sup>st</sup> March 2013. This is 6 less allegations than was managed in the previous year (52) as a large number of cases (67) were again managed through the provision of advice, guidance and consultation. The consultations process has been developed to ensure it is robust and gathers as much information as possible at the earliest opportunity. This ensures that only those cases that meet the threshold described above are managed through strategy meetings and a full allegations management process.

3.83 For those allegations and concerns which staff met the requirements for a strategy meeting, these staff worked in a variety of different roles across a number of agencies, as detailed below:

<b>Agency</b>	<b>No. Of Allegations 2011 / 12</b>	<b>No. of Allegations 2012 / 13</b>
Children and Families (inc internal Residential)	8	2
Private Residential	4	2

Education (including teaching assistants, teachers, alternate education providers )	25	19
Foster Carers	2	8
Other Local Authority	1	1
Health	2	2
Police	1	0
Faith Groups	0	3
Childcare Sector (including Childminders)	7	6
Voluntary Sector	1	3
Other	1	0
<b>TOTAL</b>	<b>52</b>	<b>46</b>

3.84 The above allegations were categorised as follows:

<b>Category of Abuse</b>	<b>2011 / 12</b>	<b>2012 / 13</b>
Physical Abuse	27	20
Sexual Abuse	10	12
Emotional Abuse	0	0
Neglect	1	7
Online	2	0
Restraint	0	2
Other (including conduct, substance use)	12	5

3.85 Of the 46 allegation referrals received in 2012/13 34 cases (74%) were closed during the year with the following outcomes (multiple outcomes are recorded for some cases.)

<b>Outcome</b>	<b>No. of Cases 2011 / 12</b>	<b>No. of cases 2012 / 13</b>
No Further Action	12	6
Unfounded	6	5
Unsubstantiated	7	5
Substantiated	3	19
Convicted	1	2
Suspended pending Investigation	5	8
Subject to Disciplinary Procedures	5	13
Dismissed	3	11
Resigned	1	1
Received written warnings	3	2
Attended Training	1	4

3.86 Working Together 2010 states "it is reasonable to expect that 80% of cases should be resolved within one month, 90% within three months and that all but the most exceptional cases should be completed within 12 months,

although it is unlikely that cases that require a criminal prosecution or a complex police investigation can be completed in less than three months.” The complex nature of the allegations received has meant time is needed to ensure thorough investigations with the police; the employing agency and Children’s Social Care are undertaken. The majority of cases have been resolved within 3 months.

<b>Timelines</b>	<b>Number of cases 2011 / 12</b>	<b>Number of cases 2012 / 13</b>
One month	14 (44%) %	13 (38) %
Within three months	11(34%)	12 (35%)
Within 12 months	7 (22%)	7 (21%)

3.87 In addition to the new referrals received in 2012/13, 20 referrals from 2011/12 and 2010 / 11 have been concluded with the following outcomes and timelines (multiple outcomes have been recorded for some cases). The older cases were particularly complex and awaited the conclusion of criminal convictions and disciplinary processes which were lengthy.

<b>Outcome</b>	<b>Number of cases</b>
No further action	3
Unfounded	1
Unsubstantiated	3
Substantiated	9
Convicted	2
Suspended pending investigation	9
Subject to Disciplinary Procedures	5
Dismissed	11
Resigned	2
Received written warnings	2
Attended Training	2
<b>Timelines</b>	
One month	0
Within three months	3 (15%)
Within 12 months	11(55%)
Over 12 months	6 (30 %)

3.88 Nine Special Circumstances Meetings have been held during 2012/13 after referrals by the following agencies due to concerns about individual’s suitability and all these have been completed within the year. All but one of these cases related to an adults behaviour or conduct with questions raised about suitability.

<b>Agency</b>	<b>Number of allegations/concerns 2011 /12</b>	<b>Number of allegations/concerns 2012 / 13</b>

Children and Families (including internal residential )	2	1
Education (including teachers, teaching assistants and alternate providers	4	1
Foster Carers	3	5
Voluntary Sector	2	2

- 3.89 Through 2012/13 Safeguarding Co-ordinators have provided 67 consultations to agencies where the threshold for a strategy or special circumstances meeting hasn't been met, but there are conduct or practice concerns within an organisation or about an individual. These are logged and recorded by the Safeguarding Coordinators and quality assured by the LADO. All of these cases were managed through internal agency investigations or disciplinary processes and often resulted in appropriate training being put in place.

<b>Agency</b>	<b>Number of consultations 2011 / 12</b>	<b>Number of consultations 2012 / 13</b>
Children and Families	2	5
Education (including alternate education providers	20	34
Private Residential	4	3
Childcare Sector (including childminders)	15	14
Foster Carers		3
Health	1	3
Voluntary Sector	1	5
<b>Total</b>	<b>43</b>	<b>67</b>

- 3.90 The majority of allegations management processes and support requested from the LADO relate to concerns of physical abuse, sometimes linked to restraint, or to issues of personal and professional boundaries and the impact of behaviour outside of the work place that impacts on suitability.

### **Safeguarding Policy, Procedures and Practice Guidance**

- 3.91 The NCSCB concluded a review of the NCSCB / NSCB Safeguarding Procedures in the year. The purpose of this was to ensure the procedures were update with the learning from Serious Case Reviews, Child Deaths and audit activity. In undertaking this review, the potential impact of the publication of Working Together 2013 was acknowledged and a full review following this was planned. In addition to the review, the safeguarding procedures were also transferred into a fully electronic version to support ease of use for practitioners.

3.92 A number of pieces of practice guidance were developed throughout the year and following full consultation with partner agencies, are expected to be published during 2013. These include:

- **NCSCB Discharge Planning Guidance and Tools** to support practitioners working with families when children are discharged from hospital and there are safeguarding concerns
- **NCSCB Mobile Families Practice Guidance** to support practitioners working with families who are highly mobile and move between local authority areas.
- **NCSCB / NSCB Guidance for Practitioners working with Sexual Abuse** to provide clarity on the safeguarding procedures and good practice when dealing with sexual abuse.
- **NCSCB / NSCB Guidance for Practitioners working with Emotional Abuse** to support the complexity of cases where emotional abuse is the main factor
- **NCSCB / NSCB Principles for Managing Self Harm** to support practitioners working with children and young people who self-harm.

3.93 All the above policies, procedures and practice guidance (along with other NCSCB information and support) are available at [www.nottinghamcity.gov.uk/ncscb](http://www.nottinghamcity.gov.uk/ncscb)

### **Safeguarding Training**

3.94 Working Together 2010 states “It is the responsibility of the LSCB to ensure that single agency and inter-agency training on safeguarding and promoting welfare is provided in order to meet local needs. This covers both the training provided by single agencies to their own staff, and multi-agency training where staff from more than one agency train together.”

3.95 The NCSCB Workforce Management and Development Sub Group are responsible for fulfilling this and other functions in relation to safe working practices across all partner agencies.

3.96 During 2012/13, the NCSCB has continued to provide a multi-agency training programme encompassing Introduction to Safeguarding, Working Together to Safeguard Children and a Refresher / Update course. A focus on core safeguarding courses was agreed through the NCSCB Strategic Board to enable resources to be used to quality assure safeguarding training across the partnership.

3.97 The number of courses run this year was as follows:

<b>Course title</b>	<b>No of courses delivered 2012 / 13</b>
Introduction to safeguarding	11

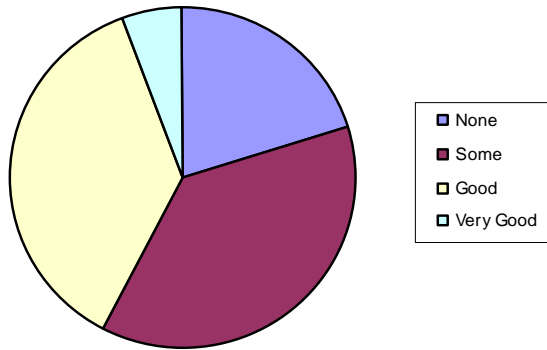
Safeguarding Update / What's New	3
Working Together	10
Rapid Response	1
<b>Total No of courses</b>	<b>25</b>

- 3.98 In addition to the core training programme, the NCSCB also delivers a programme of events aimed at delivering safeguarding messages and information to large audiences of representatives across the partnership. Most of these events are planned in conjunction with the NSCB and are planned to reflect current priorities, learning from Serious Case Reviews / Child Deaths and new legislation, policy, procedures or guidance. One seminar was held during this year focused on working with Missing Children which was delivered to 83 staff in Nottingham City.
- 3.99 There was a total attendance of 609 people at all courses provided by the NCSCB in 2012 / 13 which is 7.5 % lower than the number of participants in 2011 / 12. All Introduction to Safeguarding Courses were fully booked and average attendance rose from 25 to 27 per course.
- 3.100 Courses continue to be popular and at times oversubscribed and participants continue to evaluate the training and seminars provided by the NCSCB as positive. The training is still provided free to voluntary sector and non profit making organisations although cancellations are charged for in some circumstances.
- 3.101 Training is attended by representatives of most partner agencies, with the Voluntary Sector remaining the highest user of the programme at 54% of attendance on all courses and 81% on the Introduction to Safeguarding Course which is aimed specifically at this group.
- 3.102 The table below provides information on the courses and seminars provided by the NCSCB between 01.04.12 and 31.03.13 and the attendance of partner agencies at these.
- 3.103 The following data is drawn from the post course evaluations undertaken in the year. A process of gathering evaluations using an electronic system was introduced in December 2012 and this has had an impact on the number of evaluations received as the response rate is lower using this method.
- 3.104 97% of attendees at the Introduction to Safeguarding course thought the learning outcomes been met very well or well, 85% said they could apply the learning well or very well and 87% said it had developed their understanding and confidence. Levels of confidence in recognising and responding to safeguarding issues rose dramatically.

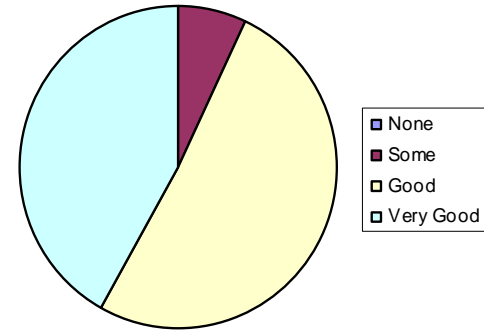


- 3.105 98% of attendees at the Working Together course thought the learning outcomes been met very well or well, 87% said they could apply the learning well or very well and 93% said it had developed their understanding and confidence. Levels of knowledge and understanding about the safeguarding process rose in relation to this course.
- 3.106 97% of attendees at the Safeguarding Update thought the learning outcomes been met very well or well, 97% said they could apply the learning well or very well and 90% said it had developed their understanding and confidence. Levels of knowledge and understanding about safeguarding rose in relation to this course.
- 3.107 We continue to meet our target of increasing the score on how diversity issues are dealt with by achieving 92% saying it was done well or very well against a target of 90%.

**Overall level of confidence(Before)**

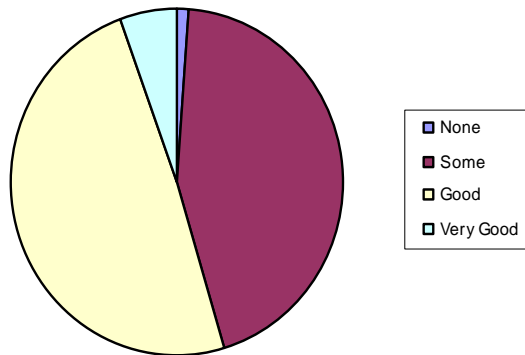


**Overall level of confidence (After)**

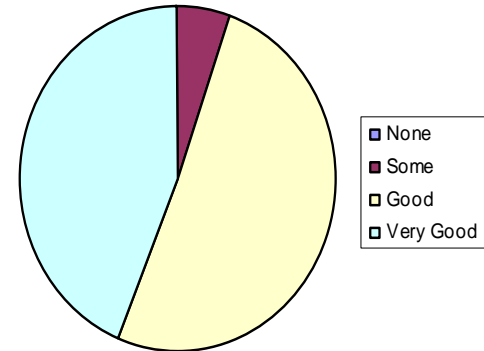


**Introduction to Safeguarding**

**Overall level of confidence(Before)**



**Overall level of confidence (After)**



**Working Together to Safeguard Children**

**Agency Attendance on NCSCB Training April 2012 - March 2013**

<b>Agency</b>	<b>Introduction</b>	<b>Update</b>	<b>Working Together</b>	<b>Rapid Response</b>	<b>Missing Children seminar</b>	<b>Total</b>
Schools & Learning		1				<b>1</b>
Quality & Commissioning		1			1	<b>2</b>
Safeguarding	9	11	2	4	19	<b>45</b>
Family Community Teams	6	27	4		37	<b>74</b>
Young People Learning & Skills						<b>0</b>
Probation	1	10	31			<b>42</b>
Nottingham Futures		1				<b>1</b>
CityCare Partnership		1	1		6	<b>8</b>
NUHT			1	3	1	<b>5</b>
NHCT	7	1	5			<b>13</b>
EMAS						<b>0</b>
NHS Nottingham (Commissioning)	2		1		2	<b>3</b>
NHS Treatment Centre			2			<b>2</b>
Nottingham City Homes						<b>0</b>
Police	1		4	4	8	<b>17</b>
CAFCASS	1		1		1	<b>2</b>
Fire & Rescue						<b>0</b>
Further & Higher Education	9		3			<b>12</b>
LMC		1				<b>1</b>
Primary schools	1	1	19		1	<b>22</b>
Secondary schools	1	1	11			<b>13</b>
Academies	2		17			<b>19</b>
Special schools						<b>0</b>
Independent schools			1			<b>1</b>
Voluntary Sector	243	45	80		3	<b>371</b>
Private	9	9	6		4	<b>28</b>
Other	8	2				<b>10</b>
<b><u>Total Attendance</u></b>	<b>300</b>	<b>112</b>	<b>189</b>	<b>11</b>	<b>83</b>	<b>692</b>

- 3.108 The NCSCB has implemented a Quality Assurance Strategy for safeguarding training to ensure that training provided across partner agencies is up to date, accurate and reflective of the NCSCB policy, procedures and priorities.
- 3.109 The quality assurance process is undertaken on a number of levels, as follows:
- **Evaluation Sheets**  
These have been developed in order to enable reporting on levels of confidence in dealing with safeguarding issues before and after the training, and to link in with the impact measurements. Participants report significantly increased confidence, as detailed on the following page.
  - **Quality Assuring Partner Agency Safeguarding Training**  
During 2012 /13 the Safeguarding Children Training Quality Assurance Scheme was developed to become a scheme to quality assure safeguarding Adults training with Nottinghamshire County.  
  
During this year, the following agencies have received validation of their Introduction to Safeguarding Children training materials:
    - Nottingham City Schools & Education
    - Nottingham City Early Years

**Safeguarding in Childcare and Early Years Settings.**

- 3.110 The NCSCB hosts the Safeguarding in Childcare (0 – 19) and Safeguarding in Education Coordinators who deliver their own Safeguarding Training Programmes for the respective sectors.
- 3.111 A review of the Safeguarding Children Training Programme and course contents for the Early Years Sector is undertaken annually to ensure feedback from participants and trainers was considered. All course materials are being quality assured through the NCSCB strategy.
- 3.112 The total number of courses delivered was as follows:

<b>Courses April 2012 - March 2013</b>	<b>Courses</b>	<b>Delegates</b>
Safeguarding and Promoting Childrens Welfare New Practitioners	2	40
Safeguarding and Promoting Childrens Welfare Refresher	7	128
Safeguarding and Promoting Childrens Welfare for Key	1	16

Person		
Safer Recruitment (delivered in conjunction with the Schools Training Programme)	2	14
<b>Total</b>	12	198

3.113 Due to the numbers of childcare practitioners including childminders requiring Safeguarding Refresher training, additional courses were provided throughout the year.

3.114 Course evaluations for this training programme were good, with 95% of delegates saying the course met the learning aims well. In addition, an increase in knowledge of safeguarding and how to respond to it was also noted.

### **Safeguarding in Schools and Education Setting.**

3.115 Safeguarding training in schools is delivered in line with the academic year, September to July and therefore the information provided is based on training delivered between September 2012 and July 2013.

3.116 The Safeguarding in Education Team provides safeguarding training for staff in schools with different roles and levels of seniority. The training delivered ensures that all members of the school staff team are equipped with the appropriate level of knowledge and skills to effectively safeguard and promote the welfare of children and young people in their care. The Training Programme also ensures compliance with legislative and inspection requirements. The courses available include:

- **Introduction to Safeguarding** (for staff who work unsupervised with children and young people)
- **Basic Awareness** (for staff who do not work unsupervised with children and young people) and
- **Training specifically for Governors, Head Teachers and Designated Senior Persons (DSPs)**
- **Safeguarding update training**
- **Accredited Safer Recruitment training**

3.117 In the academic year 2012-2013 a total of 2561 delegates received safeguarding training. This training was delivered via the following routes:

- In house training delivered by the Safeguarding in Education Team.
- The Schools and Education service rolling training programme delivered at Loxley House.
- NCSCB Working Together training (DSPs only)

- In house training delivered by trained trainers. Trained trainers are designated senior persons for safeguarding who have accessed the Safeguarding in Education trained trainer programme

- 3.118 The Safeguarding in Education team delivered safeguarding training to a total of 1379 staff within their own school or college and a total of 37 schools and colleges benefited from whole school training.
- 3.119 The Safeguarding in Education team also offered an additional 29 safeguarding courses via its rolling training programme, enabling individual members of staff to access specific courses at an appropriate point throughout the academic year. 8 courses were withdrawn as a result of low demand, resulting in 21 courses being delivered. In total 247 delegates received training via the rolling training programme.
- 3.120 29 Designated Senior Persons from schools and educational settings attended the NCSCB Working Together course.
- 3.121 21 trained trainers delivered safeguarding training in their schools this academic year. Together they trained a total of 906 delegates.

### **Practice Guidance for Schools and Education Settings**

- 3.122 The 2009 Practice Guidance (Childcare and Education Settings) was reviewed and updated in December 2012 and ratified by the NCSCB to support education practitioners with their safeguarding responsibilities. The revised Practice Guidance, Safeguarding and Promoting Children's Welfare in Education Settings, now only incorporates information relating to the education sector, not childcare, and serves as an information brief and toolkit to support education practitioners and leaders to carry out their duties and responsibilities to safeguard and promote the welfare of children.
- 3.123 Both the practice guidance and the training for schools were updated with the learning arising from the Serious Case Review undertaken in North Somerset which arose from allegations and later convictions of sexual abuse against a teacher in a primary school. In addition, a copy of the SCR and the report 'Safeguarding in Schools: Best Practice' was circulated to all Head Teachers and Designated Senior Persons for safeguarding (DSPs) in Nottingham City Schools during the Autumn Term 2011-2012. A copy of the publication has also been uploaded on the Nottingham City Schools Extranet.

### **School Safeguarding Compliance**

- 3.124 Section 175 of the Education Act 2002 places a duty on each Local Authority to monitor the compliance of maintained schools having arrangements to safeguard and promote the welfare of children.

- 3.125 Each year schools are requested to report on their safeguarding arrangements from the previous academic year. The information below is based on reporting for the academic year 2010-2011, because compliance information for the academic year 2012-2013 will not be fully collated until the end of the school year.
- 3.126 The Safeguarding Compliance Report requires information from schools pertaining to their fulfilment of statutory duties, practices and involvement in safeguarding and child protection, as well as matters relating to allegations of abuse against adults in positions of trust. The information provided in Safeguarding Compliance Reports is used to identify areas requiring development within safeguarding in education. Such development areas may be relevant to specific schools or more general that all schools should be made aware of.
- 3.127 Academies and Independent schools are not statutorily required to report their safeguarding arrangements to the Schools and Education Safeguarding Coordinator, although locally it is considered best practice to do so. Therefore all schools; maintained, academies and independent, were requested to report on their safeguarding arrangements and were advised via email briefings and training, of the importance and benefits of doing so.
- 3.128 86 maintained schools (primary, secondary, Pupil Referral Units (PRUs) and special schools) and 23 academy and independent schools (primary and secondary) were requested to report on their safeguarding arrangements in January 2012. Out of a total of 109 schools; 85 schools responded; resulting in a 78% return rate. The return rate for maintained schools was 83.7% (72 out of 86 schools) and for independent schools and academies 56.5 % (13 out of 23 schools). The previous year a total of 93 schools were requested to report on their safeguarding arrangements, a lower number than this year because not all academies and independent schools were requested to report, 81 of the 93 schools responded last year; an 87% return rate. The table below details the compliance of all schools that reported in relation to the safeguarding arrangements and practices they have a statutory duty to complete.

	Total	As a (%) of returned forms
<b>Number of schools with a designated safeguarding lead</b>	85	100
<b>Number of schools with a designated governor responsible for safeguarding<sup>1</sup></b>	84	98.8
<b>Number of schools who make their safeguarding policy available to parents and carers<sup>2</sup></b>	83	97.6
<b>Number of schools who have procedures for dealing with allegations<sup>3</sup></b>	83	97.6
<b>Number of schools where the Headteacher and Governor responsible for recruitment have completed safer recruitment training<sup>4</sup></b>	77	90.6
<b>Number of schools who ensure new employees undergo an induction that includes safeguarding<sup>5</sup></b>	83	97.6
<b>Number of schools whose staff have completed safeguarding training</b>	84	98.8
<b>Number of schools whose governing body has undertaken safeguarding training</b>	55	64.7
<b>Number of schools who have undertaken projects/activities in relation to safeguarding</b>	75	88.2
<b>Number of schools who have 5 or more CAFs open</b>	48	56.5
<b>Number of schools who have undertaken role as lead professional in a CAF<sup>6</sup></b>	76	89.4
<b>Number of schools where there have been allegations against staff<sup>7</sup></b>	19	22.4

<sup>1</sup> 1 Independent School does not have a safeguarding governor as it is governed by the schools Trust.

<sup>2</sup> 1 school does not make the safeguarding policy freely available, but it is available on request. The other school did not provide any commentary as to why the policy is not made available.

<sup>3</sup> 2 schools are in the process – both need recording and presenting to governors at next meeting.

<sup>4</sup> 1 school did not answer, 1 did not have records available as they are kept off-site. 3 schools acknowledged that they needed to train additional members of staff, but do have a trained member of staff.

<sup>5</sup> 1 school looking to improve this, another has no formal process, but all staff do attend a safeguarding awareness course at the earliest opportunity

<sup>6</sup> 4 schools had had no CAF that they were aware of

<sup>7</sup> 26% of these found to be totally unfounded. Only 2 cases resulted in dismissal.



#### **4. Monitoring the Effectiveness of Local Work to Safeguard and Promote the Welfare of Children**

##### **4.1 Key priorities for 2012/13 were to:**

- Ensure compliance with Working Together 2010 in relation to Serious Case Reviews and implement actions effectively
- Ensure compliance with Working Together 2010 in relation to Child Deaths and implement actions effectively
- Begin developing a Serious Case Review process based on the learning from Professor Munro's recommendations in relation to the systems learning processes.
- Monitor the effectiveness of the safeguarding activity across partner agencies and support partner agencies to continually improve their safeguarding arrangements
- Monitor child protection activity and outcomes, analysing safeguarding performance data to develop and improve performance across agencies
- To monitor the development of early help for children, young people and families and quality assure the effectiveness of this.
- To embed a learning system within the NCSCB and quality assure these within partner agencies

##### **Serious Case Review Standing Panel (SCRSP)**

4.2 Chapter 8 of Working Together 2010 details the purpose of a Serious Case Review and the circumstances under which the NCSCB must undertake one, or consider undertaking one. Referrals for consideration of a Serious Case Review can be made by any agency through their NCSCB Strategic Board representative and are presented to the Serious Case Review Standing Panel for consideration. The decision to undertake a Serious Case Review is the responsibility of the NCSCB Independent Chair.

4.3 The Serious Case Review Standing Panel is responsible for the commissioning, management and quality assurance of Serious Case Reviews and ensuring this is compliant with the expectations of Working Together 2010, including the use of independent authors and chairs. The SCR Standing Panel is chaired by DCI Alexander from Nottinghamshire Police.

4.4 The Serious Case Review Standing Panel is also responsible for the quality and implementation of strategic action plans produced following an SCR,

and requires panel members to submit evidence to demonstrate that actions have been completed.

- 4.5 One Serious Case Review was undertaken in the year and submitted to the Department of Education in May 2013. The SCR Process was developed for this review to reflect the systems methodology and enable a focus not just on *what* happened but also analysing *why* interventions were managed in the way they were. The aim of this was to ensure that the SCR process enabled an analysis of what the case might be telling us about the wider multi-agency system to ensure that any improvements had a wider impact and that learning was not just focused around issues that were purely case specific.
- 4.6 The SCR has not been published to date due to outstanding criminal and coronial proceedings. The SCR Standing Panel is monitoring the implementation of the action plans arising from this review and the learning will be shared at a seminar in 2013.
- 4.7 The SCR Standing Panel has also implemented a Significant Incident Learning Process (SILP) for those cases that do not meet the criteria for a Serious Case Review but where there is learning to be gained. This process is focussed on understanding why decisions and actions were taken to understand and analyse the services provided to a child and their family. One SILP was undertaken during the year and the learning has been shared with agencies working with children and families.
- 4.8 The NCSCB is developing a process for undertaking Serious Case Review in line with the expectations of Working Together 2013.

#### **Child Death Overview Panel (CDOP)**

- 4.9 NCSCB has had a Child Death Overview Panel (CDOP) since 1<sup>st</sup> April 2008 and, since September 2008, effective arrangements in place for the Rapid Response required following a child's unexpected death. The CDOP reviews all deaths of children resident in the NCSCB area, as required by chapter 7 of Working Together 2010 (and updated in Working Together 2013).
- 4.10 The CDOP is chaired by Caroline Brown, Designated Doctor for Child Protection and Consultation Paediatrician. The purpose of the Child Death Overview Panel is to ensure that through a process of multidisciplinary review of child deaths, the Nottingham City Safeguarding Children Board will better understand how and why children in our local authority area die.
- 4.11 For Nottingham City Safeguarding Children Board CDOP, the primary functions are interpreted as being:

- to review all deaths of children normally resident within Nottingham City;

- to overview deaths of children not normally resident in Nottingham City but who die within the City boundary
- to quality assure the Rapid Response Process in relation to unexpected deaths of children;
- To identify potentially preventable deaths.

4.12 The CDOP meets monthly and is accountable to NCSCB Strategic Board. Six monthly Cross Authority CDOP meetings are held with Nottinghamshire safeguarding Children Board to develop practice and procedures, share learning and compare data.

4.13 The CDOP has a fixed core membership and is not considered to be quorate without attendance from each key agency from the LCSB. Members include designated professionals, lead nurse and members from health including midwifery, Public Health, Children's Social Care and Family Community Teams, the Disabled Children's Team and the police. The NCSCB support to the CDOP is through a Safeguarding Board Officer and administrative support.

4.14 There were 30 child deaths in Nottingham City during 2012/2013, and there were 30 deaths reviewed and ratified, although some of these related to previous years. Of the deaths reviewed and ratified several had previous safeguarding concerns although none were or had been subject to a child protection plan or statutory order at the time of death. A significant number of cases had a history of domestic violence although this was not assessed as contributing directly to the death. In one of these cases it was considered as a contributory factor in the child's vulnerability.

4.15 For all cases of unexpected death occurring in Nottingham City rapid response procedures have been followed according to Working Together 2010. There is clear commitment from all partner agencies to the child death review process and child death overview panel.

4.16 With greater understanding of child death more effective and efficient pathways are being used to implement change across agencies to promote better safeguarding, welfare and health of children and prevent deaths. There are significantly improved links with governance enabling recommendations to be implemented by relevant frontline practitioners. Nottingham City CDOP undertakes an annual thematic analysis of the learning and recommendations arising. The panel is finding ways to ensure learning is incorporated and embedded into multi-agency training strategies and practice. There have been a number of issues raised repeatedly which are being taken forward as work-streams either by CDOP or by NCSCB;

- History of domestic violence.
- Communication between and within agencies.
- Communication with families particularly in children with complex behavioural and developmental disorders.
- Concern about adolescent physical and mental health.

## **The Quality Assurance and Risk Management Panel (QARM)**

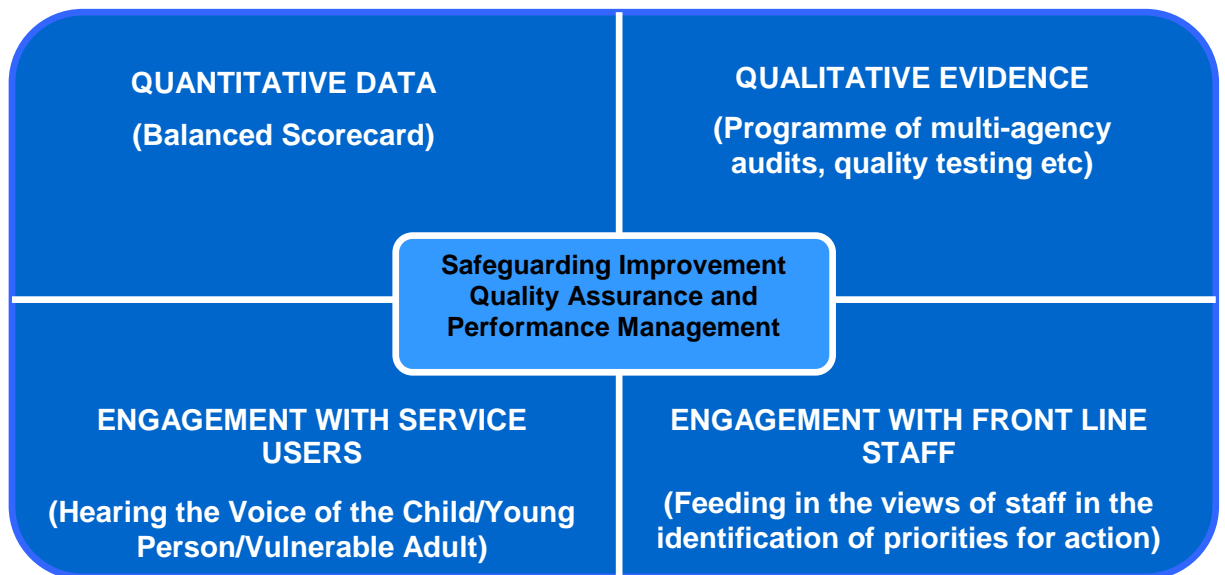
- 4.17 The role of the NCSCB and NCASPB Quality Assurance Sub Group is to deliver the Monitoring Effectiveness Strategy and Report and to provide assurance on the quality and effectiveness of safeguarding practice in Nottingham. In addition, the group also takes responsibility for the implementation of an effective Risk Management Strategy. During the last year the sub group has become a combined adults and children's group to reflect the Board's transition to joint arrangements.
- 4.18 The Monitoring Effectiveness Strategy 2012 / 13 has been revised to include adults as well as children during the year and is now ready to go to the Board for ratification. The following components are included:
- Quality assurance activity, including multi-agency audits.
  - Analysis and reporting on performance management data
  - Annual safeguarding reports from partner agencies
  - Section 11 self-assessments
  - Effectiveness of NCSCB processes, including Serious Case Reviews and Child deaths
  - Quality assurance of action plans implemented following reviews commissioned by the NCSCB
- 4.19 The NCSCB undertook a full review and development of the Performance Framework during the year for launch in April 2013. Within this process, a Quality Assurance and Performance Management Framework has been agreed in conjunction with the NCASPB.
- 4.20 The conceptual framework of the framework is built on the four 'quadrants outlined below
- 4.21 **Quadrant 1: Quantitative Data.** This comprises the key data that would enable the NCSCB to judge their effectiveness in critical areas. The data set:
- Spans the 'child's journey' to include early help/contact, referral and assessment/child protection/looked after children in relation to NCSCB performance;
  - Includes data from across the partnership and compliments data collected by other partnership forums and aims to assess multi-agency engagement and impact
  - Provides benchmarking against other local authorities
- 4.22 **Quadrant 2: Qualitative Data** It is critical that the NCSCB is able to look beyond quantitative performance data to judge the quality of services, particularly in a cross-agency context. Included within this is:
- Section 11 auditing

- Multi-agency audits

4.23 **Quadrant 3: Engagement with Service Users.** There is an emphasis on the need for LSCBs to hear the 'Voice of the Child' and to evidence the impact of the views of children, young people and families on their work. The framework includes:

- Strategic engagement with children and young people– e.g. with strategic forums such as Youth Councils, Youth Parliaments, school councils etc;
- Engagement with specific communities of interest: e.g. looked after children, black minority ethnic groups, disabled children and young people and adults, young carers/carers, older people councils etc
- Engagement at receipt of service level: e.g. customer satisfaction surveys, questionnaires, inter-personal service reviews undertaken by those delivering services at the point of service delivery.

4.24 **Quadrant 4: Engagement with Front-Line Staff.** The need for effective engagement between the two Boards and those working at the front-line across children's services is critical. The NCSCB has undertaken a staff survey over the last 3 years in order to assess safeguarding confidence and knowledge and this has provided valuable information to inform training and business planning strategies. The result of the survey for 2012 / 13 are below.



<-----RISK MANAGEMENT---->

**NCSCB Multi Agency Audits**

4.25 The NCSCB has developed and implemented a full programme of multi agency audits as the key process to assure the quality of safeguarding practice in the city.

4.26 The purpose of these audits is to consider:

- the extent to which the welfare concerns of looked after children and those subject to a Child Protection Plan are identified, assessed and responded to appropriately, including the effectiveness of referral, assessment, planning, intervention and review processes in practice
- the extent to which agencies and professionals work together to safeguard and promote the welfare and development of children and young people
- the quality of practice in relation to children and young people entering and leaving care
- the quality of support and care received by looked after children, including placement stability
- the outcomes achieved for looked after children as a result of these services, including health, attendance and progress at school, numbers in full-time education, employment and training and rates of offending.

4.27 Eleven cases were selected at random from children subject to Child Protection Plans and Children in Care and were subject to full multi-agency review during 2012 / 13.

4.28 The process involves the compilation of a chronology of intervention for each agency and a case discussion that enables all information held on the family to be considered within a multi-agency framework. The focus of the discussion is on understanding the safeguarding risks within the case and analysing the decisions / levels of intervention provided by agencies. Areas of good practice and development are highlighted along with any issues that require urgent management action.

4.29 There is specific learning in relation to the focus of each audit which is detailed below, along with more general learning that can have been gathered throughout the year and can be applied to all safeguarding interventions.

4.30 The 11 audits undertaken in during 2012 / 13 focused on:

- Sexual Exploitation
- Self Harm / Risk of Suicide
- Learning Disabled Parents
- Pre Birth Assessments
- Missing Children
- Adult Mental Health

4.31 Six children selected to audit were subject to Child Protection Plans and 5 were Looked After Children. The children's ages ranged from 2 months to 17 years, with the majority being aged 14 years. Eight of the children were

White British, 1 was Black Caribbean, 1 Polish and 1 Dual Heritage. Seven of the children had no disabilities recorded, 5 had learning disability / difficulty recorded, 2 had a speech delay and 1 had a physical disability noted. Two children were recorded as being Roman Catholic and the rest had no religion recorded.

- 4.32 The main safeguarding issues in the cases were in relation to risk of sexual abuse and neglect, which may be as a result of the topics chosen and the links to these issues. Adults who pose a risk, parental substance misuse, chaotic households, domestic violence, emotional abuse and physical abuse also featured highly in the sample.
- 4.33 The main area of learning to arise from the audits this year was the importance of full, holistic assessment, including historical information to enable practitioners to understand families and direct interventions. There were a number of cases where the assessment was strong and effective. In some cases there was a need for the assessment to include:
- A focus on parenting capacity and the ability of parents to improve
  - A focus on the impact of parenting on the child(ren)
  - Full consideration of fathers, partners and other adults in the household
  - Robust analysis and clear identification of the safeguarding risks
- 4.34 Understanding the child's experience and their wishes and feelings should be central to the interventions provided by all agencies and work needs to be done to ensure this is captured in the records. In half the cases audited, there was a notable focus on the needs of the parent, rather than the needs of the child and the impact of parenting on them.
- 4.35 There was evidence of the impact of families moving between local authority area's on assessment and interventions with information not being transferred in some cases and processes starting again. In other cases, where communication and the transfer of records had taken place, this enabled agencies to work in a timely way to ensure proactive safeguarding.
- 4.36 Information sharing and multi agency work between agencies in Nottingham City was robust in almost all the cases sampled, as was the recording within the files. In order to develop this, the purpose for sharing information and the action taken as a result should be recorded. The social worker's role as lead professional is essential in coordinating this.
- 4.37 Early intervention, both use of the Common Assessment Framework and in the deployment of resources to work with children and families, was evident in a third of the cases.

- 4.38 Long term planning based on the needs of the child and the safeguarding risks identified is essential and not always evidenced for both children in child protection processes and for those in care.
- 4.39 When cases are presented to Legal Planning Meeting for consideration of the initiation of care proceedings, it is essential that all information on safeguarding risks is available to direct the discussion and decision making.

### **NCSCB Staff Survey**

- 4.40 The Quality Assurance and Risk Management Panel commissioned a third multi agency staff survey during 2012 / 13 to assess the level of safeguarding knowledge and confidence across partner agencies.
- 4.41 The survey was undertaken electronically, circulated to colleagues at all levels within partner agencies. A total of 641 responses were received compared to 668 in 2011 / 12 with the following results:

	<b>2011</b>	<b>2012</b>	<b>2013</b>
NCC Children & Family Services	168	174	164
Health	363	214	223
Schools	17	137	169
Police	36	26	13
Crime and Drugs Partnership	14	9	4
Probation	27	15	12
Connexions / Nottinghamshire Futures	53	26	-
CAFCASS	1	9	8
Fire & Rescue Service	2	1	4
Nottingham City Homes	4	17	2
Private sector	8	22	7
Voluntary sector	60	18	29
NCC Communities / Other	N/A	N/A	6
<b>TOTALS</b>	<b>753</b>	<b>668</b>	<b>641</b>

- 4.42 Of these responses, 8.1% described themselves as Strategic Leads, 20.3% as Managers and 72.7% as practitioners. Four volunteers responded.



- 4.43 In relation to the Common Assessment Framework (CAF), 73% of respondents said they were fully aware of the CAF and how it is used within their agency. However only 37% of respondents had ever undertaken a CAF with a figure of 41% saying they hadn't undertaken one and 22% stating it was not applicable to their role. The figures in these categories are the same as in the previous year.
- 4.44 Of practitioners who responded, only 22% (compared to 52% in 2011 / 12 and 70% in 2010 / 11) had never undertaken the role of Lead Professional and less than half felt confident or very confident in undertaking this role, which shows only a slight improvement since 2010 / 11.
- 4.45 The majority of respondents (69%) stated they were fully aware of the NCSCB Safeguarding Children Procedures but a small percentage remained unaware of them. 23% have referred to them in the last month although 38% have either never referred to them or can't remember the last time they did. A bigger majority (87%) were aware of how their own agency safeguarding policies related to their role and 37.9% had referred to them in the last month.
- 4.46 65.6% stated they had attended in house safeguarding training in the last year. The children's workforce was also asked about their knowledge in relation to adults safeguarding a slight majority (52%) had attended training in this area with 78.2% knowing what to do if they thought an adult was being abused. In comparison, 77% of the adults workforce have attended training on child protection with 97.2% stating they would know what to do if they thought a child was being abused.
- 4.47 52% of respondents receive at least monthly meetings where they can discuss the cases they are working with although 15% stated they never have these meetings.
- 4.48 Specific questions were asked in the survey relating to Domestic Violence, Child Sexual Exploitation and Missing Children to reflect the work being undertaken in these areas.
- 4.49 In relation to Domestic Violence, 14.3% of respondents had completed a Domestic Abuse, Stalking and Harassment (DASH) Assessment Tool, the recommended NCSCB Tool with the multi agency practice guidance. A majority (53%) had not used any of the tools within the NCSCB Domestic Violence Practice Guidance. The majority of people felt confident we are addressing the emotional impact of domestic violence on children as a joint workforce.
- 4.50 In relation to Missing Children, 34.4% of respondents said they were confident or very confident in managing in safeguarding children who went missing with more saying they were either unconfident or not confident at all.

- 4.51 The majority of respondents (78.8%) are aware of the NCSCB practice guidance 'Safeguarding Children and Young People from Sexual Exploitation' with 65.4% stating they felt confident or very confident in recognising the indicators for CSE.
- 4.52 When asked how effective we are in providing effective multi agency working in safeguarding cases, the majority (57.6%) think we are effective or very effective, whilst 51.3% think we are effective or very effective in multi agency decision making in relation to safeguarding.
- 4.53 The survey asked respondents to assess how confident they feel in recognising different categories of abuse in children. The results on the below show a slight increase in confidence in recognising all types of abuse.

2012	Very confident	Confident	Unconfident	Not confident at all
<b>Physical Abuse</b>	35.50%	54.90%	7.20%	2.40%
<b>Emotional Abuse</b>	24.80%	53.70%	18.10%	3.30%
<b>Sexual Abuse</b>	20.30%	45.60%	28.50%	5.60%
<b>Neglect</b>	34.30%	57.00%	6.70%	2.00%
2013	Very confident	Confident	Unconfident	Not at all confident
<b>Physical Abuse</b>	35.40%	57.80%	5.70%	1.10%
<b>Emotional Abuse</b>	25.50%	60.30%	12.30%	1.90%
<b>Sexual Abuse?</b>	21.10%	52.80%	23.70%	2.40%
<b>Neglect</b>	34.10%	60.20%	4.60%	1.10%

### **Risk Management**

- 4.54 Risks identified within the NCSCB Risk Register are managed through the Quality Assurance sub-group and owned by the NCSCB Strategic Board, who receive regular updates.
- 4.55 A revised Risk Management Strategy has been developed this year to incorporate adults as well as children to ensure the Board, Panels and Sub Groups will be able to manage their own risk, highlighting any exceptions through the Quality Assurance Sub-group
- 4.56 The NCSCB Strategic Risk Register has been aligned with the strategic objectives of the NCSCB and is managed as a dynamic process with identified actions in place to mitigate against each risk.
- 4.57 **Annual Partner Agency Safeguarding Reports**

4.58 All NCSCB partner agencies submitted an annual safeguarding report to show detail safeguarding activity and compliance within the previous year. These were scrutinised by the Quality Assurance & Risk Management sub group to assess the contribution made by agencies to safeguarding children in the previous year.

4.59 Agencies reported a number of key achievements during the year, including:

- The provision and take up of safeguarding training has increased across a number of agencies
- The provision of formal, regular supervision to specialist teams working with children and young people across Nottingham University Hospitals (NUH)
- Appointment of a Specialist Midwife for Domestic Abuse within NUH
- The development of a Nottinghamshire Healthcare Trust (NHXCT) Safeguarding Integrated Development Network and the alignment of the safeguarding structure to the organisational structure
- Development of an NHCT Domestic Violence and Abuse Strategy
- Safeguarding is identified within the Nottinghamshire Police 5 year Strategic Policing Plan 2013 – 18 and a Vulnerability Policy is in development.
- Robust responses to learning identified from Serious Case Reviews
- The provision of a number of new, specialist services by the NSPCC
- The implementation of quality assurance strategies within Nottingham City Council Social Care and Family Community Teams

#### 4.60 **Monitoring Effectiveness Through External Inspections**

4.61 The last Ofsted Inspection of Safeguarding and Looked After Services in Nottingham was in 2010. The evaluation from this inspection was that the “Overall Effectiveness of Safeguarding services and the Capacity for Nottingham City to Improve” was Good, because “Statutory requirements in respect of safeguarding are met and the partnership is able to demonstrate continuous improvement in service provision as the result of audits, inspections and user feedback.” The full report is available at [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

4.62 The last Annual Children’s Services Assessment undertaken by Ofsted in November 2011 rated the council as performing adequately, with an assessment that “the large majority of services, settings and institutions inspected by Ofsted are good or better and very few are inadequate. Most provision supports children and young people to stay safe and a large majority helps them enjoy their learning.”

4.63 A thematic Ofsted Inspection of services for disabled children and young people was undertaken nationally in 2012 with Nottingham taking part in

this in April 2012. A number of cases were examined and staff, managers and strategic leads were involved in focus groups with the inspectors. A report summarising the findings from all 12 local authorities was published in August 2012 and the findings considered locally. As a result of this, the NCSCB has developed the performance framework to ensure reporting on safeguarding disabled children and young people is included within this.

- 4.64 Ofsted are currently reviewing their safeguarding inspection framework and the NCSCB has been an active participant in the consultation on this.
- 4.65 In September 2012, as part of the regional peer review process, colleagues from Northamptonshire visited Nottingham to undertake a review on the provision of early help.
- 4.66 The focus was to examine the effectiveness of strategies and partnerships in *embedding the early offer of support and help for young people and their families and how this can help us tackle long-standing issues, for example, attendance.*
- 4.67 It was noted that external evaluators, including Ofsted, have judged Nottingham City to have overall good services and during the course of the review the team have seen strong evidence that this is the case and were impressed by the innovative interventions delivered by enthusiastic staff who have pride in the City.
- 4.68 The strengths noted in the report were:
- Committed and enthusiastic staff with a sense of pride in Nottingham
  - Staff who know their part of the business
  - Increasing use of data to inform commissioning and decision making
  - Attendance protocol and improvement in attendance
  - Move to Community Teams with Education Welfare Officers has led to increased CAF usage and improved attendance performance overall
  - Strong programmes of activity:
  - Well resourced tier 2 CAMHS
  - Tracking of serial victims and abusers
  - Focus on keeping interventions at lowest level
  - The move to integrated teams is a step in the right direction and is leading to improved joint working.
- 4.69 The following opportunities were noted:
- Making the complex simple
  - Development of the Edge of Care of Care Panel
  - The child's journey through community & targeted services, children in need and social care
  - Use of Children's Centres to meet intergenerational aspirations
  - Supporting the right people by design, not accident
  - CAF outcomes and ownership
  - Children Centre reach, attendance, targeting

### **Safeguarding Performance Data**

- 4.70 The NCSCB has continued to consider the national and local indicator set shown below throughout 2012 / 13, whilst also developing a new multi-agency performance framework. This will provide a more robust framework that includes safeguarding information from partner agencies to reflect their role and responsibility.
- 4.71 The analysis of the effectiveness of safeguarding is set against a context of increasingly limited resources across all agencies with responsibility for safeguarding and child protection; a national focus on child protection, learning lessons from Serious Case Reviews and improving practice along with new national practice guidance and a global economic downturn affecting families and services locally.

### **Demographic Data for Nottingham City**

- 4.72 According to Census 2011, 62,394 children and young people (under 18 year-old) live in Nottingham, 55,576 of whom are aged between 0 and 15 years. The proportion of the population who are 5 -17 is lower than the national average whereas the numbers of children who are 0 – 4 are slightly higher than the national average.
- 4.73 The city's population is becoming increasingly diverse. The Black and Minority Ethnic (BME) of all people across the city has increased from the 19% in the 2001 census to now stand at 35% in the 2011 census. It is even more diverse amongst the younger population and that of the city's schools where it stands at 45.8% (School Census Jan. 2013).
- 4.74 Nottingham is ranked the 20<sup>th</sup> most deprived local authority area in England in the 2010 Indices of Multiple Deprivation (IMD) - an improvement on the 13<sup>th</sup> ranking in the 2007 IMD. Deprivation and underachievement are deeply entrenched in many parts of the city with many children not growing up in safe, happy and fulfilled childhoods, nor are they achieving their potential. Some have complex needs and many will pass on the same challenges to their own children.
- 4.75 In relation to safeguarding and the increased focus on early intervention, many of our children are born into difficult and challenging family situations, for example:
- In 2011, 21,300 Nottingham City children live in out-of-work families. This is equivalent to 33.7% of the city families, compared to 17.28% in Greater Nottingham and 19.22% in England.

- There will be approximately 7,000 children and young people living with domestic violence in Nottingham. 3 children in every class room of 30 (JSNA 2011 Domestic Violence).
- The number of children with Child Protection Plans in March 12/13 increased from the previous year (March 11/12) resulting in 400 (70 per 10,000 children 12/13) from 296 (47 per 10,000 children 11/12) children. Referrals of families to Children's Social Care are consistently higher than its statistical neighbours. Almost 50% of nearly 5,000 initial referrals each year come from just five of our twenty city wards.
- By extrapolating the national data from Smoking, Drinking & Drug Use among Young People in England 2010 and the British Crime Survey (Smith, K & Flatley, J, 2011) for 11-17 year olds prevalence of drug use, we can estimate that between 3,007 to 3,085 (3,046) 11-17 year olds have used drugs in the last year in Nottingham. This will undoubtedly be an under estimate as both surveys relied on self reporting and only used a sample of the population.
- Using the British Crime Survey 2010/11 to estimate the number of 16-17 year olds that have used Class A drugs in the last year (5.1%) for Nottingham this would be an estimate of 319. Again this is likely to be an under estimate due to the methodology of the British Crime Survey.
- National research suggests that the proportion of pupils drinking has fallen in recent years, but the amount that pupils are drinking has increased (JSNA 2012 Children, Young People and Substance Misuse).
- Nationally, it is estimated there are 1.5 million adults significantly affected by a family member's drug use, this equates to 7,747 in Nottingham (using 2009 population estimates). (Adult Drugs JSNA 2011).
- The recent National Census in 2011 identified 6,026 young people aged 0-24 providing care for siblings or adults. According to Action for Young Carers, there has been an increase in number of young carers who have been in contact with provision for young carers in Nottingham City over the past four years.
- As at March 12/13, there were 556 children and young people in the care of Nottingham City Council. In Nottingham 25% of female care leavers from Jul 09 to Jul 11 have been pregnant, 8% of which have become pregnant since leaving care. Also 8% of male and female care leavers are or have been a young parent. Children in care or leaving care are particularly vulnerable to poor mental health, homelessness, substance misuse, offending and unemployment.

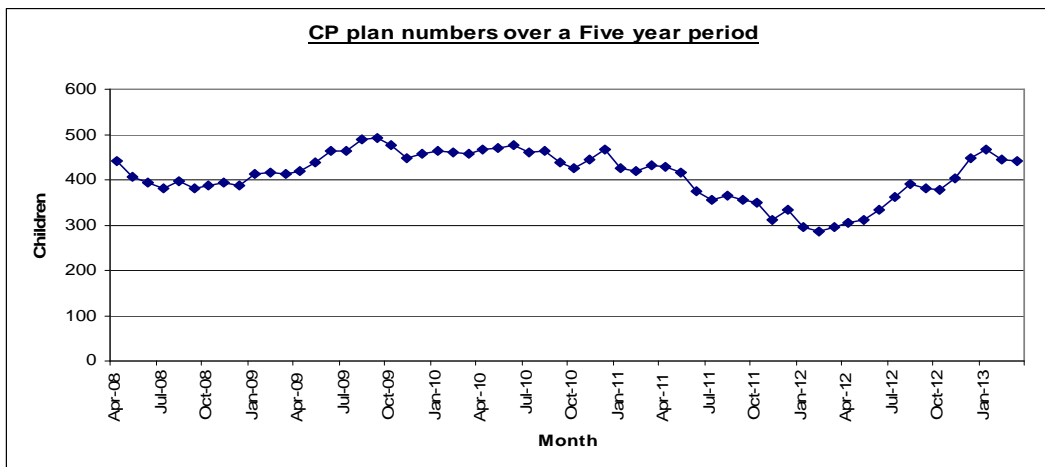
- Less than a quarter of pupils in City schools (8,891 children) have some form of Special Educational Need, with almost one third of these (2,884) requiring active support. The number has been decreasing since 2011. Over 4,000 children and young people aged 18 or under have disabilities, a number that has also been rising in recent years (unable to check for this figure).

4.76 The Children’s Partnership Board (CPB) and the NCSCB have a good understanding of the level and nature of needs within Nottingham and are working within the Children and Young People’s Plan to address these.

4.77 Both Boards and all partner agencies are aspirational for children and young people in the city but also acknowledge the impact of this level of need on service provision and commissioning requirements.

**Safeguarding Activity**

4.78 The number of children subject to Child Protection Plans peaked at nearly 500 in August 2009 but has been on a downward trend since then until the end of 2012. In the year 2012/13, 44% more Child Protection Plans were commenced than in the previous year, with a total of 600 plans starting and 436 Child Protection Plans being in place on 31.03.13. This is a significant increase on the year end figure for 2012 (297) which reflects a national increase in children subject to child protection plans but requires further monitoring throughout 2013 / 14.



**Category**

4.79 There has been a general consistency in the category of abuse that child protection plans are focused on for the last 4 years. Neglect remains the biggest single category of registration for children subject to Child Protection Plans. This is linked to the large numbers of under 5s who are subject to plans where there are adult issues relating to domestic violence, substance misuse, mental health and learning difficulties. The second

largest category is Emotional Abuse which is due to the impact of Domestic Violence on children.

- 4.80 There has been an increase in the number of children subject to a plan under the category of sexual abuse which suggests that we are developing skills and confidence in identifying and managing these issues.

Category of abuse	31st March 2011		31st March 2012		31st March 2013	
	Children	Percent of total	Children	Percent of total	Children	Percent of total
Emotional abuse	45	10.4%	71	24.0%	97	22.2%
Emotional/Physical abuse	98	22.7%	33	11.1%	62	14.2%
Emotional/Sexual abuse	19	4.4%	Sp		11	2.5%
Neglect	131	30.4%	94	31.8%	143	32.8%
Neglect/Emotional abuse	30	7.0%	20	6.8%	41	9.4%
Neglect/Physical abuse	15	3.5%	6	2.0%	15	3.4%
Neglect/Sexual abuse	14	3.2%	Sp		12	2.8%
Physical injury	26	6.0%	19	6.4%	18	4.1%
Physical/Emotional/Neglect	24	5.6%	16	5.4%	8	1.8%
Physical/Emotional/Sexual abuse	5	1.2%	0			
Physical/Sexual abuse	8	1.9%	0			
Sexual abuse	16	3.7%	29	9.8%	29	6.7%
Physical/Neglect/Sexual/Emotional Neglect/Emotional/Sexual abuse			Sp Sp			
Total	431		296		436	

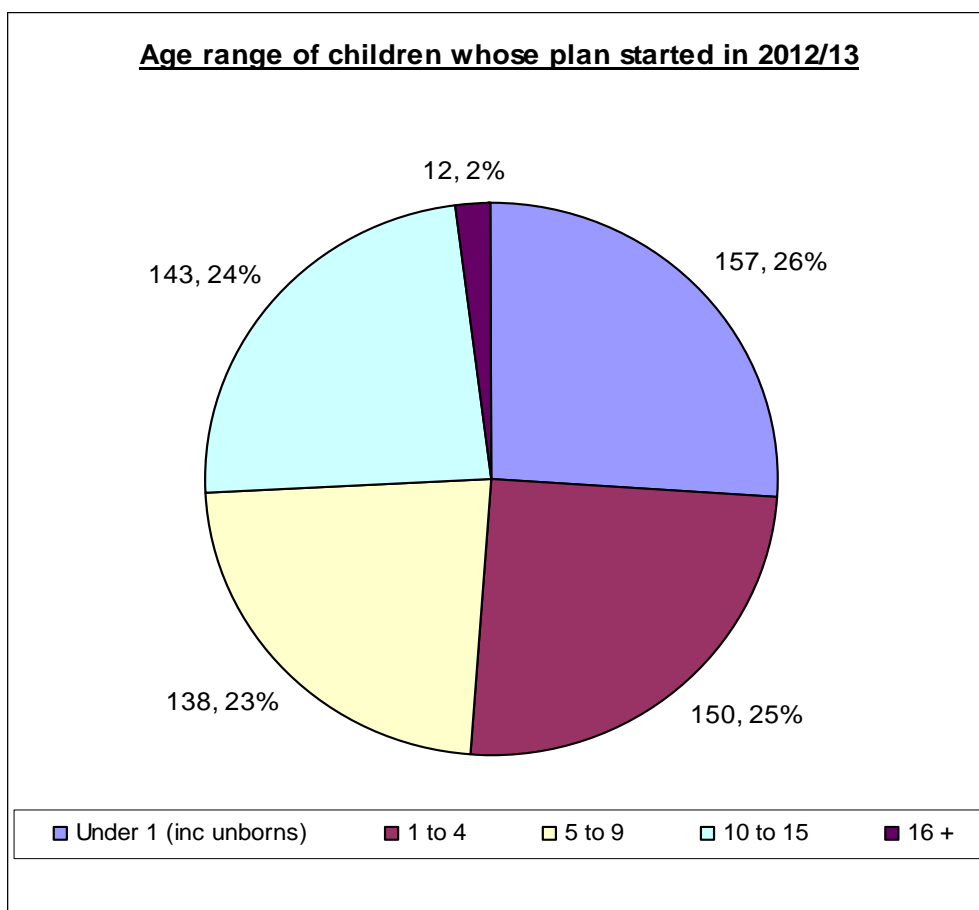
- 4.81 There has been a slight increase in the number of children subject to Child Protection Plans under multiple categories within the year.

Category	31st March 2011		31st March 2012		31st March 2013	
	Children	Percent of children	Children	Percent of children	Children	Percent of children
Multiple	213	49.4%	83	28.0%	149	34.2%
None multiple	218	50.6%	213	72.0%	287	65.8%

### Age

- 4.82 The largest group of children subject to Child Protection Plans is the under 5's and this has been consistent over a number of years, with 307 out of the 600 plans relating to this age group.





**4.83 Ethnicity of Children Subject to a Child Protection Plan on 31.03.13**  
 The ethnicity of children who are subject to child protection plans remains similar to last year, with the highest category being White British children followed by those who are White / Black Caribbean

Ethnicity	Number of children
Any other ethnic group / unknown	13
Asian / Asian Brit	22
Black / Black British	23
Mixed - any other mixed background	18
Mixed - White & Asian	19
Mixed - White & Black African	13
Mixed - White & Black Caribbean	56
Gypsy / Roma	5
White - Any other White background	19
White British	248

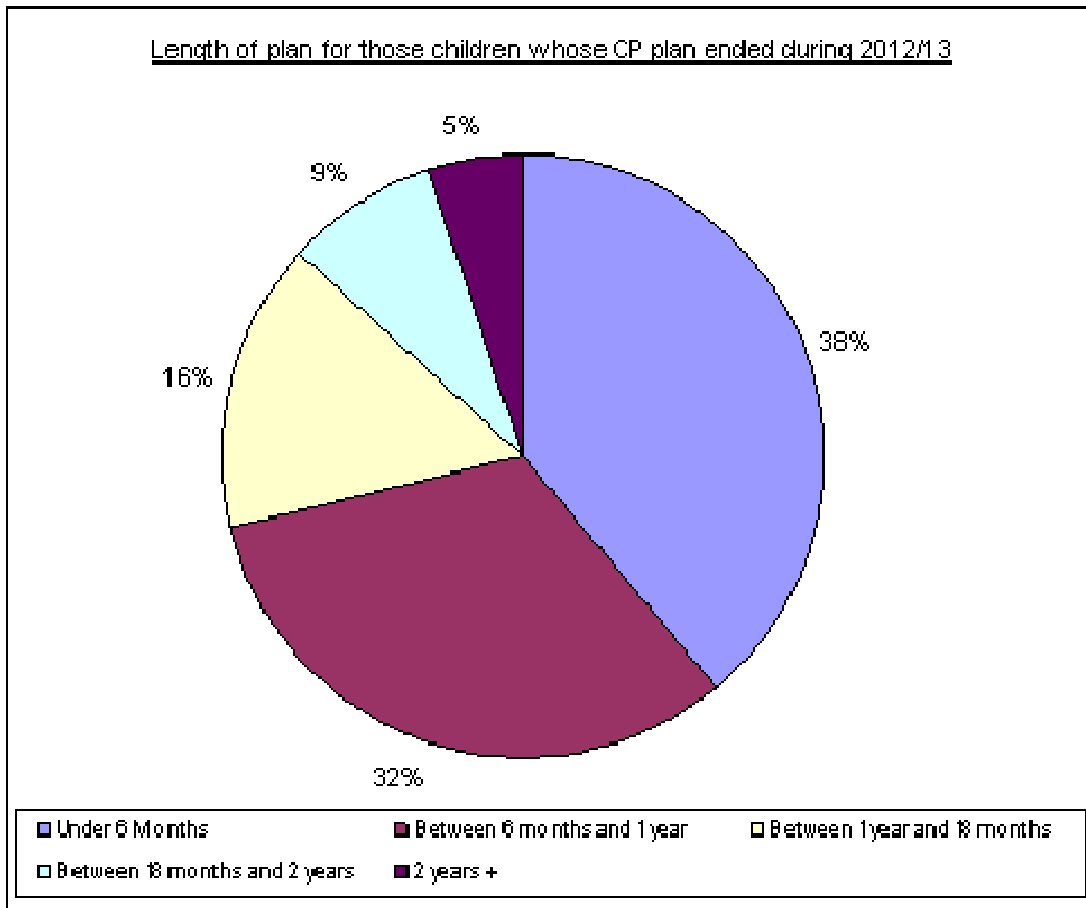
**Length of Plans**

**4.84** The length of time a child is subject to a child protection plan is important in ensuring that plans are clear, defined and achieving outcomes for the child.

There was an increase in plans lasting for under 6 months during 2013, from 33% in 2012 to 38% in 2013 and a smaller proportion of children whose plan ended in 2012 lasted for more than 2 years, 5% in 2013 compared to 8% in 2012.

- 4.85 The reduction in the number of plans lasting for longer than 2 years is due to the continued success of strong performance management strategies that have been put in place in relation to this indicator, including the discussion of exit strategies at 12 months duration and the trigger at 15 months to Legal Planning Meeting to consider the threshold for Care Proceedings.
- 4.86 Between 1.04.12 and 31.03.13, 606 children were subject to an Initial Child Protection Conference (ICPC) which is a 24% increase on last year. There were 297 ICPC's held in the year compared to 268 the previous year. There were 573 Child Protection Review Conferences with 723 children being considered.
- 4.87 There were 1599 Children in Care Reviews, almost exactly the same amount as the previous year, with 691 children being considered and 714 children had more than one review.

<b>Length of plan</b>	<b>2013</b>	<b>2012</b>
Under 6 months	38%	33%
Between 6 months and 1 year	32%	33%
Between 1 year and 18 months	16%	18%
Between 18 months and 2 years	9%	8%
2 years +	5%	8%



### Children in Care

- 4.88 On 31.03.13, there were 561 children in the care of the Local Authority which is a slight increase from 539 in 2012. This may be due to the impact of earlier intervention in families and the success of safeguarding interventions whilst they remain at home.
- 4.89 135 of these children were subject to a Placement Order and awaiting adoption whilst 40 children were adopted during the year, representing an increase on previous years. The Adoption Score Card has been developed to include clear timescales for children's plans particularly at the point when an adoption best interest decision is made and along with the Placement Order Panel, the Permanency Panel, Exit planning and the recruitment of specialist workers in adoption we are developing the range of options and timeliness of permanency placements for children.
- 4.90 The Legal Aid Sentencing and Punishment of Offenders Act (LASPOA 2013) recognised that young people on remand were being treated as adults and not children. As a result, from 03.12.12, all young people remanded into custody became looked after children and therefore became subject to the reviewing process and included with Children in Care figures.

## **Participation**

- 4.91 By the end of March 2013 96.2% of children and young people had participated with their care plan, either by attending the conference / review meetings and speaking for themselves; attending the meeting and participating via an advocate; or sharing their information with a third party prior to the meeting. This represents a significant improvement from year end 2012 where it was 85.9%. 92.9% of Children in Care had participated in all their reviews throughout the year.
- 4.92 The Independent Reviewing Service is continuing to develop creative ways to enable children and young people to participate in the development and review of their care plans, including supporting them to chair some or all of their review meetings and ensuring contact is made with them prior to the review taking place. Parental attendance at conference remains high.

## National Safeguarding Indicators

Key Performance Indicator		Outturn 2009 / 10	Outturn 2010/11	Outturn 2011/12	Outturn 2012/13
NI 032	Repeat Incidents of Domestic Violence	22.0%	17.0%	18.3%	13.0%
NI 048	Children killed or seriously injured in road accidents	-20.3% (2006 - 2008)	-15.3% (2007 - 2009)	-12.0% (2008 -10)	n/a
NI 051	Effectiveness of child and adolescent mental health (CAMHS) services	16	16	16	n/a
NI 058	Emotional and behavioural health of looked after children	15.0	16.5	15.2	15.2
NI 059	Initial assessments for children's social care carried out within 7 working days of referral	68.2%	55.4%	n/a	n/a
	Initial assessments for children's social care carried out within 10 working days of referral		77.2%	96.0%	91.0%
NI 060	Core assessments for children's social care carried out within 35 working days of their commencement	85.0%	79.8%	96.0%	94.0%
NI 061	Timeliness of p'ment following decision of PFA	69.0%	93.3%	62.1%	55.0%
NI 062	Placement Stability: number of placements	9.9%	10.0%	11.5%	12.7%
NI 063	Placement Stability: length of p'ment	63.9%	62.3%	73.1%	65.7%
NI 064	Child Protection Plans lasting 2 years or more	18.1%	11.7%	7.6%	4.9%
NI 065	Children becoming the subject of Child Protection Plan for a second or subsequent time	17.3%	16.6%	18.3%	22.0%
NI 066	CIC cases which were reviewed within required timescales'	85.9%	85.0%	94.6%	94.6%
NI 067	Child protection cases which were reviewed within required timescales	97.4%	97.8%	100.0%	99.4%
NI 068	Referrals to children's social care going on to initial assessment	60.9%	78.1%	65.6%	77.4%
NI147	Care leavers in suitable accommodation	91.4%	82.0%	80.4%	92.9%

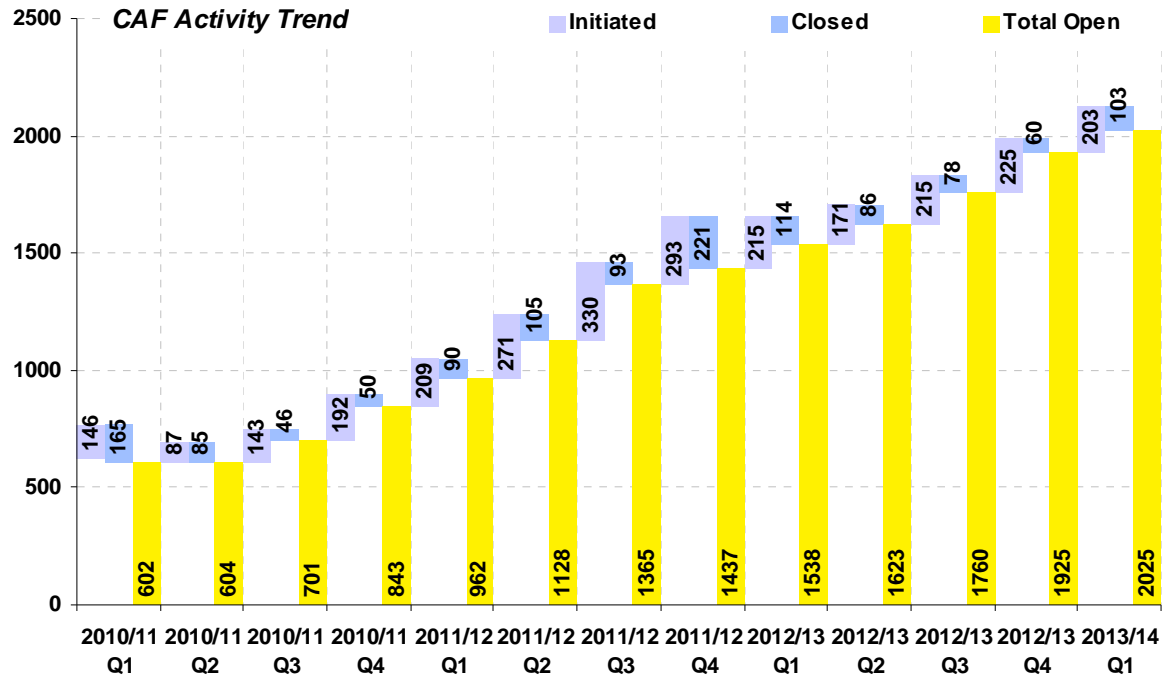
NI148	Care leavers in Education, Employment or Training (EET)	72.4%	54.1%	60.7%	48.2%
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### Local Safeguarding Indicators

Local Indicators	Outturn 2009/10	Outturn 2010/11	Outturn 2011/12	Outturn 2012/13
Number of Children subject to a Child Protection Plan (per 10,000)	458 81.9	431 77.1	296 79.0	436 70.0
Number of Looked After Children (per 10,000)	517 92.5	519 92.8	541 1.0	561 90.0
Number of Section 47 enquiries initiated (per 10,000)	782 139.9	847 151.5	800 143.0	988 158.0
Number of Referrals (per 10,000)	5804 1038.2	5509 985.5	4695 840.0	4261 681.8
Number of Re-referrals	1290	1624	1483	1330
Number of children subject to an Initial Child Protection Conference (per 10,000)	473 84.6	510 91.2	502 90.0	606 97.0
% ICPC's held within 15 days of Section 47 enquiries	82.2%	90.2%	91.4%	89.7%
Number of CP Measures commenced	433	470	416	600
Adoptions of CiC (including SGO's)	12.5%	10.4%	9.9%	14.6%
Participation at Reviews	74.3%	71.1%	85.9%	92.9%
Representation of BME children on CPP(at 31st March) to City BME population	7.7%	1.8%	4.8%	15.9%

## Common Assessment Framework (CAF)

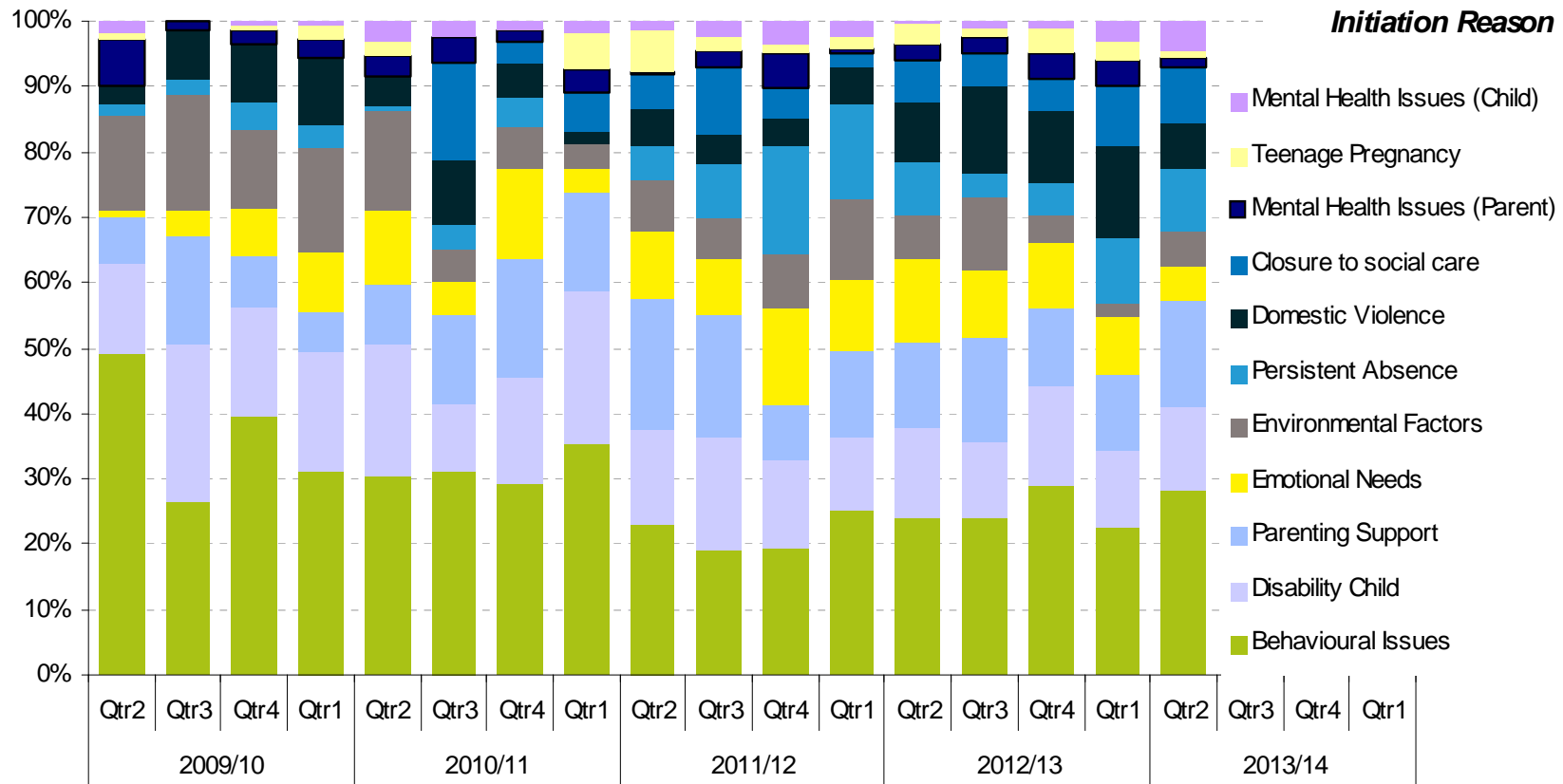
Numbers of CAFs undertaken in the year and compared to other years.



## Average age of children with CAFs

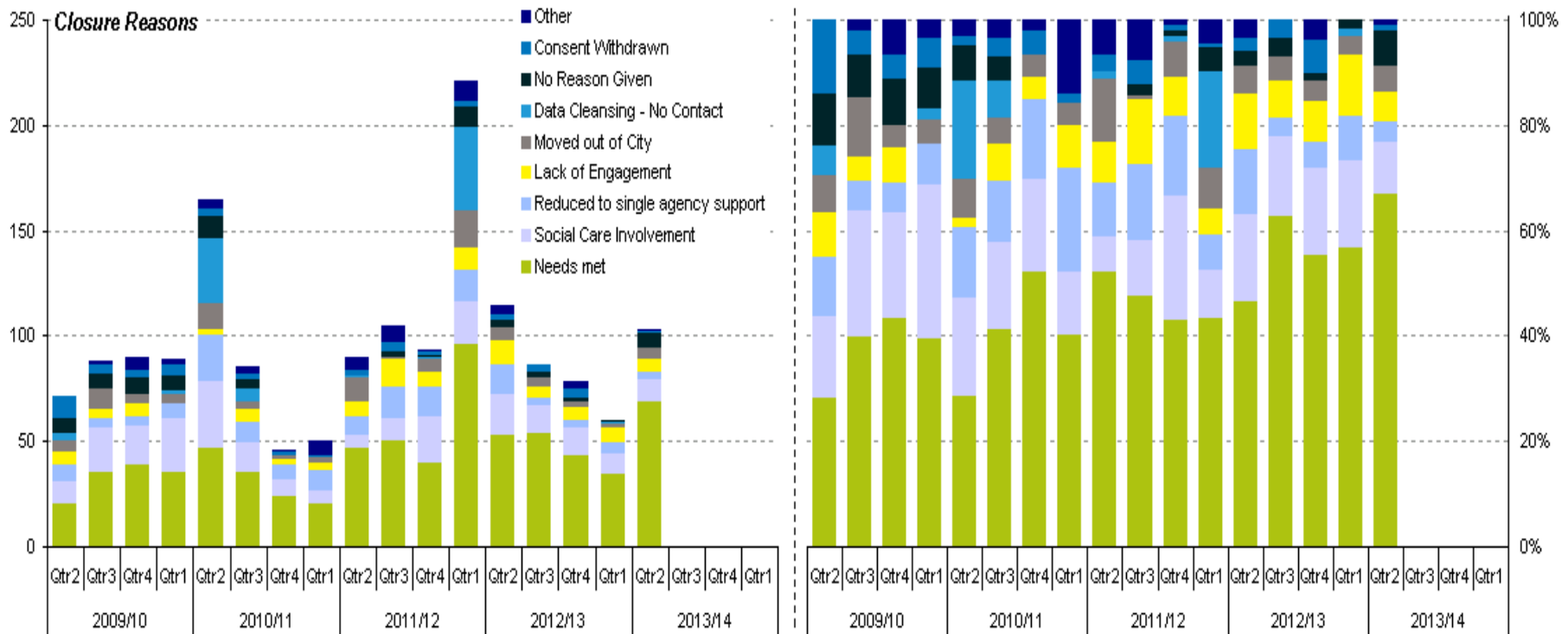


## CAF Initiation By Reason





## CAF by Closure Reason



## **The NCSCB Commentary on the Assessment of the effectiveness of safeguarding arrangements in Nottingham.**

- 5.1 The Ofsted Inspection of Safeguarding and Looked After Services in 2010/11; the Ofsted annual unannounced inspection of contact, referral and assessment arrangements within Nottingham City Council children's services in August 2011 and the Peer Review in September 2012 provide some assurance of the effectiveness of safeguarding in Nottingham City.
- 5.2 In addition, partner agency compliance with the expectations of Section 11 of the Children Act 2004; the Annual Safeguarding Reports and performance data for 20120 / 13 show robust mechanisms for managing safeguarding both within and across agencies.
- 5.3 The NCSCB has strong commitment from all agencies at every level of the work undertaken by the board and mechanisms such as the Child Death Review Process, Serious Case Reviews and Reflective Learning Sessions; and the Multi Agency Audit Process are robust in reviewing cases and identifying both areas of strength and where development is required.
- 5.4 Business Planning processes are inclusive of all agencies, linking into the Children & Young People's Plan, the Children's Partnership Board and the Joint Strategic Needs Assessment and enable the board to understand the local area' what the safeguarding priorities are and plan effectively.
- 5.5 The NCSCB continues to believe that Nottingham City has good safeguarding services for children and families, whilst also being able to identify where there is capacity to improve. Implementing both Eileen Munro's Recommendations and Working Together 2013 has enabled a focus on the development of systems and services that are child centred and focused on their journey through the safeguarding system. This will continue throughout 2013 / 14 with the development of updated NCSCB Safeguarding Procedures; streamlined assessment and intervention processes; the implementation of a robust, multi agency performance management and quality assurance framework.
- 5.6 **For 2013 / 14** onwards the ongoing developments and challenges for the NCSCB and partner agencies are:
- Implementation of Working Together 2013 and the development of the assessment framework within the updated NCSCB / NSCB Safeguarding Children Procedures
  - Updating Serious Case Review processes in line with Working Together 2012 and to enable a focus on analysis and learning together
  - The development, performance management and quality assurance of early help through the Family Support Strategy and use of the Common Assessment Framework

- The continued alignment and development of the children's and adults safeguarding boards
- A focus on key safeguarding issues such as Child Sexual Exploitation, Sexual Abuse, Emotional Abuse and Domestic Violence

## Glossary

NCSCB	Nottingham City Safeguarding Children Board
NCASPB	Nottingham City Adults Safeguarding Partnership Board
NSCB	Nottinghamshire Safeguarding Children Board
SCR	Serious Case Review
SCRSP	Serious Case Review Standing Panel
CDOP	Child Death Overview Panel
QARM	Quality Assurance and Risk Management Panel
WoMAD	Workforce Management and Development
MARAC	Multi Agency Risk Assessment Conference (Domestic Violence)
CYPP	Children and Young People's Plan
CPB	Children's Partnership Board
NUH	Nottingham University Hospitals Trust
NHCT	Nottinghamshire Health Care Trust

## Appendix 1

### NCSCB Strategic Board Membership / Attendance

Name	Organisation	Role	Attendance
Paul Burnett		Independent Chair	100%
Ian Curryer / Candida Brudenell	Nottingham City Council	Corporate Director Children & Families	66%
Cllr David Mellen	Nottingham City Council	Lead Member	66%
Helen Blackman (Vice Chair)	Nottingham City Council	Director of Childrens Safeguarding, Children & Families	100%
Supt Helen Chamberlain (Vice Chair)	Nottinghamshire Police	Head of Public Protection	100%
Sally Seeley (Vice Chair)	NHS Nottingham City Clinical Commissioning Group	Assistant Director of Quality Governance	100%
Julie Gardner	Nottinghamshire Healthcare NHS Trust	Associate Director of Safeguarding and Social Care	100%
Sarah Kirkwood	Nottingham CityCare Partnership CIC	Director of Governance and Nursing	66%
Dr Stephen Fowlie	Nottingham University Hospitals Trust	Medical Director	66%
Nigel Hill	Nottinghamshire Probation Trust	Director	66%
Alastair Mclachlan	GP Safeguarding Lead	Clinical Commissioning Group	100%
Peter Moyes	Crime and Drugs Partnership	Director Neighbourhood, Crime and Justice	66%
Tracey Ydlibi	Schools - Special	Headteacher - Nethergate School	33%
Carol Fearria	Schools - Secondary	Headteacher – Nottingham Emmanuel School	100%
Sue Hoyland	Schools	Headteacher – Forest Fields Primary School	100%
Liz Tinsley	NSPCC	Service Manager	66%
Karen Moss / Marcia Lennon	CAFCASS	Regional Manager	100%
Claire Knowles	Legal & Democratic Service Directorate	Nominated Solicitor	66%
Dorne Collinson	Adult and & Children's Safeguarding	Head of Safeguarding & Quality Assurance	100%
Dr Caroline Brown / Dr Damian Wood	NHS Nottingham City	Consultant Paediatrician, Designated Doctor for Safeguarding	100%
Anne Partington	Children & Families	Safeguarding Partnerships Service Manager	100%

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# Nottingham City Council

## Inspection of services for children in need of help and protection, children looked after and care leavers

and

## Review of the effectiveness of the local safeguarding children board<sup>1</sup>

**Inspection date: 11 March 2014 – 2 April 2014**

**Report published: 14 May 2014**

The overall judgement is **requires improvement**.

There are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. However, the authority is not yet delivering good protection and help and care for children, young people and families.

It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

<b>1. Children who need help and protection</b>		<b>Requires improvement</b>
<b>2. Children looked after and achieving permanence</b>		<b>Requires improvement</b>
	2.1 Adoption performance	<b>Requires improvement</b>
	2.2 Experiences and progress of care leavers	<b>Requires improvement</b>
<b>3. Leadership, management and governance</b>		<b>Requires improvement</b>
<p>The effectiveness of the Local Safeguarding Children Board (LSCB) <b>requires improvement</b>.</p> <p>The LSCB is not yet demonstrating the characteristics of good.</p>		

<sup>1</sup> Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspection Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

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## Section 1: the local authority

### Summary of key findings

#### **This local authority requires improvement and is not yet good because**

1. Common assessments are of variable quality. Some are good and include the voice of the child but others contain insufficient detail.
2. In a minority of cases seen, the escalation process was not utilised effectively to ensure that disagreements about the level of support children receive was resolved. This occurred within children's social care as well as between community-based teams and children's social care. This meant that children's needs remained unassessed and/or unaddressed during the period of dispute.
3. At the time of inspection 89 children assessed as being in need of statutory services were awaiting allocation to a social worker. These children are actively monitored and visited, but a small minority of the children's files sampled identified children who have needs that are likely to escalate unless they receive an appropriate service promptly.
4. Some children experience poor quality assessments and weak plans. In a small minority of children's files seen, there was drift in the child's plan and in their progress.
5. Drift in children's plans is exacerbated by a lack of robust challenge or escalation by the child protection conference chairs. The chairs have caseloads which are too high and this limits their capacity to use their independent oversight of children's progress to effect change.
6. The high caseloads of the child protection conference chairs limit their overall contribution to quality assurance in children's social care, for example in undertaking themed audits of casework.
7. Some children and young people's assessments and plans make insufficient reference to their personal characteristics such as their ethnicity, disability, sexual orientation and culture.
8. The 'consultation forum' is valued by social workers, but its impact has not been formally evaluated so its effect on planning for children is not clear.
9. Many plans for children and young people are not measurable and lack clear outcomes. They often consist of a list of tasks, some with no clear timescales. A small number of plans are significantly out of date, and when the plan for the child is considered by a core group or review conference they are not routinely updated. Poor planning is also a feature of looked after children's case files. The lack of thorough plans makes it difficult to monitor and review the progress made by children and young people, and makes it difficult for the child's

advocate and/or independent reviewing officer (IRO) to challenge slow or insufficient progress. This has led to delay for some children and young people in having their needs fully met.

10. Chronologies are of variable quality and the majority need updating.
11. In a minority of cases children's records are duplicated to their brother(s) and sister(s) records unedited. In these cases the record does not show that each child has a personalised assessment of need and a plan to meet those needs.
12. The electronic recording system and its templates do not support good social work recording practice. The dual recording systems run slowly and contribute to considerable amounts of wasted time, delays in uploading documents and frustration for staff and managers in children's social care. Having dual systems makes it difficult to see the full picture in relation to a child/young person and their progress, and increases the likelihood of missing key documents when undertaking a review of the child's history and current circumstances. The poor quality of these arrangements encourages workers to find alternative methods of recording work, which is stored elsewhere. As recording takes a disproportionate amount of social work time, this reduces the time available for direct work with children and their families.
13. In a small minority of cases seen, the local authority could have taken more decisive action earlier, which would have reduced the length of time children experienced neglect.
14. When children and young people become looked after, health assessments are not always carried out quickly enough and health care plans are not always present on their files or kept up to date.
15. The educational attainment of looked after children and young people is variable. Attendance at school has shown an improving trend, but during this academic year absenteeism has risen.
16. Fewer looked after children of secondary school age make the progress expected of them than those of primary school age. Attainment of children at ages 7 and 11 years is below that of the national average. The attainment gap between looked after children and the rest has narrowed, but too many 16 to 18 year olds do not participate in any kind of education, training or employment.
17. The quality of planning children's learning varies considerably.
18. The use of data and information to track the progress of looked after children and young people is underdeveloped. There are no arrangements in place to alert the virtual school at an early stage when children begin to experience problems in their education. Activity only takes place at the point of crisis rather than at the point of preventing concerns escalating. The virtual school ceases to monitor young people after the age of 16.

19. Foster carers are not always provided with all the available information about a child when they first come to live with them.
20. Looked after children and young people are not routinely seen by Independent Reviewing Officers (IROs) between reviews. IRO caseloads are too high and this is affecting the quality of the service they can offer.
21. The records of assessments and plans to support children returning home are not always present in their files and this makes it difficult to see how well they do once they have returned home.
22. Minutes and decisions of review meetings are not always completed in a timely manner or present on children's files. All meetings chaired by IROs should have a minute taker, but inspectors saw instances when this did not happen. Delays in minutes being written up by the centralised administration unit are common and means that minutes are not distributed promptly to all those who have a role in supporting the child.
23. The actions decided at children and young people's reviews lack specificity and timescales so the local authority cannot be sure that drift and delay does not occur for some children.
24. Children placed externally do not always have education and health resources available immediately upon placement. Providers are not always supplied with key documents about the child or young person when they are first placed.
25. Social work records of visits describe the progress looked after children and young people make and what needs to change to improve things for them, but care plans are not routinely updated and agreed in line with changes. The care plan is not regarded as the key document which summarises the child's circumstances and clearly sets out the arrangements to ensure that their needs are met.
26. Foster carers' files do not contain all the information they should in line with the Fostering Service (England) Regulations 2011.
27. The fostering and adoption services have benefitted from recent robust action to improve their impact and quality, but there is more to do to ensure that there is sufficient technical knowledge and expertise within both aspects of the service to maintain and strengthen this recent improvement.
28. In the majority of cases seen there was some delay in progressing plans for adoption. Delays are often built in at an early stage, with family finding not being started quickly enough. Adoption is ruled out too readily for a small minority of young children.
29. Insufficient use is made of parallel or concurrent planning to reduce delays in children achieving permanence.

30. The quality of prospective adopter assessments which are undertaken by a commissioned independent social work provider is variable.
31. Not all adopted children and their families have packages of support appropriate to their needs. The referral pathway and criteria for support are unclear and some requests are not being responded to in a timely way.
32. Many pathway plans for care leavers are too long, lack analysis and are not sufficiently outcome focused. Some young people do not see the point of their plan.
33. Too few care leavers have the opportunity to continue living with their foster carers after the age of 18 years.
34. Too many care leavers are not in education, employment or training.
35. Young people are not routinely provided with or have access to their full health history.
36. Recent organisational changes and turnover of staff means that a minority of children and young people have experienced too many changes of social worker. This has impacted on effective relationship building and their plans being progressed in a timely way.
37. A minority of social workers have been supervised by their manager too infrequently and experienced changes of managers. Records of supervision show little evidence of reflection about casework practice.
38. A minority of newly qualified social workers are not benefitting from an external mentor or protected caseloads.
39. Although social workers report that their caseloads are manageable, they have risen recently and, for a minority of staff, they are higher than the local authority's preferred maximum.
40. Performance management information and quality assurance relies too much on measuring outputs rather than the quality of service or outcomes for children.
41. Quality assurance is under-developed. Audits are not being used systematically across all areas and information from audits is not being aggregated effectively.

**The local authority has the following strengths**

42. There is a good range of effective early help services which children and their families benefit from and can access easily.
43. The quality of information sharing at the Locality Allocation Panels is good and ensures that children and families receive help appropriate to their needs.

44. Arrangements for professionals and members of the public to refer children where they have a concern are robust.
45. The Children and Families Direct service, which takes all initial enquiries, responds promptly, undertakes good assessments, refers on to appropriate services, including children's social care, and has good access to expert social work advice.
46. Increasing numbers of practitioners are using the local authority's preferred model of assessing and responding to children's needs – the 'Signs of Safety' model. This is increasingly leading to a shared language and shared understanding of risk and protective factors. Parents report understanding the model and it helping them to understand why people are concerned and what they need to do to reduce concerns.
47. Children educated at home are safeguarded, receive an appropriate education, and their numbers are reducing because of prompt action.
48. Domestic abuse incidents are assessed by a multi-disciplinary dedicated team which ensures that children at most risk are identified and protected.
49. Social workers have access to a regular multi-disciplinary 'consultation forum' which enables them to discuss children whose progress feels 'stuck'. They describe good outcomes from this.
50. Children who go missing from home, care and/or education, and those at risk of sexual exploitation are identified and tracked, to ensure that they receive appropriate services to reduce risks. The police officer co-located with other staff that support children in care has a positive impact on early identification of young people most at risk, enabling interventions to be put in place to help them quickly.
51. Only those children who need to become looked after do so. Those children at high risk of becoming looked after receive intensive support services, which keep the family together and improve outcomes for the child/young person.
52. Good use is made of legal proceedings to secure permanent long-term plans for children and young people and the time to get to a final hearing continues to reduce, which means that children's plans can progress more swiftly.
53. The full range of permanency options for children is considered by the local authority, which makes good use of Special Guardianship Orders; an increasing number of children are being adopted year on year.
54. The newly established team of adoption placement advisors, combined with a new marketing strategy, is leading to more inquiries and more families for children. Some children who have been waiting a long time have now been found adoptive families including older children, children with complex needs, and brother and sister groups.

55. Looked after children and young people who have emotional or mental health difficulties are able to have specialist mental health assessments and services quickly. This includes children and young people who are placed outside the local authority area.
56. The commissioning team undertakes unannounced visits to all external residential providers each year, which adds to the robust quality assurance of external provision.
57. A high number of care leavers are in suitable accommodation and the strong partnership between the local authority and Nottingham City Homes has increased the availability of suitable accommodation, including more in-house semi-independent units. Young people report that they feel safe where they live and have good support if they have any concerns.
58. The local authority's apprenticeship programme is small but effective and has resulted in some care leavers gaining permanent employment with the authority.
59. An increasing number of care leavers are being supported to go to university.
60. Care leavers are helped to live independently when it is right for them. When this does not work out, they receive prompt support and can return to more supported accommodation until they are ready to move on.
61. The multi-agency transition team supports disabled young people throughout the transition from children's services to adult services' support. Support continues until the care package is fully established.
62. The links and governance framework between strategic partners are well developed. There are clear links between One Nottingham, the Children's Partnership Board, the Health and Well-being Board, Nottingham City Safeguarding Children's Board (NCSCB) and the Corporate Parenting Board with robust reporting arrangements in place.
63. The Chief Executive has good oversight of the work of the NCSCB. The Lead Member for children and families understands the service pressures well and champions the needs of children and young people effectively.
64. The local authority has a detailed understanding of its local communities and uses this information to target resources where they are needed the most. Commissioning activity is needs-led and evidence-based.

## What does the local authority need to improve?

### Priority and immediate action

65. The inspection did not find any areas for priority and immediate action.

### Areas for improvement

66. Ensure that there is sufficient capacity in the social care workforce to deliver effective and high quality social work and other statutory services to children and young people. In particular, that the caseloads of social workers and IROs are manageable and allow them to undertake their statutory duties to a high standard.
67. Ensure that all social workers receive regular, high quality, reflective supervision that provides the right level of critical challenge and support.
68. Ensure that all newly qualified social workers receive regular, high quality supervision and mentoring support, including protected caseloads.
69. Ensure that the electronic recording system is fit for purpose, works sufficiently fast, and that it supports social workers and managers in their primary tasks of improving outcomes for children.
70. Ensure that there is sufficient business support for the social work service so that meetings are minuted well, promptly uploaded and distributed swiftly. This applies to child protection arrangements as well as services for looked after children.
71. Develop a child-focused approach to care planning so that plans are specific and measurable, ascribe tasks clearly, and specify the desired outcomes for the child.
72. Clarify which circumstances should lead to updating a child's assessment, and how managers should oversee this to ensure that they are sufficiently comprehensive and take account of all relevant information.
73. Develop a quality assurance process for common assessments that measures impact as well as content, and ensures that they capture the voice of the child. Reviews of common assessments should be clearly recorded and retained with the child's other records.
74. Ensure that IROs/child protection co-ordinators have the capacity to provide sufficient challenge to improve plans and avoid drift and delay for children and young people. This is relevant for child protection arrangements as well as services for looked after children.
75. Improve the quality of written records so that they are personal to the child, contain good quality chronologies, and make clear the purpose and effectiveness of direct work with children and families.

76. Improve the quality of care plans for looked after children so that they cover all of a child or young person's needs, are specific about roles and responsibilities, and are updated as necessary.
77. Improve arrangements for those children who are placed outside the city to speed up their access to health and education services.
78. Ensure that there is an effective strategy to support the education of looked after children, including extending the remit and capacity of the virtual school.
79. Ensure that carers and providers are given the fullest possible information about a child when they are placed, including essential key documents.
80. When plans are made for children and young people to return home, ensure that the plan is informed by a full assessment of the child's circumstances and the plan sets out how the child and their family will be supported.
81. Ensure that children and young people are fully involved in decisions about where they are going to live when they need to move.
82. Increase the range of local authority foster carers to enable more children from bigger families to remain together, and for children in care to be looked after by families from similar backgrounds.
83. Ensure that foster carers' files contain all the documents required under statutory regulations.
84. Ensure that concurrent and parallel planning is embedded into care planning for children to ensure that the best outcomes are achieved without delay.
85. Ensure that family finding for children begins as soon as possible following a decision that it is in their best interest to be adopted.
86. Ensure that the needs of all adopted children and their families who request support are assessed promptly and, where appropriate, provided with packages of support.
87. Develop and embed the arrangements for 'fostering to adopt'.
88. Increase the number of care leavers engaged in education, training or employment.
89. Ensure that all care leavers are able to remain with their foster carers beyond the age of 18 where it is in their best interests to do so.
90. Ensure that service and business plans are outcome-focused and measurable. Senior managers should enable the workforce to understand key priorities and the action required by them and their managers to meet those priorities.



91. Develop a comprehensive performance management and quality assurance framework that focuses on outcomes as well as outputs and improves the experiences of children, young people and families.

## **Information about this inspection**

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the local safeguarding children board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of eight of Her Majesty's Inspectors (HMI) from Ofsted.

### **The inspection team**

Lead inspector: Sheena Doyle

Team inspectors: Nigel Parkes, Pauline Turner, Carolyn Spray, Susan Myers, Hilary Crossley, Jon Bowman and Tina Shepherd.

## Information about this local authority area<sup>2</sup>

### Children living in this area

- Approximately 62,394 children and young people under the age of 18 years live in Nottingham City. This is 20.4% of the total population in the area.
- Approximately 35% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
  - in primary schools is 32.3% (the national average is 18%)
  - in secondary schools is 29.8% (the national average is 15%)
- Children and young people from minority ethnic groups account for 45.9% of all children living in the area, compared with 21% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are Pakistani, Black Caribbean, and White and Black Caribbean.
- The proportion of children and young people with English as an additional language:
  - in primary schools is 28.0% (the national average is 18%).
  - in secondary schools is 23.4% (the national average is 14%).

### Child protection in this area

- At 31 March 2014, 2,713 children had been identified through assessment as being formally in need of a specialist children's service. This is an increase from 2,207 at 31 March 2013.
- At 31 March 2014, 479 children and young people were the subject of a child protection plan. This is an increase from 440 at 31 March 2013.
- At 31 March 2014, 14 children lived in a privately arranged fostering placement. This is a reduction from 16 at 31 March 2013.

### Children looked after in this area

- At 31 March 2014, 584 children are being looked after by the local authority (a rate of 93 per 10,000 children). This is an increase from 561 (89 per 10,000 children) at 31 March 2013. Of this number:
  - 334 (or 57%) live outside the local authority area

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<sup>2</sup> The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

- 74 live in residential children’s homes, of whom 56% live out of the authority area
  - six live in residential special schools and all are out of the authority area
  - 415 live with foster families, of whom 65% live out of the authority area
  - five live with parents
  - seven children are unaccompanied asylum-seeking children.
- In the last 12 months:
- there have been 42 adoptions
  - 43 children became subject of special guardianship orders
  - 259 children ceased to be looked after, of whom 6.9% subsequently returned to be looked after
  - 26 children and young people ceased to be looked after and moved on to independent living
  - nine children and young people ceased to be looked after and are now living in houses of multiple occupation.

### **Other Ofsted inspections**

- The local authority operates seven children’s homes. Three were judged to be good or outstanding in their most recent Ofsted inspection. One of the homes opened December 2013 and is yet to be inspected.
- The previous inspection of Safeguarding and Looked After Children Services was in December 2010. The local authority was judged to be good.

### **Other information about this area**

- The Director of Children’s Services has been in post since November 2013.
- The chair of the LSCB has been in post since March 2012.
- The local authority has delegated the assessment of prospective carers to a social work provider: Social Work Choices.

## **Inspection judgements about the local authority**

### **The experiences and progress of children who need help and protection require improvement**

92. Children benefit from being able to access a wide range of effective early help services, including strong family support schemes. The Common Assessment Framework (CAF) and the lead practitioner role are well embedded in agencies in the city. More children are now benefitting from a CAF although their quality is variable. Good information sharing at the Locality Access Panels ensures that children receive additional support when they need it.
93. Children benefit from the support they receive from community-based family support teams, and the increasing number of closed CAFs shows that their needs have been met well and they no longer need extra help. Good outcomes achieved include: parents understanding and managing their children's behaviour better, improved attachments between children and their parent(s), better sleep patterns, better behaviour and achievement at school, and better support for young carers. Children receive help that is proportionate to the risks they experience, or are likely to experience, and this includes children at risk of neglect.
94. The arrangements for dealing with requests for information and services for children and their families are safe and efficient. The co-location of the Children and Families Direct Service with the social care screening and duty teams ensures that staff who take phone call enquiries from professionals or members of the public have easy access to qualified social work advice and expertise. These arrangements lead to good quality communication and speedy referrals to children's social care when required. The systematic use of 'safety net audits' ensures that those children and families where there are recurrent concerns are identified and they are not allowed to 'fall through the net'.
95. Information is shared between agencies appropriately and child protection enquiries are carried out in a timely fashion. The interface between the out of hours emergency duty team and day time services works well. Where issues of greater concern about a child are identified, strategy discussions are held promptly and involve relevant professionals.
96. Assessments undertaken by the screening and duty teams are comprehensive. Social workers apply the Signs of Safety model well and this clearly identifies known risk and protective factors for a child, leading to analysis and next steps. This approach robustly identifies key risks such as domestic violence, substance misuse and poor adult mental health. When children's circumstances are being assessed, they are seen and talked to on their own.
97. Arrangements are in place to ensure that children receive services appropriate to their changing needs and risks. This includes transferring support to children's social care or transferring them from statutory services to community

based services when their needs have lessened. These 'step up and step down' procedures are clear and robust. In nearly all the children's cases seen, children transferred quickly from screening and duty to targeted family support (step down) or to children's social care (step up), appropriate to their level of need.

98. Children at risk of harm are appropriately discussed at child protection conferences and made the subject of child protection plans. Conferences are well attended by parents, who are encouraged to contribute throughout. They are helped to understand the concerns that others have about their children through good use of the Signs of Safety model. This helps them to understand what people are worried about and what needs to change to reduce concerns and ensure their child is safe. Parents say they now feel more involved in developing child protection plans. However, there is more to do to fully embed the Signs of Safety model in conferences and maximise its full potential by all chairs.
99. Allegations of abuse or mistreatment of children by professional staff and carers are taken seriously and dealt with promptly. The local authority designated officer (LADO) ensures that all allegations are robustly followed through with clear outcomes recorded.
100. There is effective action to ensure that children educated at home are safeguarded and receive an appropriate education. Reducing numbers of families are choosing to home educate their children because they are dissatisfied with the school. There is a good reduction in the number of teenagers whose parents choose home education.
101. Children meeting the Equality Act 2010 definition of disabled are well supported by two disabled children's teams. Families can access low level services without a social work assessment, removing unnecessary bureaucracy for them, and all initial assessments are jointly undertaken by a social worker and an occupational therapist, which is good practice. Disabled children and their families benefit from good multi-agency working and integrated meetings. Disabled children can access a variety of support services and their transition to adult services is facilitated well by the multi-agency transitions team.
102. The multi-agency domestic abuse response team (DART) based at a local police station provides a thorough response to all notified domestic abuse incidents. Those children and families in need of support are identified swiftly. The team ensures that a full picture of the household is built up by gathering further information from police, health and social care systems. This information is considered alongside the specialist domestic abuse risk assessment completed at the time of the incident. There is a good range of support services for survivors of domestic abuse and their children, which they are put in touch with promptly. In the most serious cases, referrals are made swiftly to children's social care and/or to the Multi-Agency Risk Assessment Conference (MARAC) for assessment, services and detailed monitoring.

103. Both MARAC and the multi-agency pregnancy liaison group are effective. Good quality information is shared and actions are agreed. The pregnancy liaison group ensures that unborn children's needs are considered well and results in, for example, supportive intervention programmes for parents who misuse drugs.
104. At the time of inspection, 89 children assessed as being in need of statutory services were awaiting allocation to a social worker although all child protection and children in care were allocated. Prompt allocation is being hampered by social workers' high caseloads. These children are actively monitored by team managers who make sure that duty social workers visit the children regularly and seek updated information from other professionals. Despite these measures, a small minority of the children's files sampled identified children who have needs that are likely to escalate unless they receive an appropriate service promptly.
105. Assessments of children vary in quality. Some are good and thorough, but others do not address all the issues affecting the child. Poorer assessments result in weaker plans. In a small minority of children's files reviewed by inspectors, there was drift in the child's plan and in their progress. This was due to a variety of factors, including non-engagement by parents. Drift is exacerbated by a lack of robust challenge or escalation by the child protection conference chairs. The chairs always bring their views about a child's plan to the relevant social worker and team manager, but they have high caseloads and, while their commitment to championing children's welfare and safety is strong, they have limited capacity beyond this to ensure that children are always making sufficiently rapid progress and that their plans are on track. High caseloads also limit their overall contribution as a service to quality assurance and strategic development plans within children's social care.
106. Some children and young people's records show that assessment and plans took very good account of their individual characteristics such as any disability, their ethnicity, and personal identity issues. Other records made insufficient reference to the personal characteristics of the children, and the general standard of recording in this area requires improvement and better consistency.
107. The 'consultation forum', a multi-agency regular meeting, enables social workers to benefit from the opportunity for high quality reflective discussion about work with a child and family which feels 'stuck'. The group makes recommendations which often give a new direction and impetus to case work. The forum is highly valued by social workers who can describe anecdotal benefits, but its impact has not been formally evaluated so its effect on planning for children is not clear.
108. Many plans for children and young people are not measurable and lack clear desirable outcomes. They often consist of a list of tasks, some with no clear timescales. A small number of plans are significantly out of date and, when the plan for the child is considered by a core group or review conference, they are

not routinely updated. In the majority of the children's case files reviewed by inspectors it was difficult to see what the plan was achieving for the child. Most children's files contain a chronology, but these are of variable quality and most need updating.

109. Social workers know their child or young person well and can describe the child's needs, characteristics and circumstances well. They are also able to describe a good variety of direct work undertaken with children and young people. This is less evident in their written records, which tend to lack accounts of direct work with children/young people. The electronic recording system allows staff to duplicate a child's record to their brother(s) and sister(s) records unedited. Although staff have been given clear instructions about the need to personalise records after duplication, this is not always done, and in a few cases the record does not show that each child has a personalised assessment of need and a plan to meet those needs.
110. Two sub groups of the Nottingham City Safeguarding Children Board (NCSCB) effectively oversee and coordinate arrangements for identifying children and young people vulnerable to child sexual exploitation as well as those who are missing from home or care. Children identified as being at risk of sexual exploitation, or who might be at risk from going missing, are discussed at multi-agency strategy meetings which are independently chaired to determine next steps. These arrangements are good and they lead to co-ordinated plans to tackle the risk. Young people at risk of sexual exploitation are provided with additional support from the NSPCC's Respect and Protect project. All plans are robustly monitored by a senior manager to make sure they are working and helping to keep children and young people safer.
111. Children missing from education benefit from being tracked by a dedicated team of family support workers and educational welfare officers, who offer support as appropriate and troubleshoot difficulties. The team is currently tracking 282 children and young people. Of these, 208 are being supported by education welfare officers to improve their attendance, and 74 children and young people are currently without a school place. A small proportion of those missing education remain untraced, such as those who apply for a school place but then leave the area, but thorough efforts are made to identify them and take remedial action whenever possible. Persistent action in one case led to a school phobic pupil thriving in alternative provision.
112. There are also 108 children and young people who are electively home educated who benefit from the support and tracking of the Elective Home Education service.
113. Where the behaviour of a child or young person causes concern to a social worker or other professional, but the reasons for the behaviour are unclear or there are insufficiently serious consequences, practitioners benefit from being able to present their case to the 'concerns network', which enables expert advice to be provided and supports better practice.



114. The monitoring of private fostering arrangements is good. Systems are in place to ensure that children are visited sufficiently frequently and additional visits are made if a concern is raised. Good efforts are made to raise awareness of private fostering, including briefing sessions to school and health staff, and an ongoing publicity campaign to raise professional and public awareness.
115. The electronic recording system and its templates do not support good social work recording practice. It is likely that the slowness and lack of user friendliness contribute to the poor recording practices identified above, as there is a clear difference between the knowledge of children and their families that social workers have and the information which is recorded. The dual system of recording information about children and their families within the electronic client record and within a separate electronic document storage system creates many difficulties for staff and managers. It is difficult to see the full picture in relation to a child/young person and their progress, and it is possible to miss key documents when undertaking a review of the child's history and current circumstances. The two systems interact very slowly with each other and the slowness of this interface creates frustration and wastes valuable staff time. Recording takes a disproportionate amount of social work time which, in effect, reduces the time available for direct work with children and their families.
116. Some social workers experience regular supervision of sufficient quality but others have experienced more infrequent supervision and changes of managers. There is a high proportion of social workers who have recently qualified in the workforce. Some experience good support for their assessed and supported early career which is an entitlement, but others do not benefit from a protected caseload and support from a mentor who is not their line manager. Supervisions relating to children's progress are uploaded to the electronic document storage system and provide additional evidence of managerial oversight of practice. However, they tend to focus on identifying tasks for the worker to complete rather than achieving clearly defined outcomes for children.

## **The experiences and progress of children looked after and achieving permanence requires improvement**

117. Decisions for children to come into the care of the local authority are made in their best interests and are, on the whole, made in a planned way. The local authority reviews each child's circumstances carefully to ensure that it only looks after those children and young people who need to be removed from their families and cannot be supported at home safely. One care leaver said: 'I thought they had ruined my life by bringing me into care when I was 15 years old. Now I'm 17 I know it was the best thing that could have happened to me, now I have a life, I have a future'.
118. Children and young people who may be at risk of coming into care are offered a wide range of effective prevention services. Of the 42 children presented to the edge of care multi-agency panel in a three month period only 13 came into care, with all the others receiving good services to support them in the community and remain with their families. The local authority is getting better at acting more swiftly and robustly where children and young people are experiencing neglect, although in a small minority of cases seen the local authority could have taken more decisive action earlier.
119. Good use is made of legal proceedings including pre-proceeding work. This means that parents understand the consequences of failing to look after their children, what needs to change, and the consequences if there is insufficient improvement. Good quality social work assessments inform plans for children and young people and this helps care proceedings to move along more quickly.
120. The local authority makes timely applications for legal proceedings such as care orders for children and young people who need alternative legal security and these are accepted by the court as appropriate. Timescales for securing final legal orders for children are good and continue to improve with decisions being made increasingly quickly. Social workers and children's guardians work together well to agree the best plans for children and young people. The local authority always considers the full range of permanence options for children, including whether a child would benefit from a special guardianship order (SGO) for a settled future. Of the 107 children and young people presented to the SGO panel, 63 were felt to be suitable for a SGO as of February 2014 with alternative permanence options being recommended for the other children. This includes SGOs made for foster carers where this is in the child's best interests.
121. When decisions are made for children to return home after being in care, they rarely come back into care and are successfully rehabilitated. Some children benefit from support from the commissioned reunification project.
122. Social workers understand the importance of building relationships with children and young people. They carry out direct work with children and some social workers use tools such as the 'three houses' from the Signs of Safety model to help them to understand how children feel, and to analyse this within the child's

whole context. The majority of social workers know their children well and can articulate the plans for the child.

123. Case records reflect the child's situation in the majority of cases, although aspects of the child's journey and life are often contained in different documents. The end result of assessments and analysis is not always reflected in their care plans, which are often out of date, lack detail and lack timescales for actions. Social workers' reports for review meetings offer this detail in the large majority of cases, however the care plan is not utilised as a key essential document bringing everything together. The lack of thorough plans makes it difficult to monitor and review the progress made by children and young people, and makes it difficult for the child's advocate and/or IRO to challenge slow or insufficient progress. This has led to delay and drift for some children and young people.
124. The local authority has traditionally had a stable social care workforce, which has meant that children benefit from consistency of worker. However, more recent organisational changes and turnover of staff means that some children and young people have experienced changes of social worker. This has impacted on effective relationship building and their plans being progressed in a timely way.
125. There are effective arrangements to oversee and reduce risk for children and young people who go missing from care, are at risk of child sexual exploitation, misuse substances or are involved in offending, with a good range of intervention services. A strength of the arrangements is the co-location of an experienced looked after children police officer in the 15+ service for older looked after children and care leavers. This means that children and young people at risk are identified quickly and receive a swift assessment and service. Interventions are demonstrating positive outcomes for the large majority of children and young people in helping to keep them safe.
126. Looked after children's health needs are met in the long term, but health assessments when they first become looked after are not always carried out quickly enough and health care plans are not always present on their files or kept up to date. The local authority recognises this is an area for development. Children and young people's emotional health needs are responded to promptly and are well informed by up to date strengths and difficulties questionnaires, which helps to gauge their emotional health. Children and young people benefit from a dedicated Child and Adolescent Mental Health service (CAMHS) specifically for looked after children and young people, including those who are placed outside the city. The service makes sure that children and young people's therapeutic needs are being met in the specialist placements they live in.
127. The educational attainment of looked after children and young people is variable. Attendance at school has shown an improving trend, but during this academic year absenteeism has risen. Persistent absence is decreasing

significantly, as is the use of fixed-term exclusions. While there is generally an improving trend in the attainment of looked after children, it is not consistent nor yet sustained. The proportion of young people gaining five GCSEs with English and mathematics is around the national average for looked after children, with a good number gaining five GCSEs. Children make reasonable progress from their starting points between the ages of 5 and 11 but fewer children of secondary school age make the progress expected of them.

128. Attainment of children at ages seven and 11 years is below that of the national average. The attainment gap between looked after children and the rest has narrowed, but too many 16 to 18 year olds do not participate in any kind of education, training or employment. The quality of planning children's learning varies considerably. In the best examples, Personal Education Plans (PEPs) capture children and young people's progress and their academic and personal targets well. The use of data and information to track the progress of looked after children and young people, and alert managers with responsibility for overseeing the education progress of looked after children (the 'virtual school'), are underdeveloped. Arrangements are not in place to alert the virtual school at an early stage when children begin to experience problems in their education. The virtual school does not have a secure enough understanding of the quality of education of all looked after children and ceases to monitor young people after the age of 16. Not all looked after children attend good schools, particularly following an inspection of a large number of schools in 2013 which saw their gradings reduced. The local authority is considering the educational needs and services for each looked after child carefully, balancing the merits of each child staying in the same school with the consequences of moving them. Additional support arrangements are in place for looked after children to improve their attainment, but the local authority is aware that it needs to do more to improve their outcomes.
129. Foster carers and residential staff are routinely involved in all aspects of children and young people's lives and encourage and support their education and interests. They attend review meetings, contribute fully and have delegated authority to make day to day decisions in relation to the children and young people they care for. Foster carers report that they do not always receive sufficient information about a child when they first come to live with them to ensure that they are able to immediately meet the child's whole needs. This is rectified but not always as quickly as it could be.
130. The large majority of children live in homes that are judged as good or outstanding by Ofsted. Some evidence was seen by inspectors of highly individualised positive and proactive placement matching based on young people's specific needs, including their ethnicity, disability and sexuality/gender and identity. However this is variable in quality and breadth, and the information is not consistently held on children's and foster carers' files. This means that although some children and young people live in homes that are tailored to their very specific needs, this is not the case for all children.

131. Short term placement stability is showing a small decline, standing at 13%, which is higher than statistical neighbours and the England average (10% and 11% respectively). Some children have experienced unplanned endings of their placements and have not been involved in decisions about placement moves. However, decisions to move children and young people are appropriate for almost all, and are based on ensuring that young people's needs are met and risks managed. Long term placement stability is in line with comparators with 66% of children and young people remaining in the same place for at least two years.
132. IROs know the children and young people they are responsible for and use creative methods to engage them in sharing their wishes and feelings. This includes children and young people who use alternative methods of communication and for whom English is not their first language. Children and young people are seen by their IRO prior to their reviews and a small minority of young people even chair their own meetings. Children and young people have their IRO's contact details and are able to contact them between meetings. However, they are not routinely seen by IROs between reviews. This is because IRO caseloads are too high and this is affecting the quality of the service they wish to offer. For example, if an IRO is concerned about the plan or progress being made by a child or young person, they are able to raise a concern through the established escalation process, but do not usually have any capacity to follow this up to ensure that robust action has been taken in line with the concern raised. They are reliant on the social work service following up on actions required without any independent oversight or challenge, which hampers their effectiveness.
133. Minutes and decisions of review meetings are not always completed in a timely manner or present on children's files. All meetings chaired by IROs should have a minute taker but inspectors saw instances when this did not happen. Delays in minutes being written up by the centralised administration unit are common and have a negative effect on progressing plans for children, as minutes cannot be distributed promptly to all those who have a role in supporting the child. The actions decided at children and young people's reviews lack specificity and timescales so the local authority cannot be sure that drift and delay does not occur for some children.
134. Contact arrangements for brothers and sisters and other important people in children and young people's lives are promoted and given high priority to ensure that family bonds are maintained.
135. There is a high proportion of children and young people placed outside the city due to the lack of provision within the city's boundary. However, many are placed within 20 miles in Nottinghamshire county. Planning for placement with external providers is thorough and timely, informed by risk assessments and information about the child's history. One provider spoken to was extremely complimentary about the support offered by the local authority, including an unannounced visit by commissioning staff. The commissioning team undertake

unannounced visits to all external residential providers each year, which adds to the robust quality assurance of external provision. However, children placed externally do not always have education and health resources available immediately, although good work is undertaken to secure this soon after. Placement providers are not always provided with key documents about the child or young person.

136. Looked after children and young people are visited regularly by their social workers and they are seen and seen alone, with visits increasing if necessary. This includes children placed outside the local authority area. Records of visits describe the progress children and young people are making, and what needs to change to improve things for them includes changes of services being offered. The young people placed at a distance from the local authority visited by inspectors were positive about their placement and the support they receive, including regular visits and contact from their social worker and IRO. Providers were complimentary about the quality of planning and preparation prior to placement. There is evidence of the young people's needs being met comprehensively. One young person was not attending school before moving to his current placement but now has a 100% attendance record. Another young person expressed satisfaction and feeling safer by living away from her home area, and said that this helps her stay away from drugs and sexual exploitation, which led to previous placement breakdowns. However, changes to services being provided, or changes in children's progress, does not lead to care plans being updated.
137. Management oversight and decision making is evident on children and young people's case files, with assessments and plans being routinely endorsed and commented on by managers. Some good examples of reflective analysis and evaluation by managers were seen on core assessment documents, and social workers benefit from additional informal case discussions with their managers as well as formal discussions in supervision sessions.
138. The majority of social workers benefit from regular supervision which is recorded. The quality of notes is satisfactory with the worker's training needs identified and some reflective case discussion. However, a small minority of social workers have experienced long gaps between formal supervision sessions which is unacceptable and means that these social workers do not always have sufficient time and space to reflect on their practice.
139. The recruitment, training and retention of local authority foster carers has not been robust in recent years. This means that there is an insufficient range of placements within the city presently. The local authority has taken steps to rectify this with a robust and creative marketing strategy. Early signs are that recruitment and retention of carers is improving as a result. There has been an increase in enquiries about fostering and plans are in place for targeted recruitment within specific communities to better reflect the needs of looked after children and young people. This includes specialist remand placements and placements for larger groups of brothers and sisters. The training

programme for foster carers covers all the essential topics. Revised procedures for managing and reporting on allegations are now in place and are sufficiently robust. The progress of all allegations about carers are overseen by a senior manager who ensures these progress to proper conclusions. At the present time, foster carers' files do not contain all the information they should in line with the Fostering Service (England) Regulations 2011. However, all reviews of foster carers are now up to date to ensure that placements meet the needs of children and young people. The fostering and adoption services have benefitted from recent robust action to improve their impact and quality, but there is more to do to ensure that there is sufficient technical knowledge and expertise within both aspects of the service to maintain and strengthen this recent improvement.

140. Looked after children and young people know how to complain and know their rights and entitlements. They have access to an independent advocacy service and they are encouraged and supported to attend their reviews. The majority of children and young people report that they are happy with how the local authority looks after them. They are represented by an active and influential Children in Care Council whose views are listened to and acted upon by senior officers and elected members.

**The graded judgment for adoption performance is requires improvement**

141. There has been a year-on-year increase over the last three years in children being adopted in Nottingham. In the twelve month period before the inspection, 40 children were adopted. In the same period 43 children achieved permanency through SGOs. Adopters spoken to said that they found the introduction to adoption sessions helpful and informative. Initial enquiries are responded to promptly and prospective adopters do not have to wait long before attending information or preparation training. The two stage process of assessment is working well with the sessions giving prospective adopters a good insight into the reality of adoption. Adopters talked of some delays in the approval process but, overall, were satisfied with the service they had received.
142. A newly established team of adoption placement advisors (APAs) is finding more families for children. The team is highly thought of by social workers and is devising creative and ambitious ways to attract potential adopters including open evenings, mail shots and collaborations with other authorities. The new marketing strategy has increased the number of initial enquiries from potential adopters. Plans are in place to increase the range of adopters by targeted recruitment in diverse communities. Adopters are also identified through local consortia arrangements and national networks. This means that some children who have been waiting a long time have now been found adoptive families, including older children, children with complex needs, and brother and sister groups.
143. The combined adoption and fostering panel meets on a weekly basis, and this increased frequency of meetings is helping to minimise delays in achieving

permanency for children. The four independent panel chairs scrutinise and quality assure the written work, including assessments, about the children and carers brought to panel. The chairs provide constructive feedback to social workers and their managers, and identify how staff can improve their practice, leading to a continuing overall improvement in the quality of reports. This is leading to more suitable matching and placements. The agency decision maker thoroughly and promptly considers the recommendations made by panels and arrangements are robust.

144. Progressing children to matching panel from the point of the plan being approved currently takes 52 weeks on average instead of the recommended 26 weeks. The average time taken between a child entering care and moving to live with an adoptive family takes two months longer in Nottingham than the national average.
145. In many cases the delay has been contributed to by difficulties in obtaining the medical information required by the panel for both children and carers. Managers have made good progress to improve this timescale, which is reducing year-on-year, by doubling the number of panels each month from two to four, and increasing the capacity of medical advisors. Overall, this means that children are being adopted more swiftly. Currently 54 children with a placement plan are waiting to be adopted with another five having been matched to carers. A further 32 children whose original plans for adoption proved unsuccessful are now achieving permanency through long term fostering or SGOs. SGOs are regularly considered by the local authority and some long term foster carers have converted to adopters for children. This has helped some children to achieve permanency with fewer moves.
146. There are some good examples of individual support packages for adopted children including direct work with children and support services from CAMHS. Life story books are of good quality and information provided to children about adoption is age appropriate and also good quality.
147. In the majority of cases seen by inspectors there was some delay in progressing plans for adoption. Delays are too often built in at an early stage, with family finding not being started quickly enough. Although plans for permanency are considered routinely at their second review, not all children are considered for adoption or it is ruled out too readily. This includes some very young children for whom adoption might offer some very clear benefits. There is insufficient challenge from IROs when plans are delayed or changed.
148. Delays are contributed to by the absence of parallel or concurrent planning, and social workers and their managers lack a clear understanding of the value of such approaches in helping to reduce delays for children.
149. Prospective adopter assessments are undertaken by an independent social work provider. The quality of these assessments is variable, but feedback from panels and from managers in the adoption and fostering service to the provider



has led to better quality assessments. Adopters are not routinely spoken to or given information about 'fostering to adopt'. The local authority is aware of this and intends to rectify these shortfalls.

150. Support for adopted children and their families is inconsistent and not all are provided with a package of support. The referral pathway and criteria for this service are unclear and some requests for support are not being responded to in a timely way.
151. A peer review of the adoption service commissioned last year by the local authority produced good recommendations about how to improve the service. Not all the recommendations have yet been implemented and other actions have been slow to secure positive outcomes for children. Senior managers are aware of the need to accelerate the pace of progress.

**The graded judgment for the experiences and progress of care leavers is requires improvement**

152. The majority of care leavers have up to date pathway plans that are reviewed in a timely way, and they are routinely involved in writing and reviewing their plans. Many of the plans are too lengthy, lack rigorous analysis and are not sufficiently outcome-focused. Some young people spoken to by inspectors said they do not feel the plans have any impact on their lives or serve any meaningful purpose. Some did not understand the reason for the plan. The quality of pathway plans is an area recognised by the authority as requiring improvement. Good work is underway to improve their format and quality in consultation with young people.
153. A high number of care leavers are in suitable accommodation, and the authority is performing well in this area in comparison with statistical neighbours and England. Strong partnership arrangements between the local authority and Nottingham City Homes has increased the availability of suitable accommodation for care leavers, including more in-house semi-independent units. This means that all young people leaving care have access to accommodation that meets their needs and circumstances. Care is taken to place young people in neighbourhoods that are considered to be 'safe', with a number in close proximity to children's homes to provide additional support for the young people. Young people report that they feel safe where they live and have good arrangements in place to seek support should they have any concerns. Young people who become homeless receive timely help and advice to find suitable accommodation. Unaccompanied asylum seekers have access to specialist accommodation and expert advice, ensuring that they receive appropriate services and support.
154. Currently only three young people over 18 remain living with their foster carers. This equates to 10 per cent of care leavers. This is limiting the opportunity of continued family living and choice in relation to young people moving to independent living at the appropriate time. The 'staying put' strategy is

currently being reviewed with the intention of enabling more young people to remain with their foster carers where this is in their best interests.

155. Too many care leavers are not in education, employment or training. The local authority invests considerably in a scheme run by Business in the Community – the Routes Into Sustainable Employment (RISE) programme for care leavers. However, this is not proving to be effective in securing sustainable employment for young people. Too few young people participate in the programme and only a small number move on to employment. In contrast, the small in-house apprenticeship programme is effective and has resulted in a higher proportion of care leavers gaining permanent employment with the authority.
156. An increasing number of care leavers are being supported by the local authority to go to university, including some who are studying at Master's degree level. Young people say they have good support while at university and the effective use of discretionary funding is helping them to achieve their goals.
157. Enthusiastic, skilled and committed workers in the 15+ team know young people well and encourage them to make the transition to independence. When young people do not adapt to independent living or there is a tenancy breakdown they receive early support and, where appropriate, return to more supported accommodation until they are ready for independent living. Young people spoken to by inspectors describe warm and helpful relationships with the staff who support them. They express satisfaction with the support they get to move towards independence and feel they have enough support to ensure that their transition is successful. One young person said 'No matter what I threw at them they stuck by me. I was really bad but they didn't give up on me, now I have a college place and plan to go to university and I know they will be with me all the way making sure I achieve my goal'.
158. Care leavers are offered good help to gain independent living skills such as cooking, budgeting and shopping. They are visited regularly by their personal advisers and provided with a 'setting up' allowance. The frequency of visits and the size of the grant frequently exceed the statutory minimum requirements. Young people are helped to understand their rights, including their entitlement to state benefits such as the Disabled Living Allowance, and how to make a complaint.
159. The health needs of care leavers are addressed. They understand how to access primary health services and receive suitable advice and guidance on issues such as sexual health, drugs and alcohol from their personal advisor. There are easily accessible services to support care leavers with a range of issues, including a specialist advice service that has extended opening hours seven days a week. Care leavers have priority access to the CAHMS service for initial assessment and are seen quickly. They have access to therapeutic services and specialist placements to meet their identified needs. Care leavers are supported to access all their key documents such as their National insurance number and birth certificate.

160. Young people are not routinely provided with nor have access to their full health history; the local authority recognises this as an area of development.
161. Care leavers have good opportunities to contribute to service design and delivery. They are represented on the corporate parenting board and their contribution is valued. There are good examples of how they have influenced change, including the introduction of bus passes for apprentices, ensuring that they are not disadvantaged by taking up employment. Good succession planning is ensuring that young people are prepared to take over key roles as other young people move into adulthood and cease to be eligible to represent their peers. Participation is inclusive and individual views and opinions are valued equally.
162. A range of creative methods are used to consult with young people, ensuring that their voices are heard. They are involved in decisions that affect their lives, including: a residential weekend to help develop a 'setting up your home' pack, re-design of the 'Have your Say' document to encourage greater take up, and participation in the 'Benchmarking Forum', contributing to their overall confidence and presentation skills.
163. Inspectors met with a good number of care leavers who are confident and positive about their future. Senior managers and staff working directly with care leavers know them well and speak proudly of their achievements. The achievements of care leavers are regularly celebrated with young people playing key roles in all such events.
164. Young people are helped to stay in touch with their immediate and extended family. Where circumstances prevent this, young people have appropriate support to help them understand why.
165. A good system is in place to ensure the smooth transition to adult services for disabled young people. The multi-agency transition team includes staff from both children's and adults' services who jointly develop a care package the young person will need in adulthood. Support continues until the young person has completed the transition and the care package is fully established.

## **Leadership, management and governance requires improvement**

166. A lack of capacity, the failure to prioritise effectively, and service and business plans that are not sufficiently outcome-focused or measurable have all contributed to shortfalls in the quality of some services provided. While expending a great deal of time and effort, senior managers have been slow to identify and respond to problems as they emerge and have not been sufficiently focused on those issues and areas that will have the most impact.
167. Within the last five months, a corporate director with previous and substantial experience of managing the combined roles of Director of Children’s Services (DCS) and Director of Adult Services (DAS) has been appointed. She is taking decisive action to identify areas of weakness and improve outcomes for children and young people. Senior managers now have a good understanding of areas in need of further development and are taking remedial action to rectify shortfalls. Given the range of improvements required, along with the longstanding nature of some poor management which has now been rectified, senior managers recognise the need to prioritise activities and outcomes. The failure to identify management shortfalls previously has also highlighted for them the need to be able to identify problems at an earlier stage.
168. The strategic and governance framework between partners is well developed. There are clear links between One Nottingham, the Children’s Partnership Board, the Health and Well-being Board, Nottingham City Safeguarding Children’s Board (NCSCB) and the Corporate Parenting Board, with robust reporting arrangements in place. The local authority’s high level strategic objectives are clear, explicit and linked to key performance indicators, each of which is ‘owned’ by a named manager, ensuring unambiguous lines of accountability.
169. The Chief Executive has good oversight of the work of the NCSCB. He meets regularly with the independent chair of the NCSCB and the DCS and there is good evidence of two-way challenge. The Lead Member for children and families is highly visible, extremely active and engages with children, young people and foster carers in a variety of different forums. Care leavers speak well of him and say he has championed their cause.
170. The local authority knows its communities well. Building on the existing joint strategic needs assessment (JSNA), commissioners are working closely with the voluntary sector to develop local needs analyses. An annual programme of strategic commissioning reviews means that commissioning activity is needs-led and evidence-based. This approach has led to, for example, a young carers service designed and developed in consultation with young carers themselves, the development of a domestic violence service targeted at teenagers, and the ‘drug aware’ programme in schools across key stages 1 to 4, which has seen more young people successfully completing treatment programmes.

171. There are satisfactory contract monitoring arrangements in place for the independent social work service that has been commissioned by the local authority to undertake prospective adopter assessments. The local authority is aware of the current variability in the quality of this service, and has plans in place to address the shortfall through the re-tendering process.
172. The local authority continues to maintain its strong commitment to early intervention and prevention, for example, by continuing to fund 18 children's centres. Further refining of performance management data in relation to the use and effectiveness of CAFs has led to a greater emphasis being placed on the importance of CAFs to support children and families. Completion rates which had previously dipped are now increasing. The investment in auditing 450 CAFs has provided good information on which to plan further improvements.
173. Feedback from children and families suggests that they are benefitting from early help packages of support delivered through the CAF. More recently, multi-agency targeted family support teams have been set up to focus on those families in need of more extensive support but who do not require the involvement of children's social care statutory services. It is too soon to evaluate their impact and, for the moment, there is no reduction in the volume of referrals to children's social care.
174. There are good and effective partnerships with health, housing, the police and the local business community. Nottingham City Homes' involvement in the Corporate Parenting board ensures that care leavers have a good range of suitable accommodation. The partnership with health has helped to deliver a responsive, high quality CAMHS which is delivering prompt and effective support to children and young people. The partnership with the police has resulted in significant improvements in identifying and responding to domestic abuse. Victims are now more confident in the support available, as evidenced by increased referral rates.
175. Further work needs to be done to develop the same level of partnership working with education partners, including academies. The forthcoming appointment of a Principal Education Strategy Lead is intended to address this shortfall. Key tasks will be to improve the engagement of academies with other child welfare agencies, and improve the education of looked after children.
176. The virtual school is currently reactive and tends to focus only on urgent situations when looked after children are already in crisis. Systems are not sufficiently developed to alert the virtual school when children and young people begin to experience difficulties. There is not a secure enough understanding of all of the issues, for example, why absence from school rises when it does, or how effective the funding to support individual children is. The areas of good performance cannot be closely linked with action taken by the virtual school.

177. There is a strong commitment to corporate parenting. Chaired by the Lead Member, the Corporate Parenting Board has helped to eliminate the CAHMS waiting list for looked after children, set up an apprenticeship scheme for children in care and negotiated the appointment of a designated police officer for children in care resulting in fewer police visits to children's homes. The Board has been less successful in addressing issues around the variable quality of personal education plans (PEPS) and health plans for children in care, although concerted action is now being taken.
178. Better use needs to be made of performance management information and quality assurance audits to understand the experiences of children and young people. Performance management tends to be compliance driven and relies heavily on quantitative data. An extensive data set is used to hold managers to account and to assist operational teams in managing the day-to-day business and inform commissioning activity, but its emphasis is on outputs rather than on the quality of service or outcomes for children. This has contributed to the failure to identify and address shortfalls in the quality of some services currently being provided.
179. Quality assurance is under-developed. Audits are not being used systematically across all areas, and information from audits is not being aggregated effectively. Children's social care urgently needs the kind of comprehensive performance management and quality assurance framework that has recently been launched for use across the family community teams, including children's centres and targeted family support teams.
180. The quality of supervision is variable. Although most staff say that they feel well supported, there is little evidence of reflective supervision and the poor quality of most plans for children suggests a lack of sustained critical challenge or a lack of awareness of the importance of such plans. The level of support for newly qualified social workers is also variable. The newly qualified social workers in the screening and duty team receive regular mentoring support in addition to monthly case work supervision, but other newly qualified staff do not. Given their high number in the workforce, it is important that they have access to high quality support and supervision in order to maximise their learning and promote their retention.
181. The diversity of the workforce reflects the profile of the local community and inspectors were impressed by the level of commitment shown by staff. While turnover rates are not significantly higher than the national average, capacity has been and still is a significant issue. The size of social work caseloads makes it difficult for social workers to do high quality work and the IRO service is over-worked and under-resourced. The situation is aggravated by the acknowledged shortcomings of the current electronic recording system and the level of business support available. Both issues need to be addressed. There also needs to be a more robust approach to recruitment and retention.

182. Strategic core development standards, which have been agreed with partners, are being used effectively to ensure that the children's workforce has the right level of knowledge and skills. To date, 485 members of staff in children's social care or the family community teams have completed Signs of Safety training. A further 445 have completed the strength-based communications styles programme. The local authority currently has no way of evaluating these programmes as they are not fully implemented. However inspectors saw emerging evidence of the impact of these initiatives, particularly Signs of Safety.

## What the inspection judgements mean: the local authority

An **outstanding** local authority leads highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** local authority leads effective services that help, protect and care for children and young people and those who are looked after and care leavers have their welfare safeguarded and promoted.

In a local authority that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the authority is not yet delivering good protection, help and care for children, young people and families.

A local authority that is **inadequate** is providing services where there are widespread or serious failures that create or leave children being harmed or at risk of harm or result in children looked after or care leavers not having their welfare safeguarded and promoted.



## Section 2: The effectiveness of the local safeguarding children board

### The effectiveness of the LSCB requires improvement

#### Areas for improvement

183. Ensure that the Family Support Pathway clearly identifies arrangements for children in need and that this contributes to effective 'step up' and 'step down' arrangements between community and statutory services so that children receive the most appropriate level of service according to their needs.
184. Ensure that the 2014–15 Nottingham City Safeguarding Children Board (NCSCB) Annual Report reflects statutory requirements, in particular that it provides a robust analysis of service development and impact across the partnership.
185. Monitor the intervention of adult services with service users who are parents so that the Board can be assured that children in these households who require support and protection are provided with this in a timely manner.
186. Ensure that the Board hears the voice and experiences of the most vulnerable children and that this contributes to the Board's future effectiveness.
187. Monitor the robustness of evaluation that each agency provides following practitioner's attendance at formal NCSCB training to ensure that training effectively contributes to practice improvement.
188. Ensure that elected members are able to directly hear from the independent chair of the NCSCB and assure themselves of the effectiveness of partners' contributions to safeguarding children and young people.

#### Key strengths and weaknesses of the LSCB

189. Governance arrangements of the NCSCB are well established, effective and ensure compliance to statutory responsibilities. Attendance by agency representatives is good with the large majority of members attending all board meetings, which indicates the seriousness and priority that partners give to the NCSCB. No agency has left themselves unrepresented where changes in personnel have occurred and all members hold sufficiently senior posts within their own agency to deliver on the key priorities of the well-developed and targeted NCSCB business plan. Recruitment of lay members has been specifically targeted to bolster and support the further engagement of schools with the NCSCB, although it is too early to see the impact of this approach.
190. The quarterly Safeguarding Assurance Group of senior strategic leaders, which the NCSCB chair attends, ensures that strategic priorities across the partnership are aligned, avoid duplication of activity and drive continual improvement. This is an effective forum for unblocking barriers and achieving timely solutions.

191. In contrast, while the overview and scrutiny function receive a copy of the NCSCB annual report, the governance arrangements are not sufficiently robust and the panel do not hear directly from the NCSCB independent chair on safeguarding issues or other priorities of the NCSCB.
192. The NCSCB independent chair is held in high regard by partners; he brings constructive and robust challenge to the Board. He also chairs the Nottingham City Adult Safeguarding Partnership Board (NCASPB), which ensures that the profile of children is also a focus for agencies that work with vulnerable adults. The NCSCB independent chair has a good understanding of the Board's strengths and areas for development and uses his influence to continually drive improvements. While the linkages between the children's and the adults' Boards have good potential for synchronising service development, its full potential remains under-developed. For example, recent data analysis suggests that there has been an increase in referrals from adult services to children's social care. However, the NCSCB has not yet assured itself of the quality of adult services intervention so that children in such households are actively considered and, where necessary, appropriately helped and protected.
193. The NCSCB independent chair attends the Children's Partnership Board and provides effective and appropriate challenge. In particular, the Board has explored the effectiveness of early help in terms of supporting children and young people before their need escalates to the point when statutory services are required. This was undertaken by looking at the number of children with child protection plans, including those who have experienced neglect, but who had not had the opportunity to benefit from early help. This challenge is beginning to result in increased completion of common assessments (CAFs) that are appropriately targeted to all vulnerable children, but the impact on children who are subject to child protection plans is not yet evident.
194. The NCSCB provides good focus, supported by sub groups, on domestic abuse, child sexual exploitation and missing children. The NCSCB has an increasing focus on looked after children. This has led to some improvements such as the ready availability of CAMHS services for looked after children. However other issues, such as the educational attainment of looked after children remains poor compared with similar areas. It recently conducted an audit on looked after children placed outside the area and has a working group that considers looked after children who go missing. This ensures that the focus on the most vulnerable children is prioritised across the partnership, but the effectiveness of this focus is still too variable.
195. NCSCB sub groups are chaired by a range of partners, which demonstrates the commitment from the partnership to strong collaborative working. The NCSCB independent chair meets them on a bi-monthly basis to ensure that sub groups are making progress against agreed action plans. As a result priority activities are progressed in a timely manner.

196. The NCSCB is supported by a recently developed Local Learning and Improvement Framework, which appropriately co-ordinates learning activity from serious case reviews (SCRs), Significant Incident Learning Process (SILPs) audit activity, data analysis and local intelligence. Since January 2013, five serious incident notifications have been made to Ofsted by Nottingham City. Serious incident notifications are managed effectively, with recorded outcomes for all five that have led to SCRs, SILPs, single agency reviews or been appropriately managed via the Child Death Overview Panel (CDOP).
197. The SCR sub-group appropriately considers the criteria for initiating SCRs and SILPs. Partnership rigour given to discussions about the application of the criteria is well evidenced and reflects the mature professional relationships that exist locally. SCR action plans are specific, thorough and have clear timescales for completion. The sub-group effectively tracks actions to completion. At this point the NCSCB Quality Assurance sub-group tests, through dip sample audit, that actions have led to improved practice.
198. Learning from audits, SCRs and SILPs informs and updates the core training offered by NCSCB, and specific briefings about neglect, learning from SCRs and child sexual exploitation have all been run for front line practitioners by the NCSCB. These events are supported by the NCSCB Excellence in Safeguarding Practice briefing note which is a short, easily accessible document for practitioners. It translates learning from local SCRs and SILPs into guidance for good practice on issues such as domestic abuse, emotional abuse, distressed young people or those at risk of self-harm, sexual abuse, parents that resist engagement with services, and direct work with children who have a disability. Although the document is clear, there is no systematic evaluation of its impact on practice.
199. Multi-agency themed audits are targeted and provide a robust analysis of practice. Recent audits reflect the increasing use of the Signs of Safety model that is being rolled out across the partnership. This is supporting practitioners to deliver increasing consistency and focus on children's needs. However, multi-agency auditing of partner records has stalled. The Board has recognised this and a new multi-agency audit framework has been agreed and multi-agency auditing processes re-started at the time of the inspection.
200. Robust arrangements are in place to ensure that action plans resulting from Section 11 audits are monitored through to completion. Year-on-year the NCSCB has seen greater compliance and almost all agencies show green on a rag rating of compliance to all areas, with few at amber and no red areas.
201. An appropriate range of NCSCB agreed policies and procedures are in place, supplemented by comprehensive practice guidance. These are reviewed and updated regularly to reflect learning, and further capacity has been secured to ensure continued robustness of updating.

202. The current Family Support Pathway that outlines thresholds for partnership intervention with families does not yet provide sufficient guidance on arrangements for children in need. The NCSCB is aware of this and a current refresh is underway. While this document clearly highlights how professionals can escalate their concerns about any agency decision making, the NCSCB does not monitor how effectively this is used.
203. The Board has very limited engagement with children, families and the community to secure their views in influencing the development of its work and safeguarding practice, and this is a shortfall. While a good level of engagement between the NCSCB chair and the Youth Council is informing the 2014–15 NCSCB business plan, the NCSCB is not yet hearing the voice of the most vulnerable children and young people, such as those in receipt of safeguarding services or who are looked after.
204. Although the NCSCB provides a range of learning opportunities including formal training, agencies have been slow to evaluate the impact of training on individual practice. Partners have yet to embed evaluation of training into routine staff skills development. It is not evident that the evaluation of training is effectively used strategically.
205. The 2012–13 NCSCB annual report is not sufficiently analytical and is overly descriptive. Most significantly, it does not present service weaknesses, causes of weaknesses and action being taken to address weaknesses, nor provide an evaluation of the performance of local services, and this is a significant shortfall.

## What the inspection judgements mean: the LSCB

An **outstanding** LSCB is highly influential in improving the care and protection of children. Their evaluation of performance is exceptional and helps the local authority and its partners to understand the difference that services make and where they need to improve. The LSCB creates and fosters an effective learning culture.

An LSCB that is **good** coordinates the activity of statutory partners and monitors the effectiveness of local arrangements. Multi-agency training in the protection and care of children is effective and evaluated regularly for impact. The LSCB provides robust and rigorous evaluation and analysis of local performance that identifies areas for improvement and influences the planning and delivery of high-quality services.

An LSCB **requires improvement** if it does not yet demonstrate the characteristics of good.

An LSCB that is **inadequate** does not demonstrate that it has effective arrangements in place and the required skills to discharge its statutory functions. It does not understand the experiences of children and young people locally and fails to identify where improvements can be made.

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## Briefing Note

### Overview and Scrutiny Committee – 7<sup>th</sup> January 2015

#### **Progress made since Nottingham City Council's Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers and Review of the Local Safeguarding Children's Board**

#### **Background**

In March 2014 Ofsted inspected Nottingham City Council's services for children in need of help and protection; children looked after and care leavers (also known as the Single Inspection). The inspection was unannounced and lasted for four weeks; inspectors met with managers, frontline workers and partners and they sampled a large number of case files to judge the quality of safeguarding practice in the City. The inspection also included a review of the Nottingham City Safeguarding Children's Board (NCSCB).

Their main findings were that, across all elements of the inspection framework, we 'required improvement' but they found no children to be 'unsafe' in the City. The inspection did not find any areas for priority and immediate action; however key areas for improvement were identified.

See attached the joint response document which outlines more detailed feedback received from the Inspection Team.

The full Ofsted report is available here <http://www.ofsted.gov.uk/local-authorities/nottingham>.

In response to the key findings Nottingham City Council was asked to produce an Improvement Action Plan identifying each action and detailing what will be done to address it and by whom. This Improvement Action Plan was submitted to Ofsted in August 2014.

Since the inspection Nottingham City Council has actively engaged with Ofsted and we have worked with them to pilot 'Challenge Seminars' designed to help local authorities develop their improvement plans.

Since April 2014 we have worked to put in place strong qualitative and quantitative monitoring of the Improvement Action Plan and its impact on frontline practice.

#### **Headline Progress (April-December 2014)**

- We have agreed time-limited investment to address issues identified during the inspection including Independent Reviewing Officer (IRO) capacity and social work caseloads. We have recruited an additional 3 IROs and 10 additional newly qualified social workers. The newly qualified social workers are undertaking a fast-track induction in our Screening & Duty team. This

'grow your own' scheme has been praised nationally and led to the team being shortlisted as finalists for the British Association of Social Workers (BASW) Social Work Team of the Year Awards.

- We have agreed investment to enable us to procure an improved case management system. We have initiated a specific programme to enable us to procure the new IT system during 2015/16.
- We have been working to develop proposals to help us address issues around recruitment and retention of social workers by conducting exit interviews and consulting with the workforce. Initial findings and recommendations are currently being considered.
- We have revised Child in Need (CiN), Child Protection (CP) and Looked After Child (LAC) plan templates available for practitioners to ensure that they capture the views of the child and encourage social workers to develop specific, measurable, achievable, realistic and time-bound (SMART) plans that help families understand the changes they need to make.
- Policies, procedures and strategies have been updated and rolled out to the workforce to ensure that key issues raised through the inspection are addressed.
- We have redesigned and restructured our Fostering and Adoption Services to ensure that we have the right skills mix and specialist knowledge within the teams. A new Head of Service for Children in Care has been recruited and takes up the post on the 5<sup>th</sup> January 2015.
- We have developed performance reports which enable us to quality assure and measure the impact of our early help services, through the Common Assessment Framework (CAF).
- We have reviewed the role and structure of the Virtual School for Looked After Children to enable us to support children post-16. We have also established a Governing Body for the Virtual School to ensure that there is oversight of LAC attainment.
- Quarterly meetings have been established to ensure that senior leaders have a clear view of performance and findings from audits undertaken.

### **What next?**

- We are looking to roll out a detailed team level communications plan in early 2015 to ensure that practitioners understand what 'good' practice looks like.
- We are working to ensure our early help and specialist locality teams work more closely together to avoid unnecessary transitions between services for children and their families. This will improve service users experience, will deliver better outcomes for children and will improve the effectiveness of escalation and de-escalation through the system.



# The Inspection of services for children in need of help and protection, children looked after and care leavers and the Review of the effectiveness of the local Safeguarding Children Board

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In partnership with



Inspection date: 11 March 2014 – 2 April 2014



Nottingham  
City Council



**This document is designed to celebrate what we are doing well, acknowledge the improvements we need to make and explain the action we will take.**



# Foreword

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## Nottingham children are safe. Those four words matter.

Ofsted arrived for their unannounced inspection on the 11th March 2014 and, after three weeks of rigorous investigation they left with the conclusion that children in our City are safe.

Their judgement confirms that, as a local authority and Safeguarding Children Board we put in place effective measures to safeguard and protect the most vulnerable children.

Nottingham City is committed to providing 'Good' Services; we recognise there is more we must do to improve our work. This was our first inspection under the new Ofsted framework, a framework which has been designed to meet the recommendations of Professor Eileen Munro that inspections should focus on outcomes and children's experiences, rather than strategy or processes.

Ofsted have been clear that the new inspection framework is a 'tougher test' and that authorities have to work harder to achieve the top ratings of 'Good' and 'Outstanding'. The new framework is designed to raise standards and improve practice. The overall judgement received from Ofsted was 'Requires Improvement'.

We found that this inspection was far more focused on the child's journey with much greater emphasis placed on observing and assessing practice. A strong theme of the weaknesses identified by Ofsted concern

our 'back office' functions, specifically our I.T. and case recording systems, which we recognise need significant improvement.

We wholeheartedly support Ofsted's drive to raise the bar for safeguarding inspections; it's tougher for councils but better for children. Our challenge now is to make the improvements necessary to secure a 'Good' rating. At a time when Government budgets are reducing and case referrals are increasing we are facing a substantial challenge, but it is one we will rise to.

This document is not intended to replicate Ofsted's official report, which can be found here [www.ofsted.gov.uk/local-authorities/nottingham](http://www.ofsted.gov.uk/local-authorities/nottingham) it is designed to celebrate what we are doing well, acknowledge the improvements we need to make and explain the action we will take.

We must conclude by thanking the Children and Adults workforce. Time and time again the passion, commitment and professionalism of our teams has been recognised by Ofsted as something to be celebrated as truly special here in Nottingham. We are proud of the people who work tirelessly on behalf of the children and young people of our City. Our teams do the most important job in the world, they keep Nottingham children safe.

Thank you

**Cllr David Mellen**  
**Portfolio Holder for Children's Services**  
Nottingham City Council

**Alison Michalska**  
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Nottingham City Council

**Paul Burnett**  
**Independent Chair**  
Nottingham City Safeguarding Children Board

Children benefit from being able to access a wide range of effective early help services.



# 1 Children who need help and protection

## What are Ofsted looking for?

In this judgement Ofsted are seeking to ensure that children and young people who are, or who are likely to be at risk of harm or who are the subject of concern, are identified and protected. Help is provided early in the emergence of a problem and is well co-ordinated through multi-agency arrangements. Thresholds between early help and statutory child protection work are appropriate, understood and operate effectively. Records of action and decisions are clear and up to date. Children and young people are listened to and heard. Social workers build effective relationships with them and their families in order to assess the likelihood of and capacity for change. Children and young people experience timely, multi-agency help and protection through risk-based assessment, authoritative practice, planning and review that secures change.

Ofsted have judged that the experiences and progress of children who need help and protection requires improvement

Verbal feedback from Ofsted identified the following strengths and areas for improvement:

### Celebrating our strengths:

- Children benefit from being able to access a wide range of effective early help services.
- There is good use of the Family Support Strategy and Pathway and the Common Assessment Framework (CAF); Lead Practitioner role is well embedded in agencies in the City.
- The effective use of Step Up/Step Down processes supports escalation and de-escalation of cases between the Council's Family Community Teams and Children's Social Care Directorates.
- Children are visited regularly and they are seen alone where necessary.
- Young people receive help which is proportionate to the risk, avoiding unnecessary statutory interventions.
- The introduction of Children & Families Direct, a new service that ensures that professionals and members of the public have easy access to advice and expertise.
- There are effective systems to ensure that children who have been referred to the Children's Social Care Screening & Duty Team a number of times, but have not met the threshold, do not fall through the net.
- Assessments at the 'front door' are good at taking into account the Signs of Safety tool.
- The Local Authority Designated Officer (LADO) role is managing allegations well, taking them seriously and dealing with them correctly.
- Families are well supported by the Disabled Children's Team; there is a variety of support services available and smooth transition of services.
- The Domestic Abuse Referral Team (DART) provides a thorough multi agency response to incidents of domestic violence.
- The Multi Agency Risk Assessment Conference (MARAC) and the Multi Agency Pregnant Liaison Group (MAPLG) provide effective multi agency support.
- Arrangements to protect children who are at risk of, or subject to, Child Sexual Exploitation (CSE) and/or going missing are co-ordinated and satisfactory, they are subject to ongoing robust monitoring.
- Monitoring of Private Fostering arrangements is good and the statutory requirements are met.

# 1 Children who need help and protection continued

## Identifying areas for improvement:

- The quality of assessments (including the CAF) can be variable; some lack basic information, the voice of the child is not always evident and some are not regularly updated.
- There are a number of Child in Need cases awaiting allocation to a social worker.
- Children's plans are not always SMART and outcome or child focussed.
- Escalation processes are not always used effectively by partners, particularly when parents do not engage with support. This can lead to drift.
- Issues with capacity in the Council's Independent Reviewing Team means that Independent Reviewing Officers (IROs) are not always able to follow up and challenge progress on recommendations made in conferences between meetings.
- Supervision needs to be more reflective.

## Taking action to improve:

We had already planned to introduce our Continuous Assessment (to replace the Initial and Core Assessments) in April 2014. The re-design of this assessment form means that many of the issues identified by Inspectors have already been addressed.

Over the next few months we will look to review the templates for key plans to ensure that they support workers to be SMART and outcome focussed.

We will also set out clear standards with regards to how often plans and assessments should be updated.

We had already commissioned a review of our IT systems in late 2013 and we are now looking to develop a more detailed options appraisal and delivery plan to ensure we have a recording system that is fit for purpose.

We are also working to ensure that capacity in key teams meets the increasing demands in the children's social care system. We are recruiting additional Independent Reviewing Officers and Social Workers.



**Young people benefit from warm, nurturing relationships with key staff and managers; and say that they feel safe where they live.**

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# 2 Children looked after and achieving permanence

## What are Ofsted looking for?

In this judgement Ofsted are seeking to ensure decisions about children and young people becoming looked after are made using high-quality assessments about the risk of harm or actual harm to them and the likelihood of change in their family. Thresholds are clear and applied appropriately. Children and young people are listened to by social workers who know them well. Adults working with children and young people help them to understand and manage their early childhood experiences, to progress well and achieve educationally, and to influence decisions about their future. They return home with the support they need and when it is safe for them. If this is not possible, they live in stable placements where they are helped to build positive relationships and maintain contact with their family and friends where this remains in their best interests. Care plans are regularly reviewed to ensure that the child or young person's current and developing needs continue to be met. Permanent homes and families are found for children and young people without unnecessary delay. Their needs are met and they live with their brothers and sisters if that is assessed as being in their best interests. They do not experience placement disruption. They develop safe and secure relationships with adults that persist over time. When support is needed, children, young people and families are able to access it for as long as it is needed, throughout their childhood and beyond.

Ofsted have judged that the experiences and progress of children looked after and achieving permanence requires improvement

Verbal feedback from Ofsted identified the following strengths and areas for improvement:

### Celebrating our strengths:

- Decisions to accommodate young people are made in their best interests.
- Children and young people at risk of coming into care are offered support. Our Edge of Care interventions and Panel enable children to remain at home if it is appropriate and safe for them to do so.
- Good use is made of legal proceedings including pre-proceeding work. This means that parents understand what needs to change and the consequences if changes are not made.
- Agreement about the best plan for a child in care is reached in a timely manner. There are good relationships with the courts and there is always consideration of all options to secure permanence for the child.
- Looked after Children are visited regularly and they are seen alone when necessary.
- Social Workers and other staff with whom Inspectors spoke expressed good understanding of the need to build positive relationships with children and young people; workers know their children well.
- Children know how to access support and how to complain, they have access to independent advocacy.
- Brothers and sisters are placed together wherever possible.
- There is a strong plan in place to recruit more Foster Carers which will provide better choice of carers for our children in care.
- Foster Carers' views are consistently sought; carers are passionate about the young people who lived with them and they had appropriate levels of delegated authority to make day to day decisions for children in their care.
- Stability of placements is generally good and many children live in Good or Outstanding provision which is well-matched to meet their individual needs.



# 2 Children looked after and achieving permanence continued

## Identifying areas for improvement:

- Educational attainment for looked after children is a mixed picture. The quality of Personal Education Plans is variable and the Virtual School could be strengthened.
- Health assessments and Health Care Plans for looked after children are not always up to date or available on file.

Page 129 • Improvements are required to ensure that we recruit more, local Foster Carers and that they are well supported and trained.

- Placement matching for some children is not as strong as we would like due to capacity issues in the market. Information is not always immediately available to carers to ensure that they are able to meet the needs of the child.

## Taking action to improve:

We had already been working closely with health partners to address issues with medicals and plans for Looked after Children and over the next few months we will continue to drive performance across the partnership.

We will also be looking at how we can strengthen our Virtual School to ensure it is proactive in addressing barriers to learning and attainment for our children in care.

We have been working to improve our fostering and adoption processes to ensure that they are fit for purpose, meet all National Minimum Standards and offer good support to our carers.

We continue to seek caring families with the skills to offer a home to our vulnerable children.

# 2.1 Adoption performance

## What are Ofsted looking for?

In this judgement Ofsted are seeking to ensure suitable adoptive families are identified without delay for all children for whom adoption is in their best interests. The recruitment and assessment arrangements are aligned with national systems and enable potential adopters to consider and to be considered for a wide range of children for whom they may provide a home. Children are able to develop safe and secure relationships with their adoptive family that persist over time. When support is needed, children, young people, families and carers are able to access it for as long as it is needed, throughout their childhood and beyond.

Ofsted have judged that the graded judgment for adoption performance requires improvement

Verbal feedback from Ofsted identified the following strengths and areas for improvement:

### Celebrating our strengths:

- There is a year on year increase in the number of children being adopted.
- Potential adopters spoke of a positive experience.
- The new team of Adoption Placement Advisors are having a very positive impact on family finding. They are ambitious, creative and well thought of by Social Workers and families. There is good use of life story work.
- The new Marketing Strategy is attracting more people to adopt.
- Panel recommendations are robustly considered by the agency decision maker to ensure that every permanent placement is in the child's best interests.
- There are good examples of adoption packages, which are individualised and creative using a range of support services with good support from the Child and Adolescent Mental Health Services (CAMHS).

### Identifying areas for improvement:

- In most cases there was evidence of some delay in progressing plans for adoption and family finding wasn't always commenced quickly enough. Delays are not always challenged by the child's Independent Reviewing Officer.
- Permanency is considered at the second review although adoption wasn't always considered.
- When families request post-adoption support they do not always receive a package as quickly as we would like.
- There is no clear evidence of parallel/concurrent planning to ensure that children can be progressed as quickly as possible through the system.

### Taking action to improve:

We are planning to review policies and procedures to ensure that our social care workforce understands and puts into practice concurrent planning where appropriate. Inspectors commented positively on our Adoption Placements Advisors which are new posts designed to improve the timeliness of family finding.

We are already seeing some improvements here and we will continue to monitor this over the coming months.

We will be looking more closely at post-adoption support to ensure that families receive a good package of support and receive a timely response to specific requests for help.

## 2.2 Experiences and progress of care leavers

### What are Ofsted looking for?

In this judgement Ofsted are seeking to ensure that young people leaving care and preparing to leave care receive support and help to assist them in making a successful transition to adulthood. Plans for them to leave care are effective and address their individual needs. They are safe and feel safe, particularly where they live. Young people acquire the necessary level of skill and emotional resilience to successfully move towards independence. They are able to successfully access education, employment, training and safe housing. They enjoy stable and enduring relationships with staff and carers who meet their needs.

Ofsted have judged that the experiences and progress of care leavers requires improvement

Verbal feedback from Ofsted identified the following strengths and areas for improvement:

### Celebrating our strengths:

- Young people benefit from warm, nurturing relationships with key staff and managers.
- Staff have a positive impact on the children they are working with.
- Pathways Plans are up to date and young people are involved in developing their own plans.
- There are high numbers of Care Leavers in suitable accommodation. The authority is performing very well compared with statistical neighbours and the close working relationship with Nottingham City Homes is a strength.
- Young people say that they feel safe where they live.
- Young unaccompanied asylum seekers receive appropriate and timely support to access accommodation.
- There is good support with the transition to independence and around basic skills (cooking, budgeting etc).
- The standard of statutory visits is met and in some cases exceeded.

### Taking action to improve:

We are already working with Care Leavers to re-design the Pathway Plan template to ensure that it is concise and fit for purpose.

We will work closely with health partners to ensure that every child leaving care receives a 'health passport' with details of their full health history.

- Young people are given good advice about their rights.
- Health needs are addressed and young people understand how to access primary health care. Care Leavers readily have access to therapeutic services.
- Participation is a key strength. At the Children in Care Council individual opinions are valued and young people feel it is a safe environment. Care Leavers have good opportunities to contribute to service design and their contribution is valued.
- The Apprenticeship Programme for Care Leavers is a positive initiative.

### Identifying areas for improvement:

- Pathway Plans were too lengthy and lacked rigorous analysis. Some young people reported that they felt their Pathway Plan had no impact on their life.
- Young people are not routinely provided with, nor know how to access their full health history.
- Too many Care Leavers are not in Education, Employment or Training.

The current economic climate means all young people are finding it hard to gain employment, or perhaps feel that they cannot afford to go to University. The partnership are working hard to ensure that Care Leavers have opportunities to access further education or find work.

We will keep a sharp focus on this issue through our Corporate Parenting Board.

The local authority has continued to invest in early intervention and prevention and there is evidence of the positive impact that this is having due to the rising attendance levels in primary schools.



# 3 Leadership, management and governance

## What are Ofsted looking for?

In this judgement Ofsted are seeking to ensure that leadership, management and governance arrangements comply with statutory guidance and together establish an effective strategy and good-quality services for children, young people and their families.

There is a clear and up-to-date strategy for commissioning and developing services delivered by a suitably qualified and experienced workforce that meets the needs of local children and young people and families.

The Director of Children's Services (DCS), the lead elected member and the senior management team have a comprehensive knowledge about what is happening at the 'front line' to enable them to discharge their responsibilities effectively. They know and understand the difference that help, care and protection are making. They oversee systematic performance management and monitoring that demonstrate rigorous and timely action in response to service deficiencies or new demands.

The local authority works with partners to deliver early help, protect children and young people, improve educational attainment and narrow the gap for the children looked after and care leavers.

It acts as a strong and effective corporate parent for children looked after and those leaving or who have left care.

Leaders, both professional and political, drive continuous improvement so that the local authority is consistently effective as the lead agency for the protection and care of children and young people and as a corporate parent. Partnerships are supported by transparent and rigorous governance between the local authority and key statutory, private and voluntary organisations. Shared priorities are clear and resourced.

There is effective engagement with the relevant local partnerships including the Health and Well-being Board.

The DCS works closely with the LSCB chair and the chief executive holds the LSCB chair to account for the effectiveness of the LSCB.

Ofsted have judged that leadership, management and governance requires improvement

# 3 Leadership, management and governance continued

Verbal feedback from Ofsted identified the following strengths and areas for improvement:

## Celebrating our strengths:

- Managers have lots of energy, commitment and ambition but there is not always clear prioritisation.
- Senior managers have a good understanding of the need for future development.
- The local authority has continued to invest in early intervention and prevention and there is evidence of the positive impact that this is having due to the rising attendance levels in primary schools.
- There is a well developed strategic framework; the architecture of governance is in evidence and there are good links between groups.
- Strategic priorities are clear and linked to Performance Indicators; there is a named manager for each of these.
- The Lead Member is highly visible and actively involved with services, he also has regular interaction with young people.
- There are good and effective partnerships especially with Health, Housing, the Police and local business. This is evident in the work around domestic violence and CAMHS.
- The local authority knows its communities well.

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- The Corporate Parenting Board has helped with a variety of projects and schemes.
- The Chief Executive has good oversight of the Local Safeguarding Children Board and meets regularly with the Chair and Director of Children's Services (DCS); there is two-way challenge.
- There is an extensive dataset which is used to hold managers to account and to inform the work of the commissioning team.
- There is a committed workforce despite the challenges and difficulties they face.
- Staff noted that they feel well supported.

## Identifying areas for improvement:

- Senior managers need to prioritise more effectively, for example ensuring Service Plans are SMART.
- There is a lack of clear strategy for Looked after Children's education.
- Delivery and performance monitoring needs to focus on evidencing outcomes for children, young people and families.
- Capacity is an issue for managers and caseloads are too high in some services. This means that the quality of supervision is variable with little time for reflection.
- The IT system causes a variety of issues for frontline workers.

## Taking action to improve:

In order to respond to this feedback we will be looking at developing a clear, prioritised improvement plan that will take us to Good over the next three years.

This will feed into Service and Business Plans as well as team objectives. We will be looking to develop a clear vision for our Looked after Children's education and will be reviewing the role and remit of our Virtual School to help us deliver on this agenda.

We are already looking at where investment in additional workers is needed to manage increasing demands.



The LSCB has recently developed a strong local learning and improvement framework to gather and disseminate learning from Serious Case Reviews (SCRs) and Serious Incident Learning Processes (SILPs).

# 4 Review of the effectiveness of the Local Safeguarding Children Board



Verbal feedback from Ofsted identified the following strengths and areas for improvement:

## Celebrating our strengths:

- There is good compliance against the key statutory guidance 'Working Together'.
- Attendance of the Board is good with the majority of members attending all meetings.
- The quarterly Safeguarding Assurance Forum effectively ensures strategic priorities are aligned. The Forum is effective in unblocking barriers and it ensures duplication of activity is avoided.
- The Independent Chair is held in high regard by partners. His roles with other local and national activity benefits the Board in Nottingham and it benefits children in Nottingham through shared experiences.
- There is good challenge to the Health and Wellbeing Board and Children's Partnership Board.
- The LSCB gives high priority to early help in planning.
- Sub groups have a good focus; there is increasing importance placed on Looked after Children and Missing Education.
- Sub groups are chaired by partners, which demonstrates their importance. The Chair provides good challenge and seeks accountability in terms of action plans.
- The LSCB has recently developed a strong local learning and improvement framework to gather and disseminate learning from Serious Case Reviews (SCRs) and Serious Incident Learning Processes (SILPs).
- Learning also informs core training and specific briefings around neglect and other key issues in the City.
- Multi agency audits are themed and specifically targeted; each audit is scoped in its own right to give effective monitoring.
- Section 11 audits are done every other year; year on year the LSCB has seen greater compliance across all agencies.
- Policies and procedures are in place and additional practice guidance is cascaded to staff. The move to the Tri-X system will bring a more rigorous approach to the updating and dissemination of policies.
- There is an increasing level of engagement between the LSCB and Youth Council.

## What are Ofsted looking for?

In this judgement Ofsted are seeking to ensure that the Local Safeguarding Children Board (LSCB) complies with its statutory responsibilities in accordance with the Children Act 2004 and the Local Safeguarding Children Board Regulations 2006. The LSCB is able to provide evidence that it coordinates the work of statutory partners in helping, protecting and caring for children in its local area and there are mechanisms in place to monitor the effectiveness of those local arrangements. Multi-agency training in the protection and care of children is effective and evaluated regularly for impact on management and practice. The LSCB checks that policies and procedures in respect of thresholds for intervention are understood and operate effectively and identifies where there are areas for improvement. Challenge of practice between partners and casework auditing are rigorous and used to identify where improvements can be made in front-line performance and management oversight. Serious case reviews, management reviews and reviews of child deaths are used by the local authority and partners as opportunities for learning and feedback that drive improvement. The LSCB provides robust and rigorous evaluation and analysis of local performance that influence and inform the planning and delivery of high-quality services.

Ofsted have judged that the effectiveness of the Local Safeguarding Children Board (LSCB) requires improvement



# 4 Review of the effectiveness of the Local Safeguarding Children Board continued

## Identifying areas for improvement:

- An ongoing refresh of the Threshold document is taking place across the partnership, but Children in Need still are not clearly identified as a cohort in the Family Support Pathway.
- Evaluation of the impact of training on individual practice is underdeveloped. Partners need to deliver frameworks in their own agencies that build learning and impact from training into their practice. This will assist in monitoring effectiveness.  
The 2012/13 LSCB Annual Report is not sufficiently analytical and is too descriptive. It does not look at service weakness, causes of weakness or action to address weakness.
- There is an escalation policy but this does not appear to be used by partners.
- The Performance Framework is developing but the views of children need to be better incorporated.
- Reporting between the Independent Chair and the Council's Overview and Scrutiny function could be further strengthened to ensure they are clear as to what the issues are.

## Taking action to improve:

The Nottingham City Safeguarding Children Board (NCSCB) has already worked hard to ensure its Annual Report for 2013/14 is more analytical.

The Board have requested that the refresh of the Family Support Strategy and Pathway more clearly identify Children in Need as a key cohort that requires safeguarding, so this has been incorporated into recent versions.

Discussions will take place at the Board and Operational Management Group in the coming months to ensure that recommendations made about the evaluation of training, the use of the escalation policy and required developments to the Performance Framework are incorporated into the Board's plans for 2014/15.

<sup>1</sup> The Children Act 2004; [www.legislation.gov.uk/ukpga/2004/31/contents](http://www.legislation.gov.uk/ukpga/2004/31/contents)

<sup>2</sup> The Local Safeguarding Children Boards Regulations 2006; [www.legislation.gov.uk/uksi/2006/90/regulation/5/made](http://www.legislation.gov.uk/uksi/2006/90/regulation/5/made)



**Over the coming weeks and months the work and improvements already in progress, and those being planned, will be shared.**

**As we work together to ensure that our services are consistently 'Good' we will be engaging with all relevant colleagues and partners to ensure we provide Nottingham's children and families with the best possible outcomes.**

**We are grateful to colleagues and partners for their continued hard work and contribution.**

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>7 JANUARY 2015</b>
<b>PROGRESS IN DELIVERING COMMITMENTS CONTAINED IN THE LABOUR MANIFESTO AND ADOPTED AS COUNCIL POLICY IN JUNE 2011</b>
<b>REPORT OF HEAD OF DEMOCRATIC SERVICES</b>

**1. Purpose**

The Overview and Scrutiny Committee considers a progress report relating to the delivery of Council and City priorities, including progress in delivering the pledges contained in the Labour Manifesto, subsequently adopted as Council policy in June 2011.

**2. Action required**

The Committee is required to comment and assess overall performance in delivering Council commitments, particularly where performance is below target.

**3. Background information**

The commitments based within Nottingham Labour's 2011 Manifesto, was adopted as Council policy in June 2011 and have subsequently been incorporated into the Council's strategic planning processes.

The attached report includes reference to the Council's 5 key commitments:

- To cut unemployment by a quarter
- To continue to cut crime and halve anti-social behaviour
- To ensure that more school leavers get a job, training or further education than any other city
- To keep your neighbourhood as clean as the city centre
- To help keep you energy bills down

**4. List of attached information**

Progress in delivering commitments contained in the Labour Manifesto and adopted as Council policy in June 2011 – Report of Strategic Director of Organisational Transformation and Head of Transformation

Manifesto commitment Report – Appendix A

Progress in delivering commitments contained in the Labour Manifesto and adopted as Council policy in June 2011 – Appendix B

5. **Background papers, other than published works or those disclosing exempt or confidential information**

None.

6. **Published documents referred to in compiling this report**

None.

7. **Wards affected**

City-wide.

8. **Contact information**

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0115 8763759

**Submitted to:** Overview and Scrutiny Committee, 7 January 2015

**Title:** Progress in delivering commitments contained in the Labour Manifesto and adopted as Council policy in June 2011

**Submitted by:** Strategic Director Organisational Transformation and Head of Transformation

## **Report**

1. Nottingham Labour's 2011 Manifesto, was adopted as Council policy in June 2011. The commitments within the Manifesto form the basis of the Council's policies and priorities and have been incorporated into its strategic planning processes since that date.
2. A report on the progress made to date is now timely ahead of the local elections in May 2015 as the Council comes to the end of its current political administration and was considered by Executive Board on 16 December 2014.
3. Of the 137 Manifesto commitments, 128 are already complete or will be completed satisfactorily by March 2015. Performance is close to target but unlikely to be fully met by March 2015 on five commitments and only three will not be achieved.
4. The Council's Corporate Performance Management Framework (PMF) was significantly revised and adopted in February 2014 and, as well as setting out our high level performance management approach, is key to provides the guiding principles for managing and reporting these high level priorities of the Council and their subsequent delivery by its services.
5. Keeping citizens informed on progress was a key manifesto commitment adopted as Council Policy. By providing an update on progress made against its key priorities, citizens are provided with an open and transparent demonstration of what has been achieved. Therefore regular performance updates are routinely reported each year in the Nottingham Arrow and available on Nottingham Insight to ensure citizens can access the information easily and in a way that is easy to understand.
6. **Appendix A** provides a headline assessment for each of the commitments contained in the Manifesto. Each commitment has been given a Red-Amber-Green (RAG) assessment based on the following:
  - RED = target will not be achieved by March 2015
  - AMBER = performance near target and/or significant progress made but unlikely to be fully achieved by March 2015
  - GREEN = completed or on track to achieve target by March 2015
7. **Appendix B** provides additional detail and the key achievements the Council has made against each of the 5 highest priority Labour Manifesto commitments adopted as Council policy:
  - Cut unemployment by a quarter
  - Continue to cut crime and halve Anti-Social Behaviour (ASB)
  - Ensure that more school leavers get a job, training or further education than any other city

- Your neighbourhood as clean as the city centre
- Help you keep your energy bills down

**Background papers, other than published works or those disclosing confidential or exempt information**

None.

**Published documents referred to in compiling this report**

1. Adoption of the commitments in the Labour manifesto as the basis of council policies – Council June 2011
2. A revised Performance Management Framework for Nottingham City Council - Audit Committee, February 2014

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**Appendices**

**Appendix A** - Progress made against the Labour Manifesto commitments adopted as Council Policy

**Appendix B** – Detailed progress and key achievements for the 5 highest priority Labour Manifesto commitments adopted as Council Policy

# Manifesto Commitment Report – Appendix A



Outcome	
<b>GREEN</b>	<b>128</b>
<b>AMBER</b>	<b>5</b>
<b>RED</b>	<b>3</b>
<b>No Assessment (NA)</b>	<b>1</b>

Ref	Commitment	Commentary	RAG
<b>MP001</b> DM approved	Protect from cuts...All day nursery places in Primary Schools that have the space to deliver them	We have not cut any nursery places. In addition, we have provided new nursery places at Robert Shaw Primary school and increased the number of places at Riverside Nursery. Expansions are also planned for Heathfield and Rosslyn Park schools. A 52 place FTE nursery is also being proposed (currently under consultation) for Fernwood Infant school in Wollaton.	GREEN
<b>MP002</b> DT approved	Protect from cuts...Cheap all day holiday sports activities through our Leisure Centres	We have secured Big Lottery funding of £330,000 over 3 yrs (2012 – 2015) and a 3 year programme in partnership with Nottinghamshire County Council is in place that offers £1 per day school holiday activity for 10 weeks of the year.	GREEN
<b>MP003</b> DM approved	Do everything we can to rebuild or renovate every secondary and special school in the city despite Conservative and Liberal Democrat cuts	We have invested over £200 million in Nottingham schools over the term of the Building Schools for the Future (BSF) and Academies programmes. As a result, 13 Secondary and Special schools have been rebuilt or renovated. The withdrawal of government funding has prevented the council reaching every proposed school.	GREEN
<b>MP004</b> JU approved	Provide incentives to encourage developers to build more energy-efficient eco-homes	Nottingham City Council/Nottingham City Homes has been delivering the Code for Sustainable Homes' Code 4 standards on all new homes in the Council's building programme. The Council's procurement policy requires development partners to provide the same minimum standards. The Code measures sustainability against 9 categories but has now been superseded by higher energy efficiency standards and all newly registered schemes will have to meet these	GREEN
<b>MP005a</b> DM approved	Fund early intervention activities that have been effective and shown to work (Children & Families)	We continue to see positive results from our programmes such as DrugAware, Stronger Families and the Family Nurse Partnership. Our continued commitment to greater investment in Early Intervention and prevention is a key factor underpinning long-term financial sustainability. We have also been awarded £45m from the Big Lottery Fund as part of its Small Steps, Big Changes programme with partner organisations including Nottingham City Care Partnership (CityCare).	GREEN
<b>MP005b</b> DM approved	Fund early intervention activities that have been effective and shown to work (Adults)	We are continuing to expand our Telecare service which provides support and assistance and enables people to live in their own homes for longer, as well as developing community support and social networks to reduce isolation.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP006</b> DM approved	Have a City Centre youth facility open 7 days/week and 3 other state of the art youth centres in neighbourhoods across the city	The City Centre youth facility was opened in April 2012, and is now open 7 days a week. Alongside the existing facility in Bestwood, a state of the art youth centre was opened in Bulwell in January 2012, and work on Phase 2 of the development of Green Lane Youth Centre in Clifton will be completed by December 2014.	GREEN
<b>MP007</b> DM approved	Increase the number of places at Special Schools to provide support for those children whose learning difficulties or physical disabilities mean they can't cope in mainstream education	We have increased the number of available places at 4 of our 5 special schools with the number of places in specialist provision and focus provision rising from 442 to 495 between September 2011 and 2014. There are a further 20 specialist placements for deaf students at Individual Needs Centres within the City's mainstream schools.	GREEN
<b>MP009</b> DL approved	Require Nottingham City Homes to evict tenants with convictions for drug dealing and violent offences	NCH remains committed to take the toughest possible action against those convicted of drug and violent offences and we continue to work closely with Community Protection on all drug and violence cases. We have obtained 23 possession orders in the first 2 quarters of this year and we aim to reduce the target by 40%. We have seen the number of drug and violence cases continue to reduce and the introduction of our Responsible Tenant Reward Scheme will further assist to encourage respect and responsibility and change behaviour.	GREEN
<b>MP010</b> DM approved	Reduce absence in Primary Schools to 6% or less	In 2010/11 overall primary school absence was 6.6%. This has reduced by a third to 4.46% in 2013/14 for the autumn and spring term.	GREEN
<b>MP011</b> DM approved	Reduce teenage pregnancy by a third	In 2010/11 the conception rate was 61.6. This has reduced by nearly half to the latest figure of 34.3 (per 1,000 15-17 year old girls). Our strong commitment to reduce teenage pregnancy is driven by the high profile Teenage Pregnancy Taskforce.	GREEN
<b>MP012</b> DM approved	Protect from cuts...Sure Start Children's Centres	All Children's Centres remain open and deliver the full core offer, providing help and advice on child and family health, parenting, money, training and employment.	GREEN
<b>MP013</b> DT approved	Protect from cuts...Annual programme of popular events, including Splendour, Goose Fair and the Riverside Festival	A full events programme is delivered annually including Splendour, Riverside Festival and Goose Fair. Other notable events have been the Christmas Market, Light Night, Game City and the Robin Hood Festival.	GREEN
<b>MP014</b> DT approved	Deliver international sporting events including tennis, triathlon and other running events with support for international cricket at Trent Bridge and football at our professional club venues	A range of International/national sporting and cultural events have been hosted and delivered in Nottingham over the last 4 years. These have included the 1st Ashes Test in the 2013 series at Trent Bridge, the Milk Race, Nottingham Festival of Tennis, National Armed Forces Day and the Olympic Torch Relay. Further international events have been secured including the next Ashes tour in 2015 and the European Archery Championships in 2016.	GREEN
<b>MP015</b> DL approved	Encourage house builders to provide bungalows and their housing places for sale or rent for elderly people in every community	The Council secured a partner who has completed a large scheme of 38 bungalows at Gainsford Close and the Housing Revenue Account will also deliver up to 60 more bungalows. Additionally, within the large private market housing scheme recently approved for the Nottingham Business Park, 12 bungalows have been negotiated as part of the affordable housing scheme.	GREEN



Ref	Commitment	Commentary	RAG
<b>MP016</b> DL approved	Continue to build council houses and bring all social housing up to the Decent Homes standard if allowed to by the Conservative and Liberal Democrat Government	Funding to continue the Decent Homes programme (in excess of £13 million) to 2015 has been confirmed meaning all of our homes will meet the Decent Homes standard by 2015. The HRA decommissioning programme started in 2011-12. This will result in the re-housing of 1,000 households into alternative suitable accommodation. The first sites of new Council Housing via the HRA self-financing programme commenced in November 2012. Work is well on the way on a 52 unit site at Radford. First phase of 142 units at Lenton, the 54 unit Independent Living Scheme (ILS), is progressing well with a proposed completion date of April 2015. Denton Green is the latest new build scheme to start which is being delivered in partnership with best build.	GREEN
<b>MP017</b> NMCD approved	Protect from cuts...Funding to support Nottingham's development as a Science City	A range of Growth Plan projects are supporting Nottingham's science and technology intensive businesses and the city's development as a Science City. These projects, which are bringing additional funding into the city, include the £10m Nottingham Technology Grant Fund (launched April 2013), the £40m Foresight Nottingham Investment Fund (launched Nov 2013), the development of the Enterprise Zone sites (Boots campus, Science Park no. 2 & Medipark), the Boots/BioCity development of MediCity (open Jan 2014), and the development of Medipark and Nottingham Energy Park. We are also working with our universities and 'growth hubs' on initiatives such as the Enterprise Zone.	GREEN
<b>MP018</b> DT approved	Protect from cuts...Funding to support the World's Young Artist Event in 2012	Nottingham City Council contributed £160,000 to the World Event Young Artists which took place in September 2012, involving 1,000 artists from 100 countries and hosted in more than 30 venues across the City.	GREEN
<b>MP019</b> JU approved	Further develop CityCard as a passport to free or cheap access to Council services, travel and discounts so that it is regularly used by at least half of city residents	55% of residents use their CityCard at least once a month and cycle hire and lockers are now included on the CityCard platform as well as an electronic day carnet function. There has been good progress in the roll out of the CityCard retail network at newsagents and on-street ticket machines and a Pay-As-You-Go 'Oystercard' style ticketing system is scheduled to be launched shortly.	GREEN
<b>MP020</b> JU approved	Promote supermarket development where it meets the needs of the local communities but not at the expense of city centre shops or on land earmarked for other employment purposes	Supermarkets have been successfully promoted in areas where they meet local and city-wide needs (and discouraged in other areas). Examples are Woodborough Road, Hucknall Road and Daleside Road.	GREEN
<b>MP021</b> NH and DL approved	Protect Nottingham's vibrant nightlife	The City Council retained its Purple Flag status for the fourth year, making it officially recognised for being a safe and enjoyable place for a night out. Our street cleansing teams work 20 hours per day 7 days per week and, alongside our Community Protection and Highways teams, they ensure the city remains safe, clean and welcoming.	GREEN
<b>MP022</b> JU approved	Redevelop Sneinton Market and improve Trinity Square as attractive open public space	The regeneration of both areas has provided high quality, safe and attractive public spaces.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP023</b> DT approved	Seek funding to develop a new central library in the City Centre	We are continuing to work on site options for a new Central Library, with support from architects Bisset Adams. Negotiations are taking place to review business options and an outline business case will be due for discussion once funding options are known and a delivery timescale is agreed.	GREEN
<b>MP024</b> DL approved	Deliver a Nottingham City Homes repairs service that is more responsive and secures higher satisfaction from tenants	Overall tenant satisfaction with the repairs service currently stands at 8.77 out of 10. We are upper quartile performance compared to other similar organisations. In 2013 NCH received the 'Building Maintenance: Most Improved Performer' award from the Association for Public Service Excellence (APSE).	GREEN
<b>MP025</b> DL approved	Work with UNIPOL and the Students' Unions to tackle the issue of rogue landlords	As well as working with UNIPOL to get properties up to their standards, we work closely with Students Unions to ensure that students are aware of their legal rights and how to raise issues relating to landlords. Warning and enforcement action is taken against landlords who do not licence their Houses of Multiple Occupation (HMO), or who breach their licence conditions. There is now a dedicated enforcement team within Public Health.	GREEN
<b>MP026</b> NMCD approved	Support and work with the Universities to ensure that Nottingham remains a world class place to study	We have continued to support and work with the Universities in a number of ways. Student accommodation has been improved in the city through developments like Byron House and the Council is working closely in partnership with the universities through initiatives including the University Enterprise Zone. The Growth Plan includes projects such as the Generation Y Programme of entrepreneurial support designed to attract students and retain graduates. The City Council is working with local universities and employers to promote the benefits of employing graduates and investing in a graduate retention programme.  A full internships programme is being developed for 2015 and a campaign is in development to promote the city's employment and investment opportunities, in order to encourage new graduates to relocate to Nottingham. A support scheme is being developed for employers to create graduate employment opportunities – including financial support and a clear process for employers wishing to employ students or graduates - which includes a focus on developing placements for graduates with language skills with local export companies.	GREEN
<b>MP028</b> NH approved	Crack down on dog fouling in our neighbourhoods	We have invested in a further specialist Faeces Intake Disposal Operation (FIDO) machine to collect dog dirt, bringing the FIDO fleet to three, one for each locality in the city – North, South and Central. This means a faster response time to reports on dog fouling and more resource to tackle planned routes and hotspot areas, resulting in cleaner neighbourhoods. In addition, we regularly undertake targeted, plain clothes operations to catch owners who allow their dogs to foul the streets and issue dog fouling fixed penalty and applications for Dog Control Orders where appropriate.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP029</b> AC approved	Create a new, cheap Nottingham energy tariff	The Council is set to launch its own Robin Hood Energy Company with initial market entry in Spring 2015 and full launch by the Summer. The company will provide as competitively as possible priced energy tariffs, new jobs, inward investment and new local, low carbon energy generation.	GREEN
<b>MP030a</b> AC approved	Cut carbon emissions by 31% as an authority by 2016	We are on track to meet the 2016 target, with progress by 2013/14 showing a 20% reduction in carbon emissions. Energy Services projects account for 84% of the total saving, with Fleet Management contributing 15% and other services the remaining 1%.	GREEN
<b>MP030b</b> AC approved	Cut carbon emissions by 15% across the city by 2016 (Strategy target to cut carbon by 26% by 2020)	The latest Carbon Emission Report shows that carbon emissions across the city have been cut by 18%, exceeding the 15% target.	GREEN
<b>MP031</b> NH approved	Protect from cuts...Dedicated staff to quickly remove graffiti and fly-posting	Dedicated fast response teams operate across our Localities and the City Centre. They have proved to be extremely effective in removing graffiti and fly posting very swiftly.	GREEN
<b>MP033</b> AC approved	Expand Nottingham's District Heating Scheme so more residents can choose to use it as the price of gas and electricity continues to rise	Nottingham's district heating scheme is one of the oldest and most extensive in the UK. Work is now under way to expand the network further to business and domestic users by connecting 400 flats in Sneinton (BMK) and creating a larger network for new business connections as the development of the east side of the city takes place. At the same time, external insulation work is being carried out to improve the flats' energy efficiency.	GREEN
<b>MP034</b> DL approved	Help you keep your energy bills down by doubling the number of homes with loft cavity and solid wall insulation	Since Quarter 1 in 2012, 2,158 more homes have received solid wall insulation, over trebling the amount of properties having received SWI since Q4 2011(639). Of private rented properties identified as not having (but being suitable for) cavity and loft insulation at Q4 2011, 40.3% of houses and 50.4% of flats have now received works, equating to 4 fold and 2½ fold increases respectively over the monitoring period to date.	GREEN
<b>MP035</b> AC approved	Install solar panels to 2,000 council houses	There are over 3,300 homes with domestic photovoltaic (PV) installations across Nottingham, saving households on average £120 per year from the free electricity generated.	GREEN
<b>MP036</b> NH approved	Introduce recycling in flats and to those few homes not yet receiving the services	The recycling scheme has now been expanded to include all flats and houses where facilities and infrastructure allow.	GREEN
<b>MP037</b> NH approved	Make your neighbourhood as clean as the city centre and continue to be the cleanest big city in England	All 20 wards have achieved the Cleansing Index standard of 86 or above meaning we have achieved the benchmark target for Neighbourhoods to be as clean as the city centre. This is based on the previous 12 months' average for each ward and demonstrates a sustained grade A standard for litter and detritus in our neighbourhoods.	GREEN
<b>MP038</b> JU approved	Protect from cuts...Our £36million programme for the energy efficient replacement of all Nottingham's street lighting	The programme to replace and upgrade the Council's street lighting, through a PFI arrangement, commenced in September 2010 and is due to be complete by August 2015.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP039</b> NH approved	Simplify recycling so more materials can be collected together in fewer bins	The Council provides a single receptacle for the majority of dry recyclable collections with the exception of textiles and batteries which are collected in separately provided bags. For maximum simplicity these are collected on the same day and by the same collection vehicle and crew as the regular scheduled recycling collections.	GREEN
<b>MP040</b> NH approved	Streamline the collection of bulky waste by providing a weekly kerbside collection	Weekly kerb side bulky waste collection service occurs in every ward. Service demand has grown to approximately 1,000 collections per week. We continue to refine and improve the service by making information clearer to citizens.	GREEN
<b>MP041</b> JU approved	Use our planning powers to ensure developers incorporate energy efficiency standards into all building developments	All 'major' developments including housing (10 units+), commercial and retail (1,000m <sup>2</sup> ) are required to demonstrate a minimum 10% reduction in carbon emissions. Planning officers also negotiate and encourage additional sustainable construction and renewable energy proposals wherever possible.	GREEN
<b>MP042</b> NH approved	Protect from cuts...Your bins collected weekly and the free bulky waste service	Core service offer includes alternate weekly collection (domestic refuse / recycling), free garden waste collection service (Apr-Oct) and free weekly kerb side bulky waste service.	GREEN
<b>MP043</b> JU approved	Bring the Parking Warden service in-house and ensure they're never paid bonuses for the tickets they issue. Instead, we will make sure the service is more responsive to the priorities of the public and local Councillors	The parking warden service was brought in house during 2011/12. This was followed by extensive retraining and there has also been a restructure to include parking engagement officers liaising with the public and councillors. There is no bonus system in place.	GREEN
<b>MP044</b> JU approved	Build lines 2 and 3 of the tram	Work started in January 2012. Main construction work now substantially completed, and testing and commissioning has commenced. Opening was expected in December 2014 but this has been delayed until the first part of 2015.	GREEN
<b>MP045</b> JU approved	Protect from cuts...Concessionary bus passes for senior citizens and people who are disabled unless the Conservative and Liberal Democrats force us to do otherwise	The Council has maintained existing local discretionary discounted ticketing schemes and the subsidised Linkbus network. This has been enabled through a programme of measures and invest-to-save initiatives in Public Transport, designed to make over £3m pa revenue savings within 3 years.	GREEN
<b>MP046</b> JU approved	Continue to lobby for the expansion of the A453	The lobbying was successful with construction work commencing in January 2013 and due for completion in Summer 2015.	GREEN
<b>MP047</b> JU approved	Develop a new network of on-road cycle lanes on major routes	The Cycling Ambition Package secured £6.1m via the Growth Deal in July 2014 and we are working in partnership with Sustrans and other organisations to develop "Nottingham standard" high quality cycling corridors.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP048</b> JU approved	Develop a rolling programme of 20mph zones in residential areas and outside schools and take further measures to enforce them	<p>A programme of 20mph proposals has been developed for residential areas and schools across the city. This has been taken forward on a neighbourhood basis through leaflets to all affected properties and extensive direct consultation through residents groups and drop in sessions.</p> <p>The benefits of 20mph are:</p> <ul style="list-style-type: none"> <li>• Streets that are more cycle and pedestrian friendly</li> <li>• Greater community ownership of streets and parks</li> <li>• Improved air quality</li> <li>• Safer road junctions</li> <li>• Reduced traffic noise</li> <li>• Minimal effect on overall journey times</li> <li>• Potential reduction in the number and severity of accidents</li> </ul> <p>As part of the consultation process residents have been encouraged to think about community involvement in managing enforcement and in parallel there has been close working with the Police through the Road Safety partnership to develop community based enforcement. The Police have introduced a 20mph diversion course and are looking to work closer with communities on 20mph enforcement. Monitoring has been taking place using the Sherwood scheme to quantify the impact of the scheme.</p>	GREEN
<b>MP049</b> JU approved	Encourage Nottingham City Transport (NCT) to further develop late night buses	Although NCT have been encouraged to provide these services it is a commercial decision and priority has been given to addressing fares, concessions facility charging and service support.	GREEN
<b>MP050</b> JU approved	Protect from cuts...Free residents parking scheme permits for council taxpayers	Residents and resident visitor permits have continued to be issued free of charge for council tax payers across Nottingham. Where a resident or resident visitor permit is lost the first replacement is free but any subsequent replacements for either permit are at a cost of £25.	GREEN
<b>MP051</b> JU approved	Introduce the workplace parking levy as a way of paying for our contribution to the cost of building further tram lines, the rebuilding of the station and other public transport improvements	The workplace parking levy (WPL) was introduced in 2012 and is now in its 3rd year of operation. Currently the WPL is expected to deliver in excess of £8.8m in 2014/15 to fund transport projects including lines 2 and 3 of the Tram, Nottingham Station redevelopment and the Linkbus network. The WPL team remain focussed on maintaining the high levels of compliance and maximising the income stream.	GREEN
<b>MP052</b> JU approved	More rigorously enforce Turning Point restrictions in the city centre for the safety and convenience of pedestrians and bus passengers	The Turning Point restrictions manage access to Milton Street, Parliament Street, King Street and Queen Street. The access restrictions separate loading and other access restrictions by time and location with 'bus gateways' at Milton Street / Shakespeare Street, Parliament Street South Sherwood Street and Parliament Street / Cranbrook Street. Turning Point restrictions have been actively enforced since November 2011 by using enforcement cameras. A 50% reduction in violations was achieved following the introduction of camera enforcement which was way beyond the initial target of 5%.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP053</b> JU approved	Protect from cuts...Nottingham City Transport - Nottingham's Council owned bus service	There has been no significant reduction in commercial evening or Sunday services. We are protecting the overall commercial and tendered network from cuts via capital investment in bus priority, safety, information and ticketing systems designed to reduce operating costs so that commercial routes remain profitable. There has been some recent backfill with extensions to the subsidised network in Clifton.	GREEN
<b>MP054</b> JU approved	Press for the electrification of the Midland Mainline and lobby for high speed rail to come through Greater Nottingham	Extensive lobbying activity, co-ordinated through East Midlands Councils, resulted in a commitment to electrify and upgrade the Midland Mainline as part of the National Rail Industry investment programme. Works on the Bedford to Nottingham line are due for completion by the end of 2019.	GREEN
<b>MP055</b> JU approved	Redevelop Nottingham's railway station and create a full transport interchange between trains, trams, buses, bikes and cars	Redevelopment works commenced in January 2011. Works are now complete and the redeveloped station is fully operational with the tram interchange to follow once NET lines 2 and 3 are introduced in 2015.	GREEN
<b>MP056</b> JU approved	Remove unnecessary street furniture, signs and barriers from Nottingham's streets	We remove redundant street furniture throughout the year and over the past year we have removed 499 barriers, 242 posts, 50 bollards, 45 signs, and 2 Belisha beacons. We have an A Board policy for shops to follow and this year we carried out 839 A-Board interventions. In total we have removed 3,679m of pedestrian safety barriers, 1,300 signs / posts and 222 bollards in the last 4 years.	GREEN
<b>MP057</b> JU approved	Support the local Link bus network	Capital funding is now in place to replace the whole fleet of 60 buses to electric over a 3 year period, reducing operating costs and enabling the network to be sustained at current levels.	GREEN
<b>MP058</b> DL approved	Protect from cuts...A minimum of 100 Community Protection officers working in Nottingham's neighbourhoods	The number of Community Protection Officers (CPOs) has been maintained at 100 through a rolling recruitment programme ensuring that as existing CPOs have left the service (primarily to join the police force), they have been replaced. In addition, auxiliary CPOs have supplemented the number of regular CPOs.	GREEN
<b>MP059</b> DL approved	Protect from cuts...A team of officers dedicated to tackling ASB	A team of Enforcement Officers has been maintained across the city. They investigate serious cases of antisocial behaviour and enviro-crime and prepare cases for court, obtaining civil orders or equivalent outcomes.	GREEN
<b>MP060a</b> DL approved	Continue to cut crime	Crime has fallen by 14% since 2010/11. As of September 2014, crime continues to reduce in the city with a minor reduction over the last 12 months (-0.2%).	GREEN
<b>MP060b</b> DL approved	Halve anti-social behaviour	Measuring anti-social behaviour (ASB) over time has proved problematic due to key changes in national recording standards. Nonetheless, calls to the Police have reduced by 50% when a like-for-like assessment is used, but this does require removing some elements that were previously not present in the baseline. This significant improvement is confirmed in citizen perception of ASB data.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP061</b> DL approved	Continue to set a licensing framework in the city to reduce the number of nightclubs and big bars, limit the number of casinos and sex shops, but encourage a wider range of smaller venues and restaurants	The Licensing Team continue to work within the framework set by Councillors, considering each case on its merits. One of the Principal Enforcement Officers with Community Protection has now been designated as a responsible authority so that they can put forward representations to the Council's Licensing Panel when there are concerns about a licensing application.	GREEN
<b>MP062</b> DL approved	Crack down on off-licences selling alcohol to people who are drunk, as well as those who are under-aged	We have been working with the police on Operation Absenter, a multi-agency operation to tackle the problems of selling to drunks. We continue to work with premises and investigate where necessary any allegations of shops selling alcohol to under age people.	GREEN
<b>MP063</b> DL approved	Cut incidents of hate crime, recorded by Police, by a quarter	The first quarter of 2014 statistics for Nottingham show that hate crime is down 29% against the equivalent baseline and repeat hate crime is down 55% against the equivalent baseline, thereby far exceeding the target reductions.	GREEN
<b>MP064</b> DL approved	Develop a rolling programme to introduce alcohol-free zones to tackle street drinking in communities that want it	Having added a number of individual Designated Public Place Orders (DPPOs) in the city, during 2014 a citywide DPPO was achieved and implemented which means that alcohol in open containers can be confiscated from both adults and juveniles anywhere in the city where it is associated with antisocial behaviour.	GREEN
<b>MP065</b> DM approved	Expand the "Family Intervention Programme" to ensure that the 100 most anti-social families in the City are targeted so that they either change their behaviour or face eviction and enforcement action	The Family Intervention Programme is now part of the larger Priority Families Programme and worked directly with 110 families in 2013/14 out of 591 families dealt with through Priority Families interventions.	GREEN
<b>MP066</b> DL approved	Protect from cuts...Multi-agency "Days of Action" each year in every neighbourhood to target individuals and families involved in anti-social behaviour and low-level criminal activities	This continues to be met through partnership working. Every ward has an Action Plan which contains a programme of citizen and community engagement activities. These include creative 'days / weeks of action' which focus on topical themes in the ward.	GREEN
<b>MP067</b> DL approved	Reduce crime and anti-social behaviour targeted at and between young people	The number of young victims of crime perpetrated by other young people has reduced by 20% and data from the first quarter of the year shows a further reduction. If replicated throughout the year, this indicates a likely reduction of 39%.	GREEN
<b>MP068</b> DL approved	Reduce young people involved in crime by a third	The number of all young people involved in crime had reduced by 26% by 2013/14 and is on track to meet the reduction of a third target.	GREEN
<b>MP070</b> DL approved	Work to cut burglary by a quarter in student accommodation	The number of burglaries with a victim aged between 18 and 21 has reduced by 49.5% compared to 2010-11 following targeted work with students. Additionally, burglaries with a victim aged between 18 and 21 have reduced from 16% of all burglaries to 11% of all burglaries.	GREEN
<b>MP071</b> DL approved	Work with the Probation Service to further develop the adult offending team to manage prolific offenders when they leave prison	We have strengthened the ability of the Adult Offending Team (AOT) to manage prolific offenders and have reduced drug-fuelled offending by improving outcomes for drug treatment clients.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP072</b> JU approved	Protect from cuts...Concessionary bus passes for senior citizens and those with disabilities	The Council has maintained existing local discretionary discounted ticketing schemes and the subsidised Linkbus network. This has been enabled through a programme of measures and invest-to-save initiatives in Public Transport designed to make over £3m pa revenue savings within 3 years	GREEN
<b>MP073</b> NH approved	Continue to develop the Council's popular garden assistance scheme	The garden assistance programme is provided to 2,600 NCH tenants. All garden work and hedge cutting is now delivered by the Council's City Services team which has improved quality and produced savings that can be reinvested into the service. The programme significantly contributes to the NCH 4 star estate programme and is extremely popular with tenants.	GREEN
<b>MP074</b> AN approved	Continue to offer the Council's nationally recognised specialist dementia services	The Council's nationally recognised dementia specialist service continues to be delivered. We have introduced a new rostering system (CM2000) which is designed to improve efficiency and ensure the right care staff provides support to the right citizen.	GREEN
<b>MP075</b> DL approved	Create another ExtraCare scheme like Larkhill Retirement Village	The new Hazel Hill Extracare scheme has progressed substantially and should have planning permission by March 2015 with a start on site expected for June 2015. The ASRA Housing Group have grant funding from the Homes and Communities Agency (HCA) for this project and we have taken a decision to provide further funding to support the delivery of this project. Final sign off of the project by the ASRA board is expected in the next two months prior to the planning application submission in December 2014. Since May 2011 the Albany House extra care scheme was also completed in St Ann's by ASRA as well as the Hibiscus Court Independent Living Scheme by Tuntum. ASRA are building the Independent Living Scheme at Robin Hoods Chase which will be complete by March/April 2015 and the NCC Independent Living Scheme at Lenton is also on-site and will be complete by April 2015. Collectively this represents a substantial achievement in terms of Council supported and enabled quality housing schemes for older people in Nottingham.	GREEN
<b>MP076</b> NMCD approved	Develop science, green technology and creative industries in order to provide 1,000 jobs to attract investment and to encourage graduates to stay in Nottingham	The Growth Plan includes a range of initiatives that support the start-up and growth of businesses within the city's three emerging sectors of life sciences, digital content and cleantech. The £10m N'Tech Grant Fund has committed £7.4m to date, projected to create over 1,000 jobs. Other initiatives include the Gen Y Programme, Growth 100, the Foresight Nottingham Investment Fund, the development of the Creative Quarter, and the development of a support scheme (inc. financial support) for employers to create graduate employment opportunities. Further employment opportunities will also be brought forward through the development of the Enterprise Zone sites (Boots campus, Science Park no. 2 & Medipark), the Boots/BioCity MediCity development, the development of Medipark and Nottingham Energy Park, as well as those following the launch of Notts TV in May 2014.	GREEN



Ref	Commitment	Commentary	RAG
<b>MP077</b> AN approved	Ensure every Nottingham care service user has access to the Telecare emergency assistance scheme	We advertise the service on the back of all local GP appointment cards and in several publications citywide. Telecare promotional events and training days keep professionals up-to-date with equipment available.	GREEN
<b>MP078</b> AN approved	Give every eligible elderly resident the option of a personal budget by 2015 which maximises their choice and control over the care service they receive	Following assessment, every eligible citizen now receives a personal budget. Staff have been trained and business processes have been aligned to meet needs.	GREEN
<b>MP079</b> JU approved	Grit well-used pavements as well as roads to help protect people from slips and falls	We have put the resources in place to respond during sustained adverse weather. A Multihog machine has been purchased and is now in service which has the capacity to grit and plough areas which are not accessible to our traditional gritters.	GREEN
<b>MP080</b> AN approved	Protect from cuts...Pensioner discounts on Council services	Discounts on Council services for pensioners remain in place and include concessionary bus cards and the mobility/senior City Card which provides individual retailer discounts.	GREEN
<b>MP081</b> AN approved	Protect from cuts...Services for the frail elderly and most vulnerable	Unlike a large proportion of other Councils, Nottingham City Council has <u>not</u> raised its eligibility level for social care services. Results from the Association of Directors for Adult Services (ADAS) survey show that we are in the top 15% of most generous councils in protecting the frail elderly and vulnerable from cuts.	GREEN
<b>MP082</b> DL approved	SmartWater the property of every pensioner who wants it for free	Almost a third of Nottingham households are now equipped with SmartWater. A publicity campaign to ensure all citizens over the age of 65 are aware of the offer of free SmartWater has been designed and will be carried out during 2014/15.	GREEN
<b>MP083</b> AN approved	Support the campaign to stop the Conservative and Lib Dem Government cutting free travel for the elderly, the Winter Fuel Allowance and free TV licenses	The council has no control over central government policy but councillors continue to support political campaigns.	GREEN
<b>MP084a</b> AN approved	To offer respite services to allow carers a well-earned break (Children)	The Council's new carers respite service is now operational and is providing short-term respite for carers supporting citizens who are at the edge of care. Respite provision continues to be delivered through Crocus Fields and through contracted foster carers.	GREEN
<b>MP084b</b> AN approved	To offer respite services to allow carers a well-earned break (Adults)	The Carer's Hub has helped to identify and support carers and the Carer Respite Service has been commissioned to provide support for those caring for individuals not currently supported by Adult Social Care. In many cases provision of respite to carers is part of the Personal Budget of the citizen.	GREEN
<b>MP085</b> GC and NH approved	Protect from cuts...A switchboard that ensures that when you phone the Council, during opening hours, you are answered promptly by a member of our staff not a machine	The combination of a level of automation on the switchboard and an opportunity for citizens to speak to a person has enabled people to get through to the right services more quickly. It has also freed up the capacity to enable us to help those who are unclear about which service they require.	GREEN
<b>MP086</b> GC approved	Protect from cuts...Appropriate and meaningful performance targets that we will publish regularly so you know how well or not we are doing	Performance is analysed, benchmarked against key comparators and reported regularly to both management teams and Councillors as well as publicly via the Nottingham Insight website and various publications.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP087</b> NH approved	Bring Council and other public services together so they can be delivered more efficiently and conveniently for local people through one-stop shops	Joint Service Centres have been set up in Bulwell, Clifton, St Ann's and Hyson Green and a further facility is planned in Strelley. These provide a community focus and successfully bring a wide range of Council services together under one roof.	GREEN
<b>MP088</b> GC approved	Cut bureaucracy by working with other councils and public organisations to reduce back office costs	A large scale transformation programme was undertaken to share the back office transactional functions of HR/ Payroll and Finance with Leicestershire County Council. The Partnership was successfully launched in October 2012.	GREEN
<b>MP089</b> NH approved	Ensure local services are delivered by teams of staff managed in your community and responsive to priorities set by local people and their councillors	Each of the Council's Area Committees is made up of elected councillors and community representatives and establishes local Ward priorities to address during the year. A detailed performance report on progress is reported at each Area Committee meeting. Each Ward has a Neighbourhood Development Officer (NDO).	GREEN
<b>MP090</b> DM approved	Ensure the Council works to engage young people in its decision making	In 2013/14, 853 young people attended a total of 50 events and the first quarter of 2014/15 has seen 212 young people attend 15 events, from sessions around the development of early help services for mental health and emotional well-being to improving the provision for young carers.	GREEN
<b>MP091</b> NH approved	Extend the opening hours of Council Offices so services can be delivered at times when they are most needed	Despite the budget context, significant work has been and continues to be undertaken to extend access to services for our customers. Bulwell Riverside Joint Service Centre (JSC) opened in January 2012 and St Ann's Valley JSC opened in April 2012. Both these centres significantly extended the opening hours of library services, 'Ask Here' desks and the availability of community facilities. The Council's website is available 24/7 and as the number of services available online has increased, customers now have a greater ability to access services at times that suit, including evenings and weekends. In our Revenues and Benefits Service, citizens can apply 24/7 on line. Payment machines are being installed at JSCs by March 2015 which will extend the hours available for customers to make cash payments from 4.30pm to 8pm. In addition, plans are well underway to further extend provision through new JSCs at Strelley Road and Sneinton.	GREEN
<b>MP092</b> NH approved	Further develop the Council's website so that more services are available online to those who want to use them	The redesigned Council website was launched to the public on 22nd July 2013 with extremely positive feedback. We have provided a range of improvements including access to a large number of services online, including parking permits, Houses in multiple occupation (HMO) applications, applying for school places, applying for birth certificates, Have Your Say, anti-social behaviour (ASB) issues (dog fouling, fly tipping, etc.), bulky waste collection, reporting a range of issues and registering to vote.	GREEN
<b>MP093</b> GC approved	In order to reduce the impact of Conservative and Liberal Democrat cuts on frontline services we will add to the £38 million efficiency savings achieved over the last 2 years	As at August 2014 for the period 2011/12 to 2014/15 the city council has made savings totalling £122.8m of which £32.4m has been reinvested in services.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP094</b> GC approved	Maintain and enhance the Council's independently judged reputation as a well-run and improving authority	The Council has received numerous awards and recognitions since 2010 and the latest Citizen Survey (2013) shows that the number of people satisfied with the way they were treated has increased from 64% in 2010/11 to 72% in 2013/14. Similarly the number who would speak highly of Nottingham has increased from 67% to 72%.	GREEN
<b>MP095</b> GC approved	Make local independent debt and money advice services available across the city	The council provides support to the Nottingham Advice Sector along with our internal Welfare Rights Service that supports provision of advice across the City. In 2013/14 17,000 Nottingham citizens have been provided with help with benefits and debt.	GREEN
<b>MP097</b> NH approved	Make sure Council Services are equally available whoever you are, wherever you are	We have developed and agreed an Accessible Information and Communications Policy & Guide which has been informed by legislation, national guidance and feedback from citizens (e.g. mystery shoppers). There has been engagement with front line colleagues, departmental leadership teams, Corporate Leadership Team and with citizen groups. This has included a number of citizen events such as the Deaf Awareness session, where feedback received will improve services as a result. The website team have had an accessibility review of the Council Website and have made a number of improvements to ensure that it is accessible for customers, including those with disabilities.	GREEN
<b>MP098</b> GC approved	Provide a named person to guide people through the Housing Benefit application process	Citizens have a named benefit officer from point of contact for their new claim through to the claim decision.	GREEN
<b>MP099</b> GC approved	Raise £33m by selling unwanted Council land and invest it in better housing, leisure centres and parks	In the period 2011 to 2014 the Council has sold £43.7m of Council owned land and buildings, including £18.7m of council house sales under the Right to Buy Scheme. For the remainder of this financial year a further £3.39m of Council properties have been identified for disposal to further boost our investment in housing, leisure centres and parks.	GREEN
<b>MP100</b> NH approved	Protect from cuts...Regular neighbourhood consultation meetings so the Council can listen and take account of your views	This has been achieved by holding regular neighbourhood consultation meetings. These include: Ward Forums, Local Action Group Meetings, Tenants & Residents' Associations, Leader Listens, Budget Consultations, service specific consultations (e.g. Housing) and Area Committees.	GREEN
<b>MP101</b> GC approved	Work with police to continue to clamp down on illegal loan sharks and support and promote Nottingham Credit Union as an affordable and responsible alternative	The Illegal Money Lending Unit now operates at a regional (East Midlands) level. The Credit Union has been consistently promoted at community events, on the radio and in the Nottingham Post. Work has also been undertaken in relation to payday lending within the city.	GREEN
<b>MP102b</b> DT approved	Support regeneration schemes in the Forest, Highfields and Victoria Embankment Parks	The Highfields Park Lottery Bid was submitted in August 2014 and an initial investment of £280k development budget has been secured to progress this project. The Forest Recreation Ground £5.2m restoration has been completed and achieved a Green Heritage Award in 2013. The Victoria Embankment Master Plan is ongoing and partnership development funding for a new cricket pavilion at Victoria Embankment has been secured and is due to be completed July 2015.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP103</b> DT approved	Build new swimming pools at the Victoria Leisure centre and on the Harvey Hadden site	Victoria Leisure Centre opened to the public in March 2012 with over £9m of investment to transform it into a state of the art fitness facility including a 70 station gym and a six lane 25m swimming pool. Work is progressing on the new Harvey Hadden Leisure Centre which will involve investment of £13.5m in a new facility which is expected to open in Spring 2015.	GREEN
<b>MP104</b> NMCD approved	Support the construction industry to help regenerate the city and provide jobs for local people	Around £1bn of investment is underway or planned in the city which is supporting the growth of the construction industry. The Employer Hub has been successful in connecting local people to job opportunities in the construction sector. The Employer Hub exceeded targets for construction jobs and training opportunities in 2012/13, and continued to perform strongly in 2013/14. Major infrastructure schemes such as Tralink, Station Hub, Byron House, and other projects being delivered by the new integrated team (including Job Centre Plus officers) have seen 551 local people supported into construction jobs in 2013/14.	GREEN
<b>MP105</b> NMCD approved	Continue to seek outside investment in neighbourhood and town shopping centres to deliver a wider choice of shops for local people	We have been successful in securing new investment in shopping areas in Nottingham (e.g. Portas pilot funding for Bulwell and Derby Road), and we have drawn up action plans for Bulwell and Clifton – identified as priority areas – to ensure their continued development.	GREEN
<b>MP106</b> NMCD approved	Support those 100 small firms in the city that offer the best prospects for growth and job creation	The Growth 100 programme commenced in April 2013, with 51 businesses 'graduating' to date and 27 businesses starting the programme in October 2014. Initial evaluation shows a very high satisfaction rating for the programme, with more than 40% of participants predicting growth within the next 12 months (compared with 10% on the national Growth Accelerator programme).	GREEN
<b>MP107</b> GC approved	Deliver a welcome pack to all student households which includes information on local facilities and contact numbers for Council Services	Welcome packs have been delivered to all student households at the start of each academic year. The 2014 pack was issued digitally which has been both less costly and more effective.	GREEN
<b>MP108</b> DT approved	Develop new libraries in the one-stop shops in Bulwell and St Ann's	The Bulwell Joint Service Centre opened in January 2012 and in the first year, library use at the Centre was up by 165% on the previous year. The St Anns JSC opened on 23 April 2012 and during the first 3 months of opening over 18,000 visits were made to the Library compared to 7,000 in the same period in the previous year.	GREEN
<b>MP109</b> JU approved	Protect from cuts...Funding to fill potholes, repair pavements and pay for local improvements identified by local councillors and residents	A well-developed Highways Asset Management Plan is in place to inspect and assess road surface quality. Pot holes and other road damage is repaired with a fund set aside to carry out these essential repairs and invest in new equipment, such as the Multihog, to improve road conditions further. In addition, there is around £4m available to provide special neighbourhood projects to improve local areas as identified by ward councillors.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP110</b> DT approved	Protect from cuts...Play areas that are safe and quickly repaired	<p>. New or refurbished facilities have been completed at:</p> <ul style="list-style-type: none"> <li>• Bulwell Forest play area, tennis courts &amp; multi-use games area</li> <li>• Colwick Woods play area</li> <li>• Broxtowe Country Park BMX track</li> <li>• Tintagel Green play area, Clifton</li> <li>• Poplar Park play area, Berridge</li> <li>• Wollaton Park play area</li> <li>• Southglade Multi-use games area</li> </ul> <p>Annual inspections show a reduction in risk across City sites.</p>	GREEN
<b>MP111</b> NMCD approved	Ensure that the Council's spending programme and purchasing supports the local economy	The aim of the Council's new Procurement Strategy is to increase the amount the Council spends with local suppliers to 60% (from 31%) by 2016/17. It also looks to create local jobs & apprenticeships through contracts and includes a 1% levy to provide funding for the Nottingham Jobs Fund.	GREEN
<b>MP112</b> NH approved	Protect from cuts...Staff visibly working in your neighbourhood	Services operate 7 days per week in the City Centre and Neighbourhoods. All vehicles and staff uniforms carry the corporate brand of Nottingham City Council making our presence in neighbourhoods highly visible.	GREEN
<b>MP113</b> GC approved	Tackle 100 vacant and derelict sites across the city to ensure they are brought back into use as soon as possible	We have successfully brought 94 sites which could be considered derelict or vacant back into residential or commercial use between May 2011 and September 2014 and are on target to complete 100 sites by May 2015. A number of further derelict or vacant sites are being prioritised as part of the regeneration programme and we expect at least 5 more sites will be completed by May 2015 and a further 8 will be on site. These sites include those delivered by the private sector as well as those delivered directly by the Council or in partnership.	GREEN
<b>MP114a</b> JU approved	Use all our planning powers to encourage developers to build large family houses, keep family homes for families	Stronger policies in the Local Plan help to ensure that developers provide family housing. The Council is also ensuring that, so far as possible, family housing is provided on sites within its control (e.g. the NCH redevelopment schemes). We have actively encouraged the development of purpose-built student accommodation to free up existing family housing currently occupied by students.	GREEN
<b>MP114b</b> JU approved	Use all our planning powers to encourage the building of purpose built accommodation for students	The Council has actively encouraged the development of purpose-built student accommodation, and this has resulted in 3,634 new bed spaces being provided for the 5 years between 2009 and 2014.	GREEN
<b>MP116</b> NMCD approved	Campaign for the re-instatement of the Education Maintenance Allowance and the Future Jobs Fund and make the most of whatever replaces them despite the funding cuts	A framework for the 16-19 Bursary that ensures the funding is targeted at similar learners has been adopted by the majority of the City's providers. Funding has been secured to continue the free travel pass for learners' scheme to the 2013/14 academic year. The Nottingham Jobs Fund (NJF) has reached its extended target of 400 placements ahead of schedule, and further funding has been allocated to extend the programme. The new NCC Procurement Policy includes a 1% levy on contracts (exc. care and capital) to raise funds for the NJF on an ongoing basis.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP117</b> NMCD approved	Create 500 jobs and 600 training places in the construction industry by defending public capital investment and encouraging private sector building	The Council's Employer Hub has helped 1,635 local people into construction jobs/training since 2011. Over £1bn of investment is underway or planned in the city which is supporting the growth of the construction industry, with major infrastructure schemes such as Tramlink, Station Hub, building of council houses, Broadmarsh and the Southern Gateway.	GREEN
<b>MP118</b> GC approved	Continue to increase the proportion of Nottingham City Council employees who are city residents	There has been a slight increase in the overall proportion of NCC employees who are Nottingham City residents over the last 4 years. The introduction of the 'People Plus' recruitment process, which focuses on moving internal talent throughout the organisation, is the main reason why the increase has not been greater. However, our employability initiatives keep supplying our workforce with city residents, who are at the start of their career. Since April 2011 1,192 of 1,539 (77.5%) new entry-level employees have been city residents. The main reasons why 22.5% of the new entrants are not city residents are positive action initiatives for disabled candidates, hard to recruit to posts (where an appointment of a city resident has not been possible) and existing employees moving out of the city. In addition, when the residency requirement was introduced exemptions were agreed for social care establishments on the city/county border.	GREEN
<b>MP119</b> NMCD approved	Create 1,000 new jobs for local people by continuing Nottingham's growth in the science and energy sector	The Growth Plan includes a range of initiatives that support the start-up and growth of businesses within the city's three emerging sectors of life sciences, digital content and cleantech. The £10m N'Tech Grant Fund has committed £7.4m to date, projected to create 1,005 (and safeguard 750) jobs. Other initiatives include the Gen Y Programme, Growth 100, the Foresight Nottingham Investment Fund and the development of the Creative Quarter. Further employment opportunities will also be brought forward through the development of the Enterprise Zone sites (Boots campus, Science Park no. 2 & Medipark), the Boots/BioCity MediCity development, the development of Medipark and Nottingham Energy Park, and the expansion of the district heating network.	GREEN
<b>MP120</b> GC approved	Continue to target entry-level Council jobs at young people from Nottingham	We are continually converting our entry-level roles into apprenticeships which are targeted at young people who are city residents. 100% of our current apprentices and PATRA trainees reside in the city.	GREEN
<b>MP121a</b> NMCD approved	Create more employment opportunities by establishing 20 new social enterprises	This was achieved in 2011-12 when 22 new social enterprises (and 78 jobs) were created. The Council-funded Nottingham Social Enterprise Hub, developed by Aspiren, delivered an additional ten new social enterprise start-ups by March 2013.	GREEN
<b>MP121b</b> NMCD approved	Supporting 500 more people into self-employment	The Growth Plan directly supports people into self-employment through NBV Enterprise Solutions 'Get Ready for Business' programme and the Gen Y programme. BankSearch data shows 938 sole trader start-ups between April 2012 and March 2013 and the ONS Annual Population Survey shows an increase of 1,400 self-employed people in Nottingham from 2013 to 2014.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP122</b> NMCD approved	Cut unemployment by a quarter	Unemployment in Nottingham has been cut by a quarter since May 2011. The Council's Employment and Skills Team has supported 4,000 local people into employment over the past two years, and is targeting a further 4,200 in 2014/15. Continuing construction investment is creating further job opportunities, and the £3m Youth Contract programme aims to place 2,100 18-24 year-olds into employment over the next two years.	GREEN
<b>MP123</b> NMCD approved	Make people more employable by improving the basic skills of our workforce at level 1 and level 2 by 10%	The proportion of local 16-64 year olds with Level 2 qualifications increased by 10.2% between December 2010 and December 2012, and the proportion of people with no qualifications fell by 5.2% to 10.5%. The basic skills needs of our workforce are being addressed with the provision of pre-employment training through the Employment and Apprenticeship Hubs, as well as adult community learning and FE colleges. The Local Growth Deal announcement (July 2014) includes £30m for the development of Skills Hub on the Broadmarsh East site. The reconfigured N2 Skills and Employment Board is developing a skills and employment strategy for Nottingham and Nottinghamshire, linked to the city and county Growth Plans, for launch late 2014. This will focus skills development and funding on the priority growth sectors where there is a projected skills shortage in the short to medium term (e.g. health and social care, professional services, logistics, construction and low carbon), with the aim of aligning provision to economic priorities and job opportunities.	GREEN
<b>MP124</b> NMCD approved	Reduce worklessness in the City and increase the percentage of people in employment over the next four years	Unemployment in Nottingham has fallen by 23.5% in the year to August 2014, and the latest data shows a 1.9% increase in the employment rate in the quarter to March 2014. A Growth Sector Strategy is being developed to tackle the 'jobs gap' by identifying and supporting those sectors with the strongest potential for jobs growth (e.g. social care, retail & leisure, visitor economy, logistics); and the capacity of the Employer Hub – now fully integrated with JobCentre Plus, and launched as Nottinghamjobs.com – is increasing employer engagement across a greater number of sectors.	GREEN
<b>MP125</b> NMCD approved	Protect from cuts...Support for small businesses, social enterprise and cooperatives	A range of support for small businesses is available through various Growth Plan initiatives, including Growth 100, various Accelerator programmes, the N'Tech Grant Fund, Creative Quarter Loan Fund and changes to the Procurement Policy.	GREEN
<b>MP126</b> GC approved	Protect from cuts...The City Council Apprenticeship Scheme	National Apprenticeship Week has gone from strength to strength and has helped to promote positive news stories about our successful young apprentices and given Council managers the inspiration to support more young people within their services. We have recruited 179 apprentices since 2011 and we expect to have recruited in excess of 250 by the end of March 2015.	GREEN
<b>MP127</b> NMCD approved	Protect from cuts...Woodfield Industries Sheltered Employment for people with learning difficulties	Staff productivity and training needs at Woodfield Industries have been reviewed and product lines changed to increase profitability. We are continuing to work to secure the future of Woodfield through a new business plan and commercialisation.	GREEN

Ref	Commitment	Commentary	RAG
<b>MP128</b> AC approved	Help you keep your energy bills down	Energy consumption has reduced in the city by the equivalent of £34 million based on the cost of energy in 2012 and energy consumption comparison between 2012 and 2005. This equates to approximately £300 per property in real terms.	GREEN
<b>MP027b</b> JC approved	All schools offering access to practical skills and trades	Changes to national policy have greatly increased the number of academies in the city who may determine their own curriculum. Academies are not required to follow the National Curriculum. Nevertheless NCC is working with schools and employers to promote employability in schools. All secondary schools and academies may offer vocational courses or access NCC provided alternative work-based provision where appropriate.	AMBER
<b>MP032</b> AC approved	Develop an energy park where cheap locally generated energy will attract manufacturing jobs back to the City	As part of Nottingham's progress to becoming nationally recognised as the Energy City, the Energy Park innovative energy from waste project will be a showcase to demonstrate state-of-the-art technology and create new jobs in this growing sector. Planning consent for a 160,000 tonnes per year gasification plant has been granted to Chinook Sciences Ltd. Once developed, this will contribute significantly to the amount of locally generated, sustainable energy for the city's use.	AMBER
<b>MP069</b> NMCD approved	More school leavers getting a job, training or further education than any other city	Latest data (March 2014) shows 90.5% of Nottingham school leavers are in employment, education or training, slightly down from Dec 2013 (91.2%). The City is currently ranked third amongst Core Cities (88.4% average). A range of initiatives are in place to support young people, including: Nottingham Futures delivering support to Yr. 9-11 learners at risk of becoming NEET; Innovation Fund programme to tackle NEETs; Nottingham Jobs Fund; Apprenticeship Hub; the Nottingham University Academy of Science and Technology (open Sept 2014); and Youth Contract funding (£3m) to support a neighbourhood engagement strategy to tackle youth unemployment. The NCC School Challenge Board has developed an Employability in Schools Strategy and Action Plan (June 2014), and the City Council is developing a schools-based employability programme, working with employers to identify the skills they are looking for and helping them to engage with schools.	AMBER
<b>MP102a</b> DT approved	Bring all major parks up to green flag standard	Of the 33 major parks, 20 currently hold a Green Flag award and 8 are measured as at Green Flag Standard. The remaining 5 parks will be brought to standard by 2017/18. In addition the city received 2 Green Heritage Awards this year up 1 on the previous year. There were 12 Community Green Flag Awards, up 2 on the previous year. The City also has 2 Green Flag Awards at Nottingham University and 1 Green Flag Award at Nottingham Trent University.	AMBER



Ref	Commitment	Commentary	RAG
<b>MP115b</b> NMCD approved	Reduce vacant shops by a third by 2015	Latest data (Sept 2014) shows that since 2011 we have reduced the percentage of vacant shops from 17.1% to 13% - an overall reduction of 24%. However, difficult economic conditions saw the percentage of vacant shops rise during the period and this represents a 29% reduction from a peak of 18.2% in February 2013. The City Centre Retail Strategy identifies a number of 'quick wins' as well as long-term actions which will enable us to reach the overall target.	AMBER
<b>MP027a</b> JC approved	Ensure no young person leaves school without any qualifications	Almost all (96.6%) of Nottingham's Key Stage 4 performance cohort achieved at least one KS4 pass in 2014. 92 children left school with no qualifications. Nottingham is ranked amongst the lowest three authorities nationally on this measure. The Education Improvement Board will monitor and challenge all providers to ensure almost all young people continue to leave education with at least one formal qualification.	RED
<b>MP096</b> NH approved	Make Nottingham the most citizen-friendly Council in the country and ensure that when surveyed 95% of people are satisfied with the way they were treated	We have achieved 95% customer satisfaction or better in our Customer Contact Centres, Civic, Coronial and Celebratory services, museums and car parks. The latest customer satisfaction for the Joint Service Centres averaged 96% across the bundle of measures. Average telephone performance since Q1 2013/14 is 87% of calls answered within agreed standards. Overall, satisfaction with the Council's website has improved from 69.4% in 2013 to 77.3% in 2014, higher than the national average of 69.5% for Council websites. In the same period, customer satisfaction with the information on the Council website has increased from 72.2% to 81.7% (the national average is 72.25%). Overall, the number of people satisfied with the way they were treated, as measured by the Citizen Survey, has increased from 64% in 2010/11 to 72% in 2013/14 which represents good progress against an extremely ambitious target.	RED
<b>MP115a</b> NMCD approved	Sustain Nottingham's top 5 ranking as a centre for shopping	Nottingham currently sits at 6 in the rankings. City centre regeneration is now a top priority – particularly the Broadmarsh shopping centre – and Local Growth Deal funding will support the development of Broadmarsh Southern Gateway. We are also working with city centre businesses to make improvements across the whole retail sector, including a focus on independent businesses for which the city is renowned. The City Centre Retail Strategy was launched in November 2013, and the Time & Place Plan was approved by Exec Board in April 2014. An action plan focusing on the Retail Strategy's three priorities (strengthening the retail offer; improving the visitor experience; improving the physical space) sets out a number of short and long-term delivery actions for the regeneration of the city centre. The £35m refurbishment of Victoria Centre is ongoing (due for completion Spring 2015) with planning application for the Centre's extension approved, and a conditional development agreement signed with Intu for the redevelopment of Broadmarsh with a planning application expected to come forward in 2015. The Strategic Regeneration Board is refocusing strategy and priorities for the physical regeneration of the city centre.	RED

Ref	Commitment	Commentary	RAG
<b>MP008</b> <b>DM</b> <b>approved</b>	Increase the number of youngsters getting 5 or more good GCSEs including English and Maths by 25%	There have been significant national changes in the way that exam results are measured since 2010. The extent of those changes means that a like for like comparison is not possible. However between 2010 and 2013 there was progress and Nottingham schools had achieved a 12% increase in the number of young people obtaining 5 or more good GCSEs including English and Maths.	NA

# Progress in delivering commitments contained in the Labour Manifesto and adopted as Council policy in June 2011 - Appendix B

Nottingham Labour's 2011 Manifesto, was adopted as Council policy in June 2011. The commitments within the Manifesto form the basis of the Council's policies and priorities and have been incorporated into its strategic planning processes since that date.

Five key commitments were identified and have been assessed as follows:

1. To cut unemployment by a quarter **GREEN**
2. To continue to cut crime and halve anti-social behaviour **GREEN**
3. To ensure that more school leavers get a job, training or further education than any other city **AMBER**
4. To keep your neighbourhood as clean as the city centre **GREEN**
5. To help keep your energy bills down **GREEN**

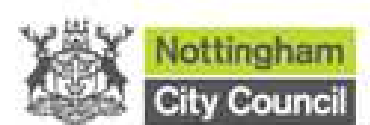
Times are difficult for us all in the current economic climate with reduced investment in public services but our ambitions for Nottingham remain high. The report details our overall performance against our 5 key commitments along with key achievements and service improvements that we have made over the last 4 years.



Ian Curryer,  
Chief Executive



Councillor Jon Collins,  
Leader of the Council



# Cut unemployment by a quarter

The Nottingham Growth Plan continues to deliver a strong package of business finance, supporting a culture of enterprise and thereby creating job opportunities. Overall, Nottingham City Council's Employment and Skills team has supported 4,000 local people into employment over the last two years.

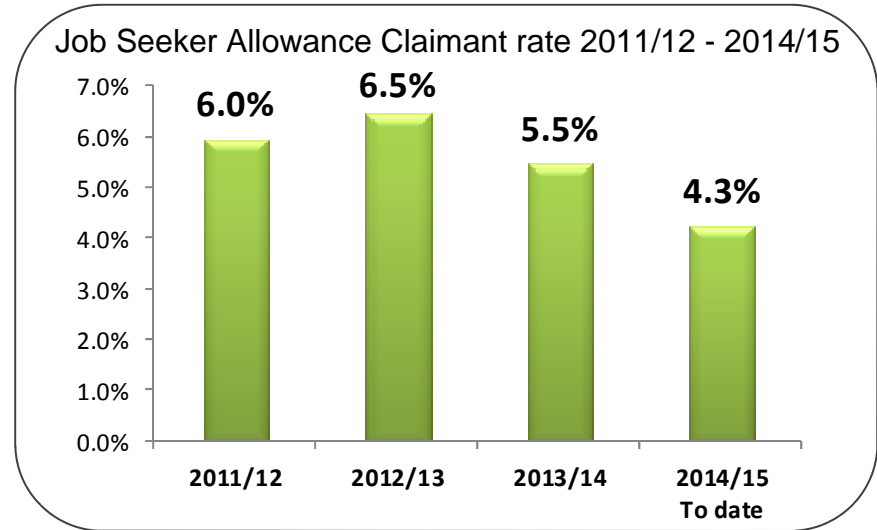
Actions taken to ensure success in cutting unemployment include:

- Around £1 billion of investment underway or planned in the city which is supporting the growth of the construction industry with major schemes such as Tralink and the Station Hub
- The introduction of the Employer Hub in late 2011 which has placed almost 1,700 local people in work and the Nottingham Job Fund which has placed almost 800 since its introduction in 2012
- Continual conversion of our entry-level roles into Apprenticeships which are targeted at young people. 15 Apprentices and 28 PATRA trainees have gone on to sustainable employment with the City Council. Entry-level roles that are not appropriate for conversion are being targeted at city residents and currently 54% of the council's employees live within the city boundary

A Growth Sector Strategy is being developed which will identify and support those sectors with the strongest potential for jobs growth, e.g. social care, retail and leisure, visitor economy and logistics and the capacity of the Employer Hub is being increased through further integration with JobCentre Plus, which will increase employer engagement across a greater number of sectors. In addition, the £3 million Youth Contract programme aims to place 2,100 18-24 year olds into employment over the next two years.

# Headline Achievements

As at the end of September 2014 unemployment in Nottingham, as measured by the Job Seekers Allowance claimant rate, stood at 4.3%. This is a 28% reduction since 2011/12 and a 37% reduction from the peak of 6.8% in 2012/13.



The number of people who found employment via the Nottingham Job Fair rose from 462 in 2012/13 to 503 in 2013/14.

462	503
2012/13	2013/14

The number of people who found employment via the Nottingham Job Fund rose from 204 in 2012/13 to 468 in 2013/14. The first six months of 2014/15 has seen a further 324 placements.

204	468
2012/13	2013/14

The Employer Hub has found work for 486 people in 2012/13 and 956 in 2013/14. In the first six months of 2014/15 alone more than 950 people have found employment.

486	956
2012/13	2013/14

# Continue to cut crime and halve ASB

Nottingham Crime and Drugs Partnership (CDP) is a partnership resource with the aim of tackling Crime, Drugs and Anti-Social Behaviour (ASB) issues and is made up of a broad spectrum of agencies including the Police and Fire Service as well as Nottingham City Council.

Actions taken to ensure success in the cutting of crime and ASB include:

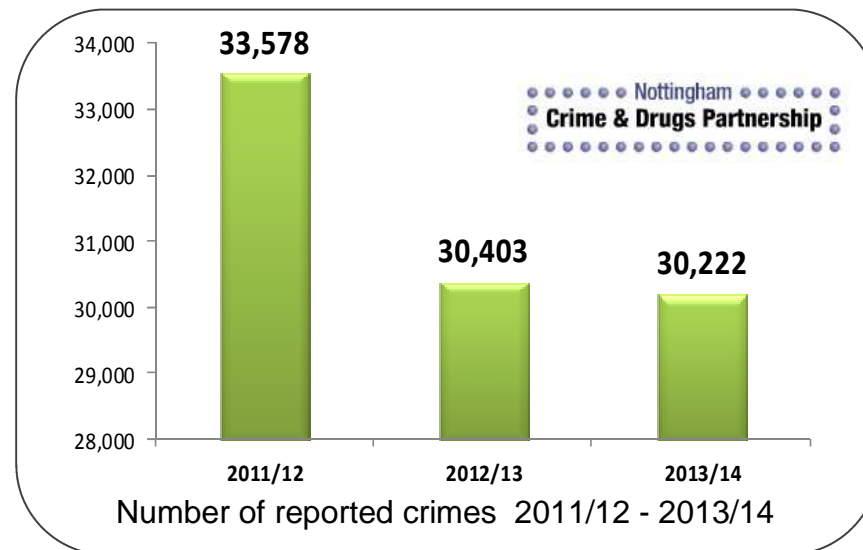
- Closer working between the police and Trading Standards to help combat organised crime and its proceeds
- Ending gang and youth violence through engaging with members of urban street gangs
- Working with the Home Office to develop a new range of flexible powers to deal with ASB
- Running civil orders such as Injunctions, Possession Orders and Anti-Social Behaviour Orders (ASBOs) alongside criminal sanctions.
- Locality working and problem orientated policing with proactive patrols and an ASB car
- Implementation of an order that allows for alcohol in open containers to be confiscated from adults and juveniles anywhere in the city where it is associated with antisocial behaviour
- Crime prevention and personal safety advice work with students
- Smartwater delivered to all households who want it and delivered free of charge for pensioners

The number of young people involved in crime continues to fall yet Nottingham continues to have one of the highest rates of first-time entrants to the criminal justice system in the country. As of January 2014 new targeted youth support posts have been introduced which will increase capacity to accelerate progress.

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# Headline Achievements

Crime and Anti-Social Behaviour (ASB) in Nottingham continue to reduce year on year. Crime has reduced by 14% since the 2010/11 baseline. The target to reduce ASB by 50% was achieved at the end of March 2014 based on both perceptions and calls to the Police (when a like for like comparison is used)



The number of young people involved in crime fell from 1,076 in 2012/13 to 745 in 2013/14. The first six months of 2014/15 has seen 375 young people involved in crime compared to 389 in the same period in 2013/14.

1,076	745
2012/13	2013/14

The number of young people who were victims of crime committed by other young people fell from 195 in 2012/13 to 156 in 2013/14. New Youth Support posts since January 2014 help provide support to young victims and reduce the risk that they will become perpetrators.

195	156
2012/13	2013/14

# Ensure that more school leavers get a job, training or further education than any other city

The conversion of many schools to academies has greatly lessened the formal influence of the City Council on their management, however, various initiatives are in place to ensure the City's school leavers get a job or enter training or further education.

Actions taken to ensure success include:

- The launch of the Nottingham Apprenticeship Hub which provides services and support to both employers and young people and has had a significant impact on the level of growth in apprenticeship starts in the City
- The NCC School Challenge Board has developed an Employability in Schools Strategy and action plan and the City Council is developing a schools-based employability programme working with employers to identify the skills they are looking for and helping them to engage with schools
- Nottingham Futures are delivering targeted support for Year 9-11 learners who are at risk of becoming NEET (Not in Education, Employment or Training)
- The Innovation Fund is undertaking a programme of work to tackle NEETs
- The Local Enterprise Partnership for Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) aims to support and encourage economic growth in the D2N2 region and action plans for each of the priorities identified in its Skills Plan have been developed. These include specific actions around raising the visibility of and access to career insights and specialist careers support for young people and adults to raise aspirations, participation, retention and achievement in learning and work
- Youth contract funding of £3 million to support a neighbourhood strategy to tackle youth unemployment

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## Headline Achievements

Latest data (March 2014) shows 90.5% of Nottingham school leavers are in employment, education or training. The City is currently ranked third amongst Core Cities (88.4% average) fractionally behind Leeds in second place (90.7%) and Manchester in first place (91.2%).

Nottingham's ranking against Core Cities for school leavers getting a job, training or further education

**3**

2013/14

Growth in Apprenticeship starts for 16-18 year olds increased from -1.2% behind the National average in 2011/12 to 14.6% above the National Average in 2012/13.

-1.2% 2011/12    +14.6% 2012/13

Growth in Apprenticeship starts for 19-24 year olds increased from -8.1% behind the National average in 2011/12 to 23.7% above the National Average in 2012/13.

-8.1% 2011/12    +23.7% 2012/13

The number of adults (19-65) with at least Level 2 qualifications has risen from 60.1% in 2010/11 to 70.7% in 2013/14. Level 2 qualified is at least 5 GCSE's grade A\*-C inc. Maths & English.

60.1% 2010/11    70.7% 2013/14

# Your neighbourhood as clean as the city centre

Nottingham was proud to win the accolade of being the UK's Cleanest Big City in 2014. By working with the Council, citizens have helped achieve a truly amazing result—all 20 wards are now as clean as the city centre or cleaner. Technically speaking, all wards have achieved a Cleansing Index standard of 86 or above. What this really means is that all Nottingham's streets are cleaned to the highest standard. This is based on the previous 12 months' average for each ward. The city's Citizen Survey results show that people value this and now feel more satisfied with cleanliness levels in the city, with 80% saying that they are satisfied with cleanliness in the city centre and 74% satisfaction with cleanliness where they live.

Actions taken to ensure success include:

- Targeted, plain clothes operations to catch owners who allow their dogs to foul the streets
- Issuing of dog fouling fixed penalty notices (current average is 9 a month) and applications for Dog Control Orders where appropriate
- Revised cleansing schedules, seasonal rotas, additional FIDO capacity (an all-terrain cart capable of collecting 240 litres of dog dirt and converting it to slurry), fast response teams and closer liaison with enforcement
- Dedicated Fast Response Teams dealing with incidents of graffiti, fly-posting and other Public Realm blights are in place working across the Localities and City Centre. These teams operate seven days per week and remove over 90% of reported incidents within 48 hours
- We encourage a strong 'Report it' philosophy in our communications to citizens and people can report via phone, email, website, social media and our innovative 'Clean Nottingham' app.

## Headline Achievements

All 20 wards are as clean as the city centre or cleaner, achieving a Cleansing Index standard of 86 or above.



80%

2013

The Citizen Survey (November 2013) results indicated 80% citizen satisfaction with the cleanliness of the city centre.

74%

2013

The Citizen Survey (November 2013) results indicated 74% of citizens were satisfied with the cleanliness of their neighbourhood.

## Help you keep your energy bills down

Spiralling energy prices are a real concern for Nottingham people. To help counteract this and make energy costs more affordable a number of key developments have taken place. These have included:

- Providing cavity wall insulation, new boilers, insulation and double glazing to approximately 20,000 houses through the Nottingham City Homes Decent Homes programme
- Loft and cavity wall insulation has been carried out on 14,000 private homes across the city
- Installation of solar panels to over 3,000 homes, reducing energy spend by an average of £120 per year
- Over 1,500 owner occupiers and private renting homes provided with free energy efficient boilers, typically saving each household £350 every year
- Introduction of the Council's own Switch and Save website which has saved customers an average of £200 per year
- Local events held across the city, supporting energy switching, energy efficiency, water saving and waste management
- Providing over 2,000 private sector landlords with energy saving information and hosting the Landlord Expo at Nottingham University Park that was attended by 800 local landlords
- In 2014, we secured £5.4 million of government funding to support a programme of solid wall insulation in social and private housing to continue a long term programme to make people's homes warmer. This will reduce fuel bills by an estimated 40%. Take up is high and it is expected that 2,000 private and social properties will be completed by early 2015

In addition, preparations to launch an energy supply company are well under way with predicted full company launch in the summer of 2015. The Robin Hood Energy Company will provide value for money electricity and gas supplies to Nottingham residents and increase opportunities for sustainable energy production in the city.

## Headline Achievements

Based on the cost of energy in 2012 and energy consumption comparison between 2012 and 2005, energy consumption has reduced in the city by the equivalent of £34 million in total during the period. This equates to approximately £300 per property in real terms.

We were awarded the title of Energy Efficiency Team of the Year in the prestigious Municipal Journal Awards.

Here's what Nottingham City Homes' tenants are saying:



"I'm so pleased with the result. This is just what I've wanted—it's made my home feel a lot safer and warmer"

"My home is warmer, more modern and certainly more secure. It isn't just about the physical change to the house – it's offered us a better way of life."



<b>OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>7 JANUARY 2015</b>
<b>PROGRAMME FOR SCRUTINY</b>
<b>REPORT OF HEAD OF DEMOCRATIC SERVICES</b>

**1. Purpose**

To consider and set the overall programme and timetable for scrutiny activity for the forthcoming year.

**2. Action required**

**note the items scheduled on the work programme for the Overview and Scrutiny Committee and Scrutiny Review Panels for 2014/15.**

**3. Background information**

3.1 One of the main roles of the Overview and Scrutiny Committee is setting, managing and co-ordinating the overall programme of scrutiny work. This includes:

- mapping out an initial programme for scrutiny at the start of the municipal year
- monitoring progress against the programme throughout the year, and making amendments as required
- evaluating the impact of scrutiny activity and using lessons learnt to inform future decisions about scrutiny activity.

3.2 Councillors are asked to note that a new Senior Governance Officer has been appointed who is responsible for scrutiny and that one of the Scrutiny Review Panels will now be progressed but only 1 at a time.

3.3 As a development opportunity for the Scrutiny Review Panel chairs agreed to chair a single meeting of the Overview and Scrutiny Committee. This includes preparation and discussion at the chairs briefing, as well as being supported and mentored by Councillor Parbutt (and the scrutiny team), on best practice how to draw together key points, a conclusion and any recommendations.

3.4 In setting the programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and is matched against the resources available to deliver the programme. It is intended to hold fewer, but more in depth reviews which will enable panels to explore and challenge more.

Commissioning scrutiny reviews

3.5 Delivery of the programme will primarily be through the commissioning of time-limited (2 to 3 meetings maximum) review panels to carry out

reviews into specific, focused topics. All reviews must have the potential to make a positive impact on improving the wellbeing of local communities and people who live and/or work in Nottingham; and to ensure resources are used to their full potential, reviews must have a clear and tight focus and be set a realistic but challenging timetable for their completion.

- 3.6 In setting the programme of scrutiny reviews, it is important that the programme has flexibility to incorporate unplanned scrutiny work requested in-year. However, the Committee will only be able to schedule unplanned work after it has reassessed priorities across the scrutiny programme and considered the impact on existing reviews of the diversion of resources. When the Committee monitors the overall programme for scrutiny at each meeting there will be opportunity to do this.
- 3.7 The Committee has already been provided with background information on potential scrutiny review items which were discussed at the meeting held on 5 March 2014. The scopes, chair and memberships will need to be agreed for these at forthcoming meetings.
- 3.8 When establishing a review panel, the Committee needs to decide on:
- a clear and tight remit for the review
  - a timescale within which the review should be carried out
  - size of review panel, including whether any co-opted members should be involved
  - chair of the review panel (to be appointed from the pool of five scrutiny chairs)

and should have regard to the need over the year to engage as many councillors as possible in the scrutiny process.

#### Schedule of 'overview' items

- 3.9 The Committee also needs to agree a schedule of 'overview' items to come to future Overview and Scrutiny Committee meetings which is shown at Appendix 1. At each meeting, the Committee will look in-depth at one key strategic issue however, on occasion it may be necessary to have an additional 'topical' or 'urgent' item on the agenda. In addition to providing an opportunity for scrutiny of strategic issues, this approach will support Committee members in having an overview of key current issues affecting Nottingham to inform work programming decisions.

#### Policy briefings

- 3.10 Through the process of developing the programme for scrutiny, the Committee may identify issues which call for a policy briefing. The purpose of these briefings is to inform councillors about a current key issue or to prepare councillors for review work that has been commissioned. These informal briefings will not be occasions for scrutiny to be carried out, although they may result in a suggestion for a new scrutiny topic, which would need to be considered by this

Committee against the current programme for scrutiny and available resource. Policy briefings will not form part of the Overview and Scrutiny Committee's agenda but will be held separately and be open to all councillors to attend.

Monitoring programme for scrutiny

- 3.11 On an ongoing basis the Committee will be responsible for managing and co-ordinating the programme for scrutiny and assessing the impact of scrutiny activity. At all future meetings the Committee will monitor the progress of the programme, making amendments as appropriate.

**4. List of attached information**

The following information can be found in the appendices to this report:

**Appendix 1** - Overview and Scrutiny Committee agenda

**Appendix 2** - Policy Briefing sessions

**Appendix 3** - SRP topics for 2014/15

**Appendix 4** - Long-list of potential future OSC/SRP topics

**5. Background papers, other than published works or those disclosing exempt or confidential information**

None

**6. Published documents referred to in compiling this report**

None

**7. Wards affected**

Citywide

**8. Contact information**

Contact Colleagues

<p>Rav Kalsi Senior Governance Officer <a href="mailto:Rav.kalsi@nottinghamcity.gov.uk">Rav.kalsi@nottinghamcity.gov.uk</a> 0115 8763759</p>	<p>Jane Garrard Senior Governance Officer <a href="mailto:jane.garrard@nottinghamcity.gov.uk">jane.garrard@nottinghamcity.gov.uk</a> 0115 8764315</p>
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The feasibility criteria includes:

<b>Decision making and being a critical friend</b>	<b>Is it a topic/key decision which requires consultation with Overview and Scrutiny <u>prior</u> to the decision being taken.</b>	Yes – include. No – apply other criteria and consider removing
<b>Public Interest and relevance</b>	<b>Is the topic still relevant in terms of it still being an issue for citizens, partners or the council in terms of performance, delivery or cancellation of services?</b>	Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing
<b>Ability to change or influence</b>	<b>Can the Committee actively influence the council or its partners to accept recommendations and ensure positive outcomes for citizens and therefore be able to demonstrate the value and impact that scrutiny can have?</b>	Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing
<b>Range and scope of impact</b>	<b>Is this a large topic area impacting on significant areas of the population and the council’s partners <u>or significant impact on minority groups</u>.</b>  <b>Is there interest from partners and colleagues to undertake and support this review and will it be beneficial?</b>	Yes – apply other criteria and consider inclusion No – apply other criteria and consider removing
<b>Avoidance of duplication of effort</b>	<b>Is this topic area very similar to one already being scrutinised in another arena or has it already been investigated in the recent past?</b>	Yes – consider involvement in the existing activity or consider removing No – apply other criteria and consider inclusion.

**Overview and Scrutiny Committee agenda - List of topics for ‘overview’ items**

Below is a list of ‘overview’ items (based on background research and intended to encompass the broad remit of Overview and Scrutiny) to be included on the agendas for meetings of the Overview and Scrutiny Committee for 2014/15. It is intended that the Committee will consider one strategic overview item at each of its meetings. Agreed items will be scheduled depending upon timeliness for the item and availability of contributors.

Date of meeting	Focus
<p><b>7 January 2015</b> Chair: Councillor Brian Parbutt</p>	<p><b><u>Nottingham City Safeguarding Children Board (NCSCB)</u></b> Annual Report 2012 – 13 and progress on actions following the publication of the OfSTED report in May 2014.</p> <p><b><u>Council Plan and Priorities</u></b> Year end report of administration’s plan and priorities. Presentation by the Leader of the Council.</p> <p><b><u>Work Programme</u></b></p>
<p><b>4 February 2015</b> Chair: Councillor C Jones</p>	<p><b><u>Citizen First/Customer Access Programme Implementation</u></b> – progress and what difference is this making to citizens? (last attended 8 January 2014)</p> <p><b><u>The Council’s Flood Risk Management Strategy</u></b> – consultation on draft policy (Fay Bull) - TBC</p>
<p>4 March 2015</p>	<p>Overview and Scrutiny workshop to identify possible topics for review for 2015/16</p>
<p>8 April 2015</p>	<p>TO BE DETERMINED</p>
<p>Future items:</p>	<p>Good to Great Operational Plan - update</p>
	<p>Nottingham Growth Plan - update</p>

**List of potential policy briefings**

Below is a list of potential topics for policy briefings that have been put forward by councillors to date. The Committee will need to identify any topics to be put forward as ideas for potential policy briefing sessions at this stage – this process can be ongoing throughout the year.

<b>Date</b>	<b>Topic</b>	<b>Comments</b>
TBA	Individual Electoral Registration	
TBA	Combined Authorities and devolution	

**Scrutiny Review Topics 2014/15**

	<b>Topic</b>	<b>Comments</b>
1	<b>To review school attendance for children with disabilities or special education needs and the support mechanisms in place to support them to improve attendance and the progress of the transition from the Statement of Special Educational Needs or 323 assessments to the new Educational Health and Care Plans arising from the Children and Families Act 2014 Act</b>	<p><b>Status – to be scheduled</b></p> <p>Proposed by Beverly Denby, 3<sup>rd</sup> Sector Advocate</p> <ul style="list-style-type: none"> <li>• Chair and membership needs appointing at OSC in October 2014</li> <li>• Panel will include the co-opted representatives for educational issues</li> <li>• Scope to be finalised and submitted for approval to OSC</li> </ul>
2	<b><u>NOTTINGHAM CITIZEN’S SURVEY</u></b>  <b>To review the responses of sub-groups of the population, including the differing views by area and demographic factors such as age, ethnicity and disability</b>	<p><b>Status – to be scheduled</b></p> <p>CHAIR: Councillor C A Jones</p> <ul style="list-style-type: none"> <li>• Identified as a review at the Overview and Scrutiny workshop held in March 2014</li> <li>• Scope needs to be finalised with chair and submitted for approval to OSC</li> <li>• Membership needs to be appointed</li> </ul>
	<p>Exploring the implications of the changing educational landscape Part 2 (final meeting)</p> <p><b>Last met on Wednesday 2 April 2014 at 2.00 pm</b> <b>Review temporarily suspended by OSC at July 2014 meeting</b></p>	<p>Glyn Jenkins (chair) Azad Choudhry Sally Longford Thulani Molife Eileen Morley</p>

**2014/15 long-list of possible future items for the Overview and Scrutiny Committee and/or Scrutiny Review Panels**

<p><b>ANNUAL UPDATE ON PUPIL ATTAINMENT,</b> Governance and the role of councillors (arising from discussions being held at OSC on 8 October 2014)</p>
<p><b>ANNUAL FLOOD RISK MANAGEMENT</b> Required annually, carried out by an SRP in January 2014 (next proposed date 18 months from Jan 2014)</p>
<p><b>NOTTINGHAM CITY SAFEGUARDING CHILDREN BOARD (NCSCB) ANNUAL REPORT</b> (being considered at OSC in January 2015 – need to decide best time of year for this to be scheduled at the meeting)</p>
<p><b>POTENTIAL ITEMS</b></p>
<p><b>THE COUNCIL'S BUDGET PROCESS</b> New scrutiny councillors will need to have training on how to effectively scrutinise the Council's budget process prior to scheduling this item after the new Council is elected and members are appointed.  (Previously an SRP was carried out in November 2011 on the budget consultation process used by the Council)</p>
<p><b>FUEL POVERTY</b> What actions are being taken by the Council to support its citizens who in fuel poverty since the Scrutiny Review Panel published its recommendations in 2011?</p> <ul style="list-style-type: none"> <li>• focus on enabling citizens to reduce their energy bills through insulation schemes</li> <li>• the development of the Council's energy company</li> <li>• the pilot being run by Nottingham City Homes and Experian to enable tenants to develop a credit score by using the rent account data. This should enable tenants to move from pre-payment meters and access better energy tariffs with energy companies</li> </ul>
<p><b>HOUSING IN THE CITY</b> How is the Council addressing the issue of creating family housing and social/affordable housing Given the census data showing families moving out of city to find suitable family housing?</p>
<p><b>COMMERCIALISM</b> With significant budgetary pressures expected for local government until 2019/20 how can Nottingham City Council engender a 'commercial culture' to help manage these pressures? How can we maximise the benefits of grants/charitable funding for the city?</p>
<p><b>DEMOGRAPHIC CHANGES, EXPLORING TRENDS AND CHALLENGES IN NOTTINGHAM CITY</b> Understanding our changing population and potential implications to service delivery. Need to explore the changes in demography in Nottingham and how this will impact on : The ageing population; Council services; Health Services etc.</p>



**FE COLLEGES** - How far is Nottingham City Council supporting Nottingham's Further Education (FE) colleges in order to equip young people with the right skills for local employment?

**IT** - How is the Council ensuring its IT infrastructure is fit for purpose and meets the requirements of citizens, colleagues and councillors?

**TOURISM** – what is the Council doing to make Nottingham a tourist destination of choice and how does it know what citizens and tourists want?

**STAFF ENGAGEMENT** – how can the councillors be sure that colleagues are fully engaged with changes in work practices (commercialism) and need for leaner cost efficient services and structural changes (Good to Great). How are staff morale being measured and their views being sought? When was the last staff questionnaire and when is the next one due? What lessons have been learnt? Are these changes and austerity measures impacting on staff retention?

**FIXED ODDS GAMBLING** – a recent article in the Nottingham Post highlighted research carried out by the Campaign for Fairer Gambling, gamblers in Nottingham spent £40,896,139 on the machines. Nottingham is amongst the 55 most deprived English boroughs which lost £470m on the gaming machines last year, against £231m in the 115 most affluent areas in the country.

**CREDIT UNIONS** - An effective way of addressing citizen's increasing use of pay day lenders?

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