



Title of paper:	Review of the Children's and Young People's Plan	
Report to:	Children's Partnership Board	
Date:	October 2011	
Director(s)/Corporate Director(s):	Candida Brudenell Director of Quality and Commissioning	Wards affected: All
Contact Officer(s) and contact details:	Geoff Jenkins Policy and Planning Manager Insight and Improvement Children and Families Nottingham City Council	
Other officers who have provided input:		
Relevant Children and Young People's Plan (CYPP) objectives(s):		
Stronger safeguarding – With a key focus on ensuring that there are high standards of safeguarding across all agencies and that the Partnership takes a pro-active approach to the elimination of domestic violence.		✓
Healthy living – With a key focus on increasing the proportion of children and young people who have a healthy weight.		✓
Reducing substance misuse – Partnership work to lessen the impact on children of parental drug and alcohol misuse and to reduce drug and alcohol misuse amongst children and young people.		✓
Raising attainment – Raising the attainment levels and increasing engagement in employment, education and training.		✓
Improving attendance – Improving rates of attendance at both Primary and Secondary as a key foundation of improving outcomes.		✓
Summary of issues (including benefits to customers/service users):		
<p>SOG considered the First Year Review of the CYPP in May which made 16 recommendations for changes including a more specific work programme for the 5 priorities. The proposals have now been out to consultation and have been equality impact assessed. This report contains the final recommendations for changes to the CYPP which will help to shape the work programme of the Partnership through 2011/12.</p>		
Recommendations:		
1	To note the submissions received on the Review and the proposed responses as set out in Appendix 1	
2	To note the Equality Screening and proposed changes to the Plan as set out in Appendix 2	
3	To adopt the revised CYPP 2010-14 (year 2) in Appendix 3 and to request a work programme for SOG that reflects the year 2 priorities and other recommended changes	
4	To accept the revised Children and Young People's Plan	

1. BACKGROUND AND PROPOSALS

In March, SOG approved a Project Plan for the review and update of the CYPP and the draft proposals were discussed in May. An online consultation was conducted through the summer and the proposed changes were screened for their equality impact at a workshop in early August.

Ten submissions were received from the public consultation and these are summarised – together with a commentary – in **Appendix 1**.

An equality impact assessment was completed following a workshop held in early August and this has led to a number of further changes to the original recommendations. The completed EIA form is **Appendix 2**.

Appendix 3 is the Children and Young People's Plan incorporating changes from the Year One review.

2. RISKS

The review may identify areas where Partnership activity is not producing the desired outcome and may flag up financial and organisational issues that will complicate and even frustrate the delivery of the Plan.

However, unless it is reviewed, the Plan will become out of touch with the shaping and delivery of services to families as the new policies, organisational arrangements and financial constraints take effect.

3. FINANCIAL IMPLICATIONS

Any costs associated with publicity and consultation will be met from current budgets.

4. LEGAL IMPLICATIONS

None – the statutory basis for the CYPP and Government regulations on its review have been revoked.

5. CLIENT GROUP

The Review is relevant to services provided to all vulnerable children and young people - the groups are specified in Appendix 2 of the Plan.

6. IMPACT ON EQUALITIES ISSUES

The Plan has a specific aim to address inequalities of outcome of vulnerable groups. The Equalities Screening Assessment (2010) concluded that if implemented successfully, would substantially improve outcomes for these targeted groups. It stressed the need to develop the Family Pledge and provide accessible updates and feedback with particular regard for hard to reach or disadvantaged children and young people.

The Review findings have been impact-assessed over the summer and the Equalities Community Forum and other interested parties have been consulted.

7. OUTCOMES AND PRIORITIES AFFECTED

The Review proposes the retention, with modification, of the Objectives and Priorities set out in the CYPP 2010-14.

8. CONTACT DETAILS

Geoff Jenkins
Policy and Planning Manager
Insight and Improvement
Children and Families
Nottingham City Council

Tel 0115 87 64841
geoff.jenkins@nottinghamcity.gov.uk

Katy Ball
Head of Early Intervention and Partnerships
Children and Families
Nottingham City Council

Tel 0115 87 64814
Katy.ball@nottinghamcity.gov.uk

Appendix 1: CYPP Consultation (with Commentary)

No	Submission	From	Response
1.	<p>Supports the 5 priorities.</p> <p><u>CAF</u> – concerned about capacity of smaller voluntary organisations</p> <p><u>Crime and Drugs Partnership</u>: welcomes reference to CDP but suggests crime and gangs should be a separate priority and should have more emphasis in the CYPP.</p> <p><u>Healthy Living</u>: Suggests that success in engaging adults needs to be replicated with young people.</p> <p><u>Substance Misuse</u>: Identifies a need for more co-ordination of provision, and better use of voluntary sector capacity for young people; alcohol misuse services for young people are inadequate and are poorly promoted.</p> <p><u>Education attainment</u>: Concerned that the recommendations of the Wolf Report – with the emphasis on academic achievement – may alienate disaffected young people and lead to continuing poor attendance and attainment levels. Suggests the Partnership should be prioritising alternative education provision if Wolf’s recommendations are implemented. Supports the emphasis on disaffected 16-19 year olds.</p> <p><u>Early intervention and think family</u> – should be a dominant theme in service delivery</p> <p><u>Mentoring</u>: Suggests the Partnership reviews this as a tool for diverting vulnerable children and young people away from crime, anti-social behaviour and gangs and strengthening life skills and attainment.</p> <p><u>Voluntary Sector Involvement</u>: Suggests there is scope to increase involvement in Total Place and other delivery strategies.</p>	The Enthusiasm Trust	<p>This submission is generally supportive of the Review recommendations:</p> <p>Crime and gang culture is an important area of policy development and will be kept under review. Bearing in mind the lead role of the CDP, it is not recommended that it should be a specific Year 2 priority for the Partnership.</p> <p>Commissioning new services will provide an opportunity to provide a better alignment of substance misuse services (including alcohol abuse) to children and young people with identified needs. Services are adequate but their role in treating alcohol misuse is not always recognised by professionals and so referrals could be improved.</p> <p>The concern regarding the Wolf Report recommendations is noted and has been raised elsewhere. Schools and academies will be the key agents for ensuring that the risks of alienation are mitigated and that children and young people are supported in achieving their full potential.</p> <p>The comments on the virtues of a mentoring programme for vulnerable young people are noted (the Trust is active in this area) and would need to be assessed within the broader context of the Early Intervention Fund.</p> <p>The Children’s Partnership is committed to working with the voluntary sector to maximise their contribution to assessment of needs and the delivery of services.</p>

No	Submission	From	Response
2.	<u>Safeguarding</u> : Refugee and Asylum Seeker children and young people need to be referred to – their specific needs are not addressed in the Plan.	Church of England Children's Society	<p>Refugee and Asylum Seeker children and young people are identified as a vulnerable group in Appendix 2 of the CYPP 2010-14 and so would be the beneficiaries of targeted programmes.</p> <p>How their specific needs are met – which are often complex and require specialist services – will be referred to the Joint Strategic Needs Assessment for further consideration.</p>
3.	<u>Transition</u> : would like to see specific reference to the needs of care leavers and young people with disabilities transitioning from children's to adult services – particularly those with complex health needs. Both need active partnership working and co-operation between multiple agencies and young people and their families. Profile of this in the CYPP would re-assure young people and their families that this is fully recognised.	Rainbows.co.uk	The CYPP can be amended to reflect this submission.
4.	<u>Attainment and Attendance Priorities</u> Highlights communication skills as a major enabling factor. Support for all children's speech, language and communication skills (not just SEN children and young people) would benefit early intervention, closing the gap and positive engagement. Communication skills are a key factor in raising general levels of attainment.	'ICANHELP'	Noted – schools and academies will take the lead role in developing appropriate strategies to enhance communication skills. The Partnership has a supportive role in mobilising local communities to support this goal. The support for reading initiatives, specifically mentioned in the review recommendations, is one area where the Partnership is working to foster communication skills.
5.	<u>Consultation</u> : Proposes to undertake consultation with children and young people to contribute to the September sign off of the CYPP review.	Children's Participation Consultancy	Noted. It was agreed, due to budgetary constraints, that consultation on the review recommendations would be an on-line exercise. However, fulfilment of the Children and Young People's Charter, launched in December 2010, is a key aspect in shaping and commissioning services within the framework of the CYPP.

No	Submission	From	Response
6.	<u>Healthy Living</u> : Suggests the focus on healthy living should be strengthened (not just 'continued') given the huge challenge of childhood obesity. Would like to see specific mention of the <i>Decade of Better Health</i> as this is the main health promotion driver in the city.	NCC – Sports Leisure and Parks	The CYPP can be amended to reflect this submission
7.	<u>Domestic Violence</u> : Submission challenges the link made in the review between alcohol abuse and DV and presents national evidence that the majority of incidents occur without alcohol being present – although police are more likely to be called out when alcohol is involved. Recommends this link is removed or re-worded to present a more nuanced picture	Nottinghamshire Domestic Violence Forum	Noted – the link between domestic violence and alcohol abuse is not part of the changes made to the CYPP for Year Two. The correction however is noted here.
8.	<u>Domestic Violence</u> Expresses concern at the perceived lack of provision for low-risk families. DV and bullying at home is a factor in the lives of 10% of school-aged children. Suggests there should be some emphasis on early intervention work with schools to support these families.	Women's Aid Integrated Services	CAF / Family and Community Teams
9.	<u>Early Years</u> : Supports the priorities as proposed. Would like to see a focus on early years and the Marmot review in year 3.	Nottingham Deputy Public Health Director	Noted.

No	Submission	From	Response
10.	<p><u>Governance:</u> The current CYPP does not fully reflect all the health and local authority cross over services. Would like consideration of how the CYPP could be further developed as a strategic plan that will support detailed joint commissioning plans in a similar way to the Vulnerable Adults Plan.</p> <p>Would support a complete review of Governance within the Children’s Partnership. The relationship with the Health and Well Being Board needs to be thought through. A refreshed CYPP could become the overarching joint strategy delivering health and wellbeing to our children and young people, incorporating crossover areas such as the Healthy Child Programme (0-19), mental health (CAMHS and IAPT) family community teams and a Total Place approach. It could also be broadened to include community budgets, educational attainment etc.</p>	Shirley Smith AD / Nottinghamshire PCT	<p>Recommendation 12 states that <i>‘The Partnership will review its membership and terms of reference and ensure that the SOG and the Partnership Board are aligned with the emerging Governance structures in health and well-being’</i></p> <p>This submission provides the basis for a dialogue within the Partnership and with other key players on :</p> <ol style="list-style-type: none"> 1. How the CYPP should now be developed to fulfil a greatly strengthened role supporting joint commissioning plans. 2. Developing new partnership governance arrangements in conjunction with the Health and Well Being Board to eliminate overlap of responsibilities and clarify accountability and reporting lines.

Appendix 2

Equality Impact Assessment – Part 1: The Proposals

PART 1 - THE PROPOSALS

CYPP Year One Review Recommendations for adoption and implementation in 2011/12. Specifically:

1. Retaining the five priorities into year 2 but with a focus on specific areas of work (*see Part 2*).
2. Developing a championing Science City with our schools.
3. Developing its role as 'aspirations champion' for One Nottingham. Areas where the partnership can really make a difference are:
 - Workforce development.
 - Promoting Science City (above).
 - Whole family work through the Family Support Strategy.
4. Developing a work programme from the findings of the Total Place project.
5. Streamlining performance management arrangements (SOG).
6. Affirming and developing the cross cutting principles particularly through workforce development.
7. A complete refresh of membership, governance and terms of reference of the Partnership so that informs commissioning intentions and aligns with emerging structures for public health and social care.

Information Used To Analyse The Effects On Equality

Equality PIs reported to SOG and the Partnership Board

Joint Strategic Needs Assessment

The Third Community Equality Reality Check July 2010

Updates provided at the Community Equality Forum Reality Check November 2010

Equality Impact Assessment workshop (open invitation) August 2011

	Could particularly benefit (X)	May adversely impact (X)	How different groups could be affected: Summary of impacts	Details of actions to reduce negative or increase positive impact (or why action not possible)
People from different ethnic groups	(X)	<input type="checkbox"/>	<p>The CYPP is geared to improving outcomes for vulnerable children and young people. Specific reference is made to BME groups with a record of under achievement, to disabled children and young people, to LGBT children and young people. Other vulnerable groups - who may not have 'protected characteristics' under the Equality Act 2010 are also included.</p> <p>The recommendations reviewed in this assessment are, of necessity, broad and wide-ranging in their scope. The intended impact may be summarised as follows: <i>through work in partnership to raise aspirations, improve education attainment and employability and eliminate barriers to full participation in society, the proposed changes to the CYPP will, if implemented, will strengthen the drive to create a more equal and just community.</i></p>	<p>The EIA workshop reviewed the CYPP proposals and suggested the following actions to increase their positive impact:</p> <ol style="list-style-type: none"> 1. That a resource (web-based) be established to provide a up to date factual account of new and emerging communities in Nottingham to provide a context for work with families from these backgrounds. The JSNA, with hosting on Nottingham Insight, may be a suitable model to develop this resource. 2. That a role be developed for Family and Community Teams in helping to raise aspirations in a local community setting. A concerted effort should be made to replace the Sure Start branding (which has been a powerful and effective brand for promoting early years services) with one that welcomes young people and families with older children. In addition, it is suggested that a range of services should be piloted and developed in the evenings and weekends at suitable centres. 3. A commitment to develop impact measures across all outcomes that draw directly from local communities and service users perceptions of improved outcomes.
Men, women (including maternity/pregnancy impact), transgender people	(X)	<input type="checkbox"/>		
Disabled people or carers	(X)	<input type="checkbox"/>		
People from different faith groups	(X)	<input type="checkbox"/>		
Lesbian, gay or bisexual people	(X)	<input type="checkbox"/>		
Older or younger people	(X)	<input type="checkbox"/>		
Other (e.g. marriage/civil partnership, looked after children, cohesion/good relations, vulnerable children/adults)	(X)	<input type="checkbox"/>		

Outcome(s) of equality impact assessment:

No major change needed Adjust the policy (X) Adverse impact but continue Stop and remove the policy/proposal

Arrangements for future monitoring of equality impact of this proposal / policy

Monitoring will be by performance management through the Partnership and by the Year 2 review of the CYPP in 2012.

Approved by (manager signature): *Geoff Jenkins*

Date sent to equality team for publishing:

PART 2 / CYPP YEAR 2 - THE PRIORITIES

1. That safeguarding should be a Year 2 priority with a focus on.

- Actions to increase the impact of the Family Support Strategy in providing alternative pathways to improving outcomes.
- Assessment of the impact of family support on social care referral rates.
- Building inter-agency support for the DASH (domestic abuse, stalking, and honour based violence checklist) risk assessment so that domestic violence is dealt with as early as possible, knowledge of risk is shared and a proportionate response can be made
- Minimising bullying behaviour by:
 - working with parents, schools and young people to improve the emotional resilience of young people.
 - support victims and re-educate perpetrators.
 - share best practice on what works.
- Supporting the Crime and Drugs Partnership, particularly through work with families, to challenge and eliminate gang culture in local neighbourhoods.

2. That healthy living should be a Year 2 priority with a focus on:

- Work with the Director of Public Health and the GP Consortium to develop governance, planning and commissioning arrangements that will secure the Partnership's commitment to improve the health of children and young people – particularly those groups and families that are vulnerable to poor outcomes.
- The focus on achieving a healthy weight for more children and young people should continue but the importance of a 'whole family approach' is recognised and links to programmes to reduce adult obesity will be strengthened.

PART 2 – THE PRIORITIES (continued)

3. That substance misuse should be a Year 2 priority with a focus on:

- The development of reliable local indicators to improve our understanding of prevalence of substance misuse and effectiveness of interventions

4. That attainment should be a Year 2 priority with a specific focus on:

- Support for reading initiatives.
- Active promotion of Science City as a means for widening the horizons of children and strengthening attainment in maths and science in primary and secondary schools.
- Review and strengthen support 16-19 year olds in further education – particularly those eligible for free school meals.

5. Improving school attendance should be a Year 2 priority. Work with schools and academies should address:

- Parental attitudes to school absence – particularly in primary schools.
- Reducing the level of disaffection amongst secondary pupils with additional needs so this does not lead to persistent absence in later years.
- The outcome of public consultation on changes to the school year, in view of its potential to influence school absentee rates.

INFORMATION USED TO ANALYSE THE EFFECTS ON EQUALITY

1. Equality PIs reported to SOG and the Partnership Board
2. Joint Strategic Needs Assessment
3. Young Nottingham Select Committee Report (November 2010) on Educational Attainment Provisional Results 2010
4. Report on Attainment by Selected Pupil Characteristics 2010 (July 2011)
5. Equality Impact Assessment workshop (open invitation) August 2011

	Could	May	How different groups could be	Details of actions to reduce negative or
--	--------------	------------	--------------------------------------	---

	particularly benefit (X)	adversely impact (X)	affected: Summary of impacts	increase positive impact (or why action not possible)
People from different ethnic groups	(X)	<input type="checkbox"/>	<p>This will be the second year in which the Partnership has sought to increase its effectiveness by concentrating partners on specified priorities. The year one priorities are being carried forward but with some ideas on which areas of policy to focus on.</p> <p>Benefits are generally as described in the related assessment of proposals but specific groups that will benefit include: vulnerable women (from the proposal to tackle domestic abuse and the Family Support Strategy (Priority 1); Disabled and LGBT children and youngsters who are subject to bullying (Priority 1) and BME groups who are under-achieving and sometimes marginalised by their experiences at school (Priority 4 and 5)</p>	<p>The EIA workshop reviewed the CYPP year 2 priorities and suggested the following actions to increase their positive impact:</p> <p>For priority 1 (Safeguarding) that the needs of disabled women suffering from domestic abuse, who can be particularly isolated, is recognised in the development of the DASH.</p> <p>For Priority 3 (substance misuse) community-based performance indicators be included in the development of insight and intelligence: this would include information held by Family and Community Teams. Also, there is scope to include more local community feedback in the development of the evidence base.</p> <p>For priority 4 (attainment) it is recommended that science city should include early years children within the programme.</p> <p>For priority 4 (attainment) it is also recommended that the needs and potential of disabled children be specifically recognised in all the initiatives listed for partnership attention during year 2.</p>
Men, women (including maternity/pregnancy impact), transgender people	(X)	<input type="checkbox"/>		
Disabled people or carers	(X)	<input type="checkbox"/>		
People from different faith groups	(X)	<input type="checkbox"/>		
Lesbian, gay or bisexual people	(X)	<input type="checkbox"/>		
Older or younger people	(X)	<input type="checkbox"/>		
Other (e.g. marriage/civil partnership, looked after children, cohesion/good relations, vulnerable children/adults)	(X)	<input type="checkbox"/>		

Outcome(s) of equality impact assessment:

No major change needed Adjust the policy (X) Adverse impact but continue Stop and remove the policy/proposal

Arrangements for future monitoring of equality impact of this proposal / policy / service:

Monitoring will be by performance management through the Partnership and by the Year 2 review of the CYPP in 2012.

Approved by (manager signature): *Geoff Jenkins*

Date sent to equality team for publishing:

Appendix 3 – Revised CYPP for Year Two

**City of Nottingham
Children and Young People's Plan
2010 – 2014**

Plan for Year Two 2011-12

***It takes a city to raise a child
Working together to improve outcomes
for every child and young person
in Nottingham***

Nottingham Children's Partnership

August 2011

Contents

Foreword

Summary and Partnership Priorities

The Strategy

Our Vision	1
Looking Ahead: The Policy Context.....	3
Strategic Objectives and Year 2 Priorities	11
How We Will Deliver	14
Appendix 1: Composition of the Nottingham Children's Partnership Board.....	19
Appendix 2: Vulnerable Children and Young People	20

This Plan

The Plan is based on evidence about past performance, needs assessments, consultation with local families and agreed priorities between partners. It has been reviewed in 2011 and adjusted to take account of changes in policy direction that are now impacting on 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. It sets a clear direction for the Nottingham Children's Partnership and also for the rest of One Nottingham's partners; the welfare of children, young people and families is a collective responsibility for all of us.

Foreword – August 2011

The magnitude of the changes in the year since this Plan was adopted should not be understated. A new Government has been elected, policy and organisational change touch every corner of public life, there has been an unprecedented retrenchment of public resources and the future for our children and young people is beset with challenges we did not envisage one year back.

The current partnership and the Children and Young People's Plan were established on the expectation that both would need to meet legal requirements. Though the Partnership and the Plan now are now both non-statutory, partners have recognised the value of building on the trust and collaboration of past years. They are committed to adapting our current arrangements to confront the challenges ahead.

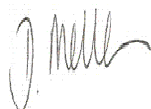
The review of this Plan reflects the current realities, acknowledging the successes but realistic about the formidable obstacles that will need to be tackled if our most vulnerable children and young people are to have an assured future.

It concludes that the framework for action, including the five priorities set out in the Plan is still valid, but should be modified in the light of current experience. Preparing our young people for work in a rapidly changing economy, strengthening our partnership work around families and continuing the drive to raise aspirations provide a fresh stimulus for the year ahead.

In addition, some changes may be needed to the composition of the Partnership and its relationship to new commissioners and providers of services. Partners will be looking afresh at the way we work together and improve our shared understanding of what really makes a difference to young people's wellbeing and future prospects.

The Review was published on the Children's Partnership website during the summer for public consultation and the resulting submissions have been considered by the Board. The Review was also subject to an equalities impact screening and the Plan have been adjusted to take account of this.

The Plan has now been modified to take account of the Review recommendations. I am confident when we take stock of progress in a year from now, we will be able to point to positive changes in the lives of our children and young people - and to the role the Partnership has played in bringing these about.



**Councillor David Mellen Nottingham City Council
Lead Member for Children and Family Services Chair of the Nottingham
Children's Partnership Board**

Summary

The Nottingham Children's Partnership has agreed this plan as the strategy for Children and Young People in Nottingham City for 2010-2014. Its purpose is to set out the priorities across all partners responsible for providing services to children and young people, our objectives and how we will deliver them, with specified targets.

Our vision 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.

It also establishes the partnership's agreed priorities for the first year of the plan. Each year the annual review of the plan will set out the agreed priorities for the next year within the framework of the strategic objectives set out for 2010-2014.

Year Two Partnership Priorities

The Partnership will continue to work to the priorities it established in 2010, which are:

- **Stronger safeguarding**
- **Healthy living**
- **Reducing substance abuse**
- **Raising attainment**
- **Improving attendance**

Part 1

The Children and Young People's Plan 2010-14

The Strategy 2011-12

Chapter 1. - The Nottingham Children's Partnership Our Vision

1.1 One Nottingham's Vision: The Big Picture

The City of Nottingham has a long and proud history, is home to over a quarter of a million people and has many reasons to be confident about its future. A bold twenty year vision for the city to 2030 has been agreed by One Nottingham, the city's main partnership, together with a strategy for the first ten years to 2020 – all set out in its 'Nottingham Plan to 2020'. The One Nottingham Vision for our City is:

Go ahead Nottingham: safe, clean, ambitious, proud

Nottingham in 2030 will be a city which has tackled deprivation and inequality by...

- *Being one of Europe's top ten cities for science and innovation, sport and culture*
- *Making every neighbourhood a great place to live*
- *Giving the best start in life to all of our children and young people*
- *Making poverty history*

We will do this by being radical, bold and daring to be different.

At the heart of the vision is a strong collective determination to see continued wealth creation in Nottingham go hand in hand with a decisive *breaking of the cycle of inter-generational poverty*, so that more of our children grow up to benefit from the city's wealth and with higher aspirations. The true test of whether we have succeeded will be how many of our children grow up to achieve more than their parents. For this reason, one of the Nottingham Plan's Strategic Priorities is *'To ensure that children and young people thrive and achieve.'* That is the foundation for this Plan.

1.2 The Children's Partnership's Vision: Strong Families

The city's vision and strategy recognise that giving Nottingham's children the best start in life, in strong families, with the earliest and best support that we can offer, must be the city's top priority. It is the only way that we will break the cycle of inter-generational poverty in Nottingham, raise aspirations for the next generation and set a renewed direction for the city. It is a mission for the whole city. It really does take a city to raise a child.

Our role is to chart the path to realising this vision for our children and young people. The Children's Partnership's vision is:

Our vision 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.

Families come in all shapes and sizes, as they always have done. They vary in aspirations. Some need more support than others, often for many different reasons – sometimes only temporarily, sometimes long term. Our aim is to support all families

in bringing up their children in an environment which is as loving, supportive and stable as possible. We recognise the immense value of wider family members and relatives in looking after children and in providing role models for young people. We also recognise the role that neighbours, friends and communities play in shaping the world in which our young people mature. All have a role to play.

We are clear that simply delivering 'business as usual' services to tackle the present level of need in Nottingham is not enough. It is not sustainable. We want to get better at **tackling the causes** of many of these needs and **empowering families** to take more responsibility for themselves. This will require more **integrated services** that can **intervene earlier** and prevent problems escalating. These are the core features of our strategy in developing our services, as explained here:

- **Intervene earlier, breaking the cycle**

We are committed to a long term shift in our mainstream resources towards greater prevention and early intervention so that we reduce the demand for specialist services. We must improve our ability to identify children with high risk factors and low protective factors – including children and young people in some identified groups who can be especially vulnerable (see appendix 2) or children from families suffering from debt or in poor housing – and intervene early with a more effective and more personalised service. Our aim is to reduce the number of young people growing up to experience behavioural problems, mental illness, substance misuse, teenage parenthood and low educational attainment.

- **Empower families to take responsibility**

The primary responsibility for raising families belongs to those families and their communities. We complement and support this with public services. Yet some in our society have become so dependent on public services that it has undermined their willingness to take responsibility for their own families. We believe that rights must be balanced with responsibilities. In the way that we deliver our services, we will work to promote the empowerment of families, not greater dependency.

- **Integrate services around families**

At the heart of the Nottingham Children's Partnership is **Think Family** - a commitment to integrate our services to deliver a more holistic impact for families and better value for money. This means integrating health, education and social care services into a seamless service for those in need. We must also co-ordinate with the other Theme Partnerships across One Nottingham in tackling child poverty and transforming neighbourhoods so that all are attractive places for families to live in.

The Plan covers all services for children and young people and their families from birth to their 19th birthday. For young people leaving care, responsibility extends beyond the age of 20. For those with learning difficulties it extends to the age of 25 to ensure the transition to adult services is properly planned and delivered.

Chapter 2 - Looking Ahead: The Policy Context

It is self-evident that the policy context for partnership working in year 2 is very different from the one prevailing a year ago. The continuing economic downturn and the policy agenda of the Coalition Government will profoundly affect how services will be shaped and delivered – and indeed what services will be provided – over the remaining life of the CYPP. This section outlines the major themes and draws out how these will affect services.

2.1 The Financial Climate:

Partners on the Children's Partnership Board will face a significant loss of funding and an increasing challenge to maintain service quality and protect vulnerable children young people and their families at a time of great economic uncertainty. The scale of public and voluntary sector cutbacks commencing in April 2011, is indicated by the following summary:

- **Nottingham City Council** has lost £60M in Government funding compared to funds available in April 2010. Special grants targeted at disadvantaged areas, notably the Area Based Grants and Working Neighbourhood Fund, have either ceased or have been diluted (by being rolled into the general local government pot.). Children's and Family Services are working to a budget reduced by over £23M compared to one year ago – a loss of 24.6% of its resource base.
- **Further Education:** Nottingham's four FE colleges are affected by cuts in a number of ways. Funding for all arts and non-vocational courses has ceased – this will have an impact for example on learners wishing to study English for speakers of other languages (ESOL) which will no longer be a 'priority qualification.
- The cessation of Educational Maintenance Allowance for low income students is a major concern for the City. It is estimated that 4,608 city students claimed EMA in 2009/10 and that 385 students per year were in further education because of the grant. The Government is introducing a bursary based replacement for students with increased allowances for the poorest students - however national funding will be at 32% of the EMA scheme.
- **The Health budget** has been maintained but will not keep pace with medical inflation (caused by an ageing population and the cost of clinical advances in treatment); it is estimated that health providers serving Nottingham's health needs require £25M more each year just to stand still.
- **The Police** are experiencing a 5% cut in funding in 2011/12 – approx, £10.3M and funding will be reduced by 22% over the next four years. This will result in a major re-organisation – though there is a strong commitment to maintain neighbourhood provision.
- **Nottingham's Voluntary and Community Services** receive funding from the City Council, and a variety of other sources including trusts. It is

estimated that the year on year reduction from all sources is 38%; approximately £18M. New funding sources – through the Transition Fund and via the Big Society Bank – are slow in coming and not really accessible by smaller organisations.

Financial contraction on this scale means that every provider of service re-thinking how services are to be provided in future. For the NHS, in particular, this is also driven by a completely new model of GP commissioned services to replace Primary Care Trusts and Strategic Health Authorities

The lessons for the Children's Partnership from the new financial climate are:

- Partnership working has become more important as resources are cut. Working together to eliminate duplication of effort and join up services makes even more sense as the penalty for not doing so grows. This is why both One Nottingham and the Children's Partnership have re-affirmed their commitment to work to agreed and shared objectives and priorities.
- Setting priorities, based on a thorough and sound needs analysis, is crucial. As the strategic framework for children and family services the CYPP needs to strengthen its relationship to commissioning across the partnership. It will provide the rationale for setting commissioning priorities and analysing the effectiveness of services in improving outcomes through the annual review.

2.2 The Big Society

This element of the Coalition Government's Change Programme is perhaps the most difficult to assess in terms of its impact on services for Children and Families. The new proposals aim to create a climate that empowers local people and communities, building a big society that will transfer power from the state to citizens. The Government's view is that there should be more power for people and politicians and less for bureaucrats and quangos. Policy development is grouped under three strands.

- Social action – Government will foster and support a new culture of voluntarism, philanthropy and social action;
- Public service reform – decentralisation, freeing up professionals and opening up public services to new providers like charities, social enterprises and private companies;
- Community empowerment – creating communities who feel that they are in charge of their own

The new thinking is developed further in the Localism Bill which may impact on delivery of children's services in future years. It provides for:

- The Community Right to Challenge which would enable not-for-profit bodies, including voluntary and community groups, social enterprises, parish councils and local authority employees delivering a service, to express an interest in running a service. This could include services

provided by or on behalf of the authority. The City Council would have to consider and respond to this challenge.

- The Community Right to Buy would require the City Council to maintain a list of public or private assets of community value put forward for consideration by communities. When listed assets come up for disposal (either the freehold or a long leasehold), communities would be given the chance to develop a bid and raise the capital to buy the asset on the open market.

This is entirely consistent with the current policy direction set by One Nottingham and embedded in the Children's Partnership. Nottingham already has a vibrant voluntary and community sector, active volunteers and a range of mechanisms for citizens to influence the city council and other public bodies. Big Society is an opportunity to build on and improve what already exists. However, some aspects of the Government's approach are embryonic – notably the flow of funding to empowered communities through the Big Society Bank and other funding mechanisms. Established funding sources for the VCS are contracting. It is likely therefore that the impact on service development will be gradual and only significant in the medium term.

The lessons for the Partnership from the 'Big Society Social Programme are:

- The Partnership needs to ensure that its strong working relationship with the VCS is developed further as the sector grows into the role of active partner in the delivery of commissioned services;
- The Partnership should closely follow the development of new financial and procurement mechanisms, in particular the Big Society Bank, and work with the VCS to ensure opportunities to deliver services in new ways are fully realised.

2.3 Joint Commissioning and Service Integration

The major policy driver is the rapid move away from direct delivery of services by public bodies – this has accelerated under the Coalition Government. The emerging scenario is one where public services are provided by a much wider spectrum of providers drawn from public and private providers, social enterprises, voluntary and community organisations. The organisation of this new market is through the commissioning and procurement of services. Because of the cross cutting nature of children and family services, joint commissioning to shared priorities is of growing importance. However, new policy directions from the Government, coupled with the wholesale restructuring of health services, means it is particularly difficult for the Partnership to engage all the necessary partners in a common approach. The context for commissioning over the next few months includes:

- City Council and other partner budget reductions, together with the cessation of area specific funding has led to some activities being de-commissioned. Re-commissioned and newly commissioned services will be assessed closely for evidence of value for money and improving outcomes.

- The Children and Family Services (NCC) has restructured its Quality and Commissioning Directorate to focus activity firmly around leading commissioning based on sound needs analysis; well planned and transparent processes; strong procurement, and robust quality assurance.
- Health Commissioning is being fundamentally transformed by the Health and Social Care Bill now being enacted by Parliament. The Bill means that Nottingham City Council (with the DPH), would have responsibility for improving health and reducing health inequalities across our local population - a population with some of the highest health inequalities in the country. A Health and Well-Being Board will be established to oversee work to reduce health inequalities and a statutory Health and Well-Being Plan will be developed to chart how this will be done. The key relationship for joint health commissioning in the Children's Partnership has been between the City Council and NHS Nottingham (the Primary care Trust). This will be re-configured as the PCT and the Strategic Health Authority relinquish budget and responsibility to the emerging Nottingham GP Consortium and the NHS Commissioning Board.
- VCS and Commissioning. Notwithstanding a difficult transition as the voluntary and community sector wrestle with painful cutbacks in resources, the sector is expected to play a significant role in the provision of commissioned services moving from niche and grant based projects to delivery, where appropriate, of mainstream services.

Joint commissioning will be developed in a world where profound change is happening at an unrelenting pace. New relationships will develop - particularly in the health field - to underpin joint commissioning. The CYPP and its annual review will need to be integrated ever more closely into the commissioning cycle so that assessment of needs, priority setting, performance management and review of progress provide tangible and useable products for the commissioning of children and family services. The fundamentals, set out on page 19 of the Plan remain relevant to this task.

The co-location and integration of services is developing strongly in Nottingham. Three interconnected elements will carry this agenda forward in the second year of the Plan:

- The Common Assessment Framework is now well embedded in local practice. The priorities, as we move into year 2 of the Plan, are to ensure consistency of approach among all partners, develop more fully the role of the key professional and to ensure that assessments lead to interventions which are timely, proportionate and effective. The Partnership will be looking to strengthen the contribution universal and targeted services make to reductions in referrals to intensive social care services. Budget reductions will make this move challenging but the desired goal is set out in the Family Support Strategy.
- The Family Support Strategy encapsulates partners' commitment to work together to support healthy strong and resilient families as a means to prioritise the safety and improve the health, growth and developmental outcomes of Nottingham's children. The strategy provides the strategic overview on how this will be developed and pathway guidance for professionals working with families.

- Family Community Teams consist of a full range of family support services including Children's Centres, Play, Youth, MALT (CAMHS, Educational Psychology, Educational Welfare), Disabled Children's Team and Youth Offending Team; all of which provide universal, targeted and specialist support for Children and Families. In the second year of the CYPP they provide the key to ensuring the aspirations set out in the Family Support Strategy are developed and that the benefits of co-locating services close to the communities they serve are fully realised.

The lessons for the Partnership are:

- The Partnership will need to be renewed to bring in new partners with commissioning responsibilities.
- It will need to persuade potential partners that its assessment of needs and agreement on priorities are based on robust rigorously tested evidence and remain relevant to all organisations providing services to Nottingham's families.
- The benefits of service integration will only be realised in a partnership approach which is reliant on sound collaboration and a shared view of what progress looks like.

2.4 Early Intervention

The Children's Partnership was quick to recognise the value of intervening early when families need help – to prevent problems becoming part of a downward spiral. This approach underpins much of what the CYPP is aiming to achieve.

In January 2011, Graham Allen (MP for Nottingham North) presented his independent review of Early Intervention to the Prime Minister. Graham Allen has been a major advocate for the early intervention approach, both locally as chair of the One Nottingham Board and through Parliament.

The approach is particularly suited to Nottingham's own needs. Inter-generational deprivation is entrenched and may be increasing – particularly on some outer estates. Levels of multiple deprivation are reaching levels where the pressure on specialist services is intense but the Partnership can build on its early adoption of Early Intervention, for example:

- It has been a leader in developing its own local programme of early intervention
- It is a national pilot as one of the Early Intervention Cities
- It has a mature and diverse voluntary and community sector providing important services in this area
- There is leadership from the top and a high level of commitment across its Children's Partnership
- Children's Services are being re-shaped to develop locally based capability to target early intervention where it is needed.

The Allen report emphasises the lead role of the third sector in the establishment of an Early Intervention Foundation, in promoting a National Parenting Campaign and providing drive and direction to local initiatives. Nottingham has strengths in this area. Nottingham has already agreed to accept nomination as one of the 15 *Early*

Intervention Places, should this recommendation be adopted. This status would give it national profile and a lead role in developing the other recommendations in the Report.

However, in the current financial climate the risks to a sustainable early intervention strategy in Nottingham cannot be ignored. The services that provide early intervention in the city are generally non-statutory and frequently are – or were – financed by specific grants. Grant support has been terminated in many cases and former funding streams have been replaced with a single Early Intervention Grant. This already has a £5.303m* shortfall on the resources available a year ago and is non-ring fenced. It is inevitable that some of the services referred to in the Allen Report and key to Early Intervention will be withdrawn or greatly reduced over the next 12 months. Identification of a secure sustainable funding mechanism (currently the subject of a further report to the Prime Minister) will be critical to successful implementation of the Report's recommendations..

The lessons for the Partnership are:

Further development of the workforce to ensure that Early Intervention is embedded into professional practice of all partners using the tools available – particularly Total Place, the Common Assessment Framework and the Family Support Strategy.

Consider how universal and targeted services can offer more support to children and families without recourse to referral to specialist services

Use the Early Intervention budget to sustain the initiative in Nottingham and consider how this can be augmented by aligning it with partner initiatives.

Develop relationships with new Early Intervention institutions ((e.g. the Foundation) with a focus on developing effective measures for recording the benefits to outcomes and potential long term savings to society.

2.5 Performance Measurement

When the CYPP was adopted last May, it was able to use the National Indicator set – a standardised set of 200 performance measures collected and published by the Government – to benchmark and assess performance against the Plan's objectives. While the quality of the indicators across the set was somewhat uneven, it established a uniform approach that enabled our performance to be compared with statistical neighbours and to be shared across the One Nottingham Partnership. The NIS has now been substituted with a single list of data that will be collected by the Coalition Government. School attainment and probably public health will continue to be subject to target setting but the whole infrastructure developed in Local Area Agreements has been dismantled. User satisfaction surveys -such as the Tellus (school pupil) survey and Place survey have been discontinued – with responsibility for plugging the gap devolved to local councils.

The implications of the changes underway are not yet completely clear. Much of the national indicator set is likely to be available through reports to Government for the single list and through the continuing need for statutory returns for social care services. However, it is evident that the Partnership will have to develop more local indicators to enable it - and wider audiences - to assess progress. New local indicators have some advantages - they can be tailored to Nottingham's particular

needs, tested for relevance and usefulness and quality assured locally. But, comparisons and benchmarking with neighbours will be more difficult.

The lessons for the Partnership are:

- It will need to systematically review performance management to ensure it has appropriate measures to assess both performance and the effectiveness of partnership activity;
- It should consider maximizing its use of the Single List and Government data sources to manage performance.
- It should work with other Partnerships and interested bodies to develop a co-ordinated approach to the collection of service user information by survey.
- It should consider requesting the development of appropriate local indicators where this is sustainable and cost effective, to plug gaps that need filling.
- It should consider how the benefits of early intervention can be captured in the development of performance measures.

2.6 Governance

It is important to note that partners in One Nottingham have re-affirmed their desire to continue to meet and to support the Nottingham Plan as the strategic plan for Nottingham through to 2020 and beyond. The Partnership arrangements for children and family 'nest' within One Nottingham and so the relationship of the CYPP to the Nottingham Plan and the Children's Partnership to One Nottingham have been re-validated for a further year.

The Governance arrangements set out in the CYPP have provided a streamlined structure and focussed the Partnership on its five selected priorities. The reporting lines and responsibilities of the constituent groups were established to comply with Partnership Trust required by the last Government. However, all statutory guidance on the Partnership and Children and Young People's Plan was rescinded by the Coalition Government. The Partnership has resolved to continue as a voluntary local partnership, using the CYPP to provide the strategic direction for its business and maintaining its alignment with One Nottingham and the Nottingham Plan. In the past year, the Partnership has:

- Consolidated its quarterly performance reporting for the strategic and operational objectives.
- Appointed accountable officers at Director level for four of its five priorities and established in depth performance review sessions with the Senior Officer's Group.
- Launched the Children's Charter and Parents and Carer's Charter which encapsulate the collective commitment of partners to actively engage families in the decision making and ownership of the services they use.

However, the transformed landscape outlined in this section of the review will require re-assessment and recalibration of the Partnerships Governance structure. The re-organisation of the NHS requires pressing consideration of how potential new partners – in public health and in the Nottingham GP consortium - can be engaged. It seems likely that the statutory functions of the new Health and Well Being Board and Strategy will subsume responsibilities for children and young people's health.

This is likely to require further revisions to the CYPP and Governance and performance management arrangements.

Similarly, proposals to have all sectors of education represented on the Board will need to be revisited as autonomous Academies provide increase their share of education in the City and the relationship between the City Council and maintained schools is re-thought.

Finally it is acknowledged that it has been difficult to maximise the added value of Partnership working in tackling obstacles to progress in the priority areas, notwithstanding the time and effort that has been expended in reviewing and understanding performance. A sharper focus on the accountability of senior officers and on the actions that require partner intervention will need to be developed in year 2.

The lessons for the Partnership on renewing its Governance arrangements are:

- To consider opening negotiations with representatives of the emerging health bodies on their future relationship with the Children's Partnership.
- To review the duties of the Health and Well Being Board with the Director of Public Health and consider alignment with the functions currently carried out by the Partnership.
- To review the relationship of schools and academies with the Partnership and explore models for effective collaboration on improving outcomes - particularly for vulnerable children and young people.
- To re-appoint Accountable officers at Director level to lead partnership work on the priorities and consider revising the remit to clarify the responsibilities of the role.
- To revise performance reporting arrangements so that they are more focussed on priorities, on improving outcomes and on the actual contribution that can be made through direct partnership action.
- To consider a review of partnership reporting measures so that they take account of the elimination of the National Indicator Set and support the preceding bullet point.

Chapter 3 – Strategic and Operational Objectives and Year 2 Priorities

3.1 Strategic Objectives

To deliver our vision, we have established a set of Strategic Objectives for the next three years to 2014, together with a more detailed set of operational objectives, clearly defining the direction of our services and investments:

Strategic Objectives 'What We Do'	Operational objectives
<p>1. Safeguarding and Early Intervention Children, young people and families will benefit from early and effective support and protection to empower them to overcome difficulties</p>	<p>(1) Stronger safeguarding - Improving safeguarding across all agencies, to keep children and young people safe from physical, emotional and sexual abuse, neglect, and accidental injury. (2) Shifting resources to early intervention and prevention – Achieving a growing shift of mainstream resources towards early intervention and prevention to ensure that families in challenging circumstances are identified early. (3) Reducing infant mortality</p>
<p>2. Strong families - More families will be strong and healthy, providing an enjoyable and safe place for children to grow up</p>	<p>(4) Improving parenting support through the implementation of the Family Support Strategy (5) Supporting children with learning difficulties and disabilities – Providing better co-ordinated care for children and young people with learning difficulties and disabilities, emotional and behavioural difficulties. (6) Improving corporate parenting – Improving the quality of life and outcomes for children living in care and preparing for independent living.</p>
<p>3. Healthy and positive children and young people - Children and young people will be healthier, fitter, more emotionally resilient and better able to make mature decisions</p>	<p>(7) Promoting healthy living - Tackling childhood obesity, improving diets, improving oral health, cutting smoking rates (8) Reducing teenage conceptions – Reducing the rate of teenage conceptions. (9) Reducing substance misuse – Reducing substance misuse and its impact on children and young people. (10) Strengthening positive behaviour - Divert children and young people from anti-social and offending behaviour (including homophobic and other forms of bullying) and promote socially responsible behaviour.</p>
<p>4. Achievement - All children and young people will leave school with the best skills and qualifications they can achieve and will be ready for work or further learning</p>	<p>(11) Engaging learners better - Improving school attendance and improving engagement and progression from age 16 in education, employment and training. (12) Improving attainment- Improving educational attainment and skills. (13) Closing the gap - Closing the gap in attainment and skills between disadvantaged groups and their peers. (14) 14-19 reform – Preparing for significant changes for this age group, with a new 14-19 strategy and the raising of school leaving age. (15) Science City – promoting science and innovation in schools, to improve the city's long term competitiveness.</p>
<p>5. Economic well-being - Child poverty will be significantly reduced</p>	<p>16) Tackling child poverty – Tackling worklessness and supporting adults to gain Level 2 skills or higher so they are able to progress in work and earn more.</p> <p><i>...in partnership with World Class Nottingham and Working Nottingham</i></p>

3.2 Year Two Priorities

Each year of the Plan, we will set out which of the operational objectives are of specific focus for the year. This year (2011/12) the Partnership will continue to focus on the priorities adopted in 2010 but concentrating on areas where the partnership can add value:

<p>1. In the safeguarding priority, we will:</p> <ul style="list-style-type: none">• Increase the impact of the Family Support Strategy in providing alternative pathways to improving outcomes.• Assess of the impact of family support on social care referral rates• Build inter-agency support for the DASH (domestic abuse, stalking, and honour based violence checklist) risk assessment so that domestic violence is dealt with as early as possible, knowledge of risk is shared and a proportionate response can be made.• Ensure that the needs of disabled women suffering from domestic abuse, who can be particularly isolated, is recognised in the development of the DASH.• Minimise bullying behaviour by:<ul style="list-style-type: none">○ working with parents, schools and young people to improve the emotional resilience of young people,○ support victims and re-educate perpetrators○ share best practice on what works.○ Support the Crime and Drugs Partnership, particularly through work with families, to challenge and eliminate gang culture in local neighbourhoods both Primary and Secondary as a key foundation of improving outcomes.
<p>In promoting healthy living as a priority we will:</p> <ul style="list-style-type: none">• Work with the Director of Public Health and the GP Consortium to develop governance, planning and commissioning arrangements that will secure the Partnership's commitment to improve the health of children and young people – particularly those groups and families that are vulnerable to poor outcomes.• Continue to focus on achieving a healthy weight for more children and young people and strengthen this through of a 'whole family approach' by developing links to programmes to reduce adult obesity.
<p>In tackling the negative impacts of substance misuse as a priority, we will</p> <ul style="list-style-type: none">• focus on the development of reliable local indicators to improve our understanding of prevalence of substance misuse and effectiveness of interventions.• Ensure that community-based performance indicators are included in the development of insight and intelligence: This would include information held by Family and Community Teams. Also, there is scope to include more local community feedback in the development of the evidence base.

In the priority to raise attainment, we will:

- Support the reading initiatives
- Promote Science City as a means for widening the horizons of children and strengthening attainment in maths and science in early years settings and in primary and secondary schools
- Review and strengthen support 16-19 year olds in further education – particularly those eligible for free school meals.
- Ensure that the needs and potential of disabled children are specifically recognised in these initiatives.

In the priority to improve attendance, we will:

- Assist work to challenge parental attitudes to school absence - particularly in primary schools.
- Support measures to reduce the level of disaffection amongst secondary pupils with additional needs so this does not lead to persistent absence in later years.
- Review the outcome of public consultation on changes to the school year, in view of its potential to influence school absentee rates

Chapter 4 - How We Will Deliver

4.1 Cross Cutting Principles

The Partnership has adopted seven cross-cutting principles – set out below – to guide the future develop of its work. It will continue to develop these principles by incorporation them into its commissioning and planning processes, its workforce development strategy and its delivery of front-line services.

Principle	Explanation
To raise aspirations	This will help children and families value positive things, set ambitious goals for their lives and develop the confidence and personal skills to achieve their full potential.
To manage transitions through all aspects of children's lives	<p>This will increase our understanding that the points of transition in a young person's life – through the educational system, entering or leaving public care for example - can present particular problems and so help us to target additional support, when needed, at these critical transitions.</p> <p>Particular attention will be paid to the needs of care leavers and young people with disabilities transitioning from children's to adult services. It is recognised that both need active partnership working and co-operation between multiple agencies and young people and their families.</p>
To ensure that all services are accessible by and take account of the needs of vulnerable groups	This will help us to develop services for all that can be used by children who previously may have needed specialist services e.g. children with disabilities and working across professional boundaries in teams or professional arrangements centred on the child and his or her needs. Groups defined as vulnerable are described in Appendix 1 to Part 2 of this Plan (The Performance Management Framework).
To engage with and listen to service users and stakeholders in developing our services	This will ensure the voice and influence of children and young people and their parents and carers is reflected in the plans, strategies and standards of the Children's Partnership.
To promote the environmental sustainability of investments and services sustainability	This will maximise opportunities for supporting the Green agenda both in major capital programmes (such as BSF and Primary School re-organisation) and in the organisation of new ways of working.
To gather and use evidence of impact more creatively and intensively	<p>This will help us extend the value and impact of evidence on our decision-making processes.</p> <p>We will set out our approach in an <i>Evidence and Intelligence Framework</i> for the period of this Plan.</p>
To work with others to build a city for children and for families.	We will work with partners in <i>One Nottingham</i> to make the city family-friendly and child-friendly. This principle extends well beyond local neighbourhoods - to the city centre, public transport and Nottingham's parks and attractions. In particular, we want the city to be accessible, affordable and safe for families and children.

4.2 Joint Commissioning and Common Integrated Processes

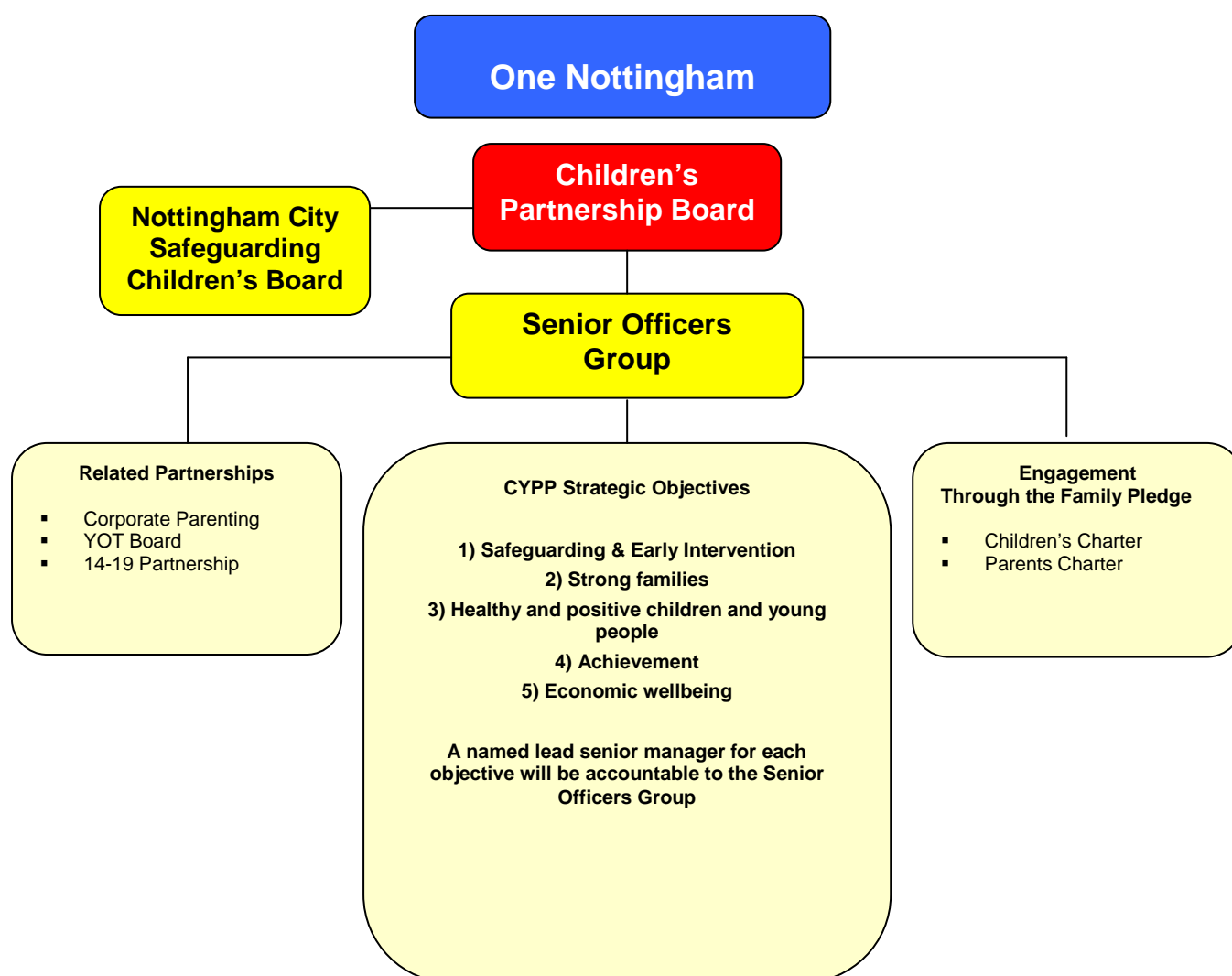
A key part of our work will be establishing effective joint commissioning arrangements to ensure that we invest our resources in a more integrated way. This will ensure that we are funding the right services to deliver the right outcomes.

The Children's Partnership will work closely with new health partners to ensure that strategic commissioning in the new working environment and strategic planning through implementation of this Plan are mutually supportive in achieving the vision set out in Chapter 1 of this Plan.

It will pay particular regard to the lessons learnt from the Total Place Pilot. It will adopt a work programme for the partnership and senior leaders derived from the project findings and develop this to drive further developments in integrated working practices across the city.

4.3 Governance

The Partnership streamlined its governance arrangements using named accountable officers for its strategic objectives and minimising the number of groups that need to meet regularly to conduct partnership business.



The Partnership is now reviewing its governance and will:

- play a lead role in work to raise aspirations concentrating on the priorities set out in the Aspiring Nottingham framework document.
- review its membership and terms of reference and ensure that the SOG and the Partnership Board are aligned with the emerging Governance structures in health and well-being.
- consult with the education community on how to engage schools, academies and colleges as voluntary partners.
- The Senior Officer Group will re-affirm a schedule of named lead officers for the operational objectives and Year 2 priorities.
- The reporting arrangements will be streamlined to ensure best use of senior management time.
- The Partnership will review progress on implementing the CYPP in one year's time (mid -2012)

4.4 Developing the Children's Workforce

We can only achieve the vision for the Partnership through recognising the central role the workforce plays through dedication and tenacity to improve outcomes for children and young people in the City of Nottingham. We need to understand and respect individual professional specialisms across the Partnership organisations and combine delivery to its best effect around the child or young person.

"The One Children's Workforce" encompasses everyone who works, paid and unpaid, full time or part-time with children and young people in the City (aged 0-19 and 25 if young people have learning difficulties and/or disabilities) and their families.

Our vision is a workforce that is passionate about empowering all children and young people in the City to thrive and achieve.

In order to achieve this, we will need to further engage with the core and wider workforce to reinforce integrated ways of working to be able to 'feel' part of a one children's and young people's workforce.

We will provide best practice for all organisations and people who work with children and young people so that the workforce:

- Is recruited robustly, inducted and developed to ensure the best possible quality of service to children and young people and reflects the diversity of the community we serve.
- Is lead and managed so that the interests of the children and young people are at the heart of everything we do.

- Is skilled in identifying when children and young people are not achieving their full potential including those who are most vulnerable and engage them as soon as possible to enable them to thrive and achieve.
- Actively promotes involvement of children and young people and parents in service improvement to shape our future.
- Works effectively in multi-agency settings and teams to support child centred/family focused working and deliver integrated practices.
- Understands their responsibilities for safeguarding and welfare.
- Aspirational for themselves and the children and young people and families they support.

The Workforce Strategy Partnership Group has been working together to deliver Nottingham's Joint Children and Young People's Workforce Strategy. The Group includes representatives from across the full range of partners, including the private, voluntary, community and independent sectors. The strategy has four strands:

- 1) **Recruiting and Retaining** (attract and keep hold of key people)
- 2) **Modernising** (updating systems, practices, procedures to for Step Changes)
- 3) **Developing** (to grow skills, knowledge, behaviour)
- 4) **Deploying** (right place, right time and right skills – capacity to deliver)

(Please refer to the Workforce Strategy for more information).

4.5 Resources

Resources for the Plans' implementation will be made available through:

- Work undertaken by the named lead officers and the Partnership Board to align planning and budget processes within partner agencies to the CYPP objectives;
- Development of the Joint Commissioning Framework and pooled budgets.

4.6 Risks

The Partnership will develop a Risk Register to identify and mitigate risks to the successful delivery of its Plan and will review this regularly in its management of performance. Current identified risk areas are:

- A lapse of inter-agency arrangements resulting in a failure to keep all children and young people safe.
- Inadequate resources to support the Partnerships priorities.
- Inability to align individual partners budgets and resources with the CYPP due to conflicting calls on resources
- Inability to meet need due to a misunderstanding of trends and changes
- Failure to develop a strong and well resourced joint commissioning strategy
- Possible political and legislative changes
- Failure to engage key groups (children, young people parents and carers) in plan development.

Nottingham Children's Partnership

Portfolio Holder for Children's Services
Leader of the Council
Chief Executive of Nottingham City Council
Chairman of NHS Nottingham City
Chief Executive, Nottingham City NHS
Corporate Director of Children's Services
Chief Executive, NCVS
Director, Quality and Commissioning, Nottingham City Council
Area Director of Nottinghamshire Learning and Skills Council
Children's Services Advisor, GOEM
Deputy Area Director, Nottingham Learning and Skills Council
Chair of Nottinghamshire Police Authority
Chief Officer, Probation Service
District Manager, Job Centre Plus
Independent Chair, Local Safeguarding Children Board
Academies representative: Chief Executive, Djanogly City Academy Nottingham
Strategic Health Authority
Chairman, City of Nottingham Governors' Association (CONGA)
Nursery and Early Years representative: Head Teacher, The Nottingham Nursery and Training Centre
Primary Schools representative: Head Teacher, Springfield Primary School
Special School representative: Head Teacher, Rosehill School
Secondary School representative: Head Teacher, Hadden Park High

Vulnerable Children and Young People

Vulnerable groups are defined as those who are likely to have additional needs and experience poorer outcomes if these needs are not met. Services across the partnership for children, young people and families continue to identify and work with vulnerable groups. An ongoing needs assessment process examines the intelligence supplied by partner agencies in order to develop the depth of our understanding about which groups are vulnerable and the nature of their needs.

We have a special concern for the most vulnerable children and young people and their families and will pay particular attention to helping them to achieve their potential. They include:

1. Children in Care and Care Leavers

The expression 'children in care' refers both to children who are the subject of care orders and to children provided with accommodation by a local authority for more than 24 hours, either under section 20 or section 21 of the Children Act 1989, or who have been placed or authorised to be placed with prospective adopters by a local authority (but not a registered adoption society). Care Leavers are young people who have been in the care system and for whom the local authority have an ongoing responsibility once they have formally left care.

2. Children with Learning Difficulties and Disabilities and Emotional or Behavioural Difficulties

Disabled Children¹ are more likely to experience abuse and to feel isolated from and unsafe in their communities. National research has shown that disabled children are far more likely to live in poverty. It is estimated that nearly one-third of disabled children live in poverty. The educational attainment of disabled children is unacceptably lower than that of their peers. Families with disabled children report high levels of unmet need and stress, and many reach breaking point. In Nottingham, we want to ensure that disabled children and their families have the opportunities and choices to improve their quality of life and to be respected and included as equal members of society.

3. Some Black and minority ethnic groups

The educational attainment of Nottingham's schoolchildren is extensively analysed each year to identify the difference in attainment between ethnic groups. The analysis exposes differences in the rate of attainment, but the picture that emerges is both complex and dynamic. Within group variation is often as great as the difference between groups. Outcomes vary by age, by gender, and over time. The Joint Area Review in 2007 identified white British boys and Pakistani boys as groups with poor attainment which required greater recognition. Through the CYPP we will continue to analyse education attainment and develop support policies based upon the needs identified. This will be driven by a personalised approach that identifies the needs of individuals.

4. Pregnant teenagers and Teenage parents

The poor health, emotional health and well being and economic outcomes for teenage mothers and fathers are well evidenced. Rates of infant mortality are 60% higher compared to parents over the age of 18, and their children have a 25% higher risk of low birth weight. Almost 40% of teenage mothers have no qualifications and 30% of teenage mothers aged 16-19 are NEET compared with 10% of all 16-19 year olds. By age 30, teenage mothers are 22% more likely to be living in poverty than mothers giving birth aged 24 or over.

5. Young Offenders

A young offender is anyone aged 17 or younger who has committed an offence. In Nottingham, the number of children and young people involved in anti-social and offending behaviour is above national averages. Despite positive, targeted interventions, the number of children in care who are involved in crime is high. A relatively low proportion of young people who have offended are in education, training or employment.

6. Children in Offender Families

These are defined as children and young people who have a parent, carer or sibling serving a custodial sentence or subject to the National Offender Management Service. Parents who engage in anti-social behaviour are more likely to raise children who also behave anti-socially. Children who know of their parents' involvement in drug misuse or crime, or whose parents condone such behaviour, are at

¹ A child or young person is disabled if they have a physical or mental impairment which has substantial and long term adverse effect on his / her ability to carry out normal day to day activities (DDA 1995).

CYPP incorporating 2011 Review (V1) – 10 Aug 2011

increased risk of misusing drugs and of engaging in offending behaviour themselves.. Reliable data on the number and location is hard to acquire but is currently being developed in collaboration with the Prison and Probation services.

7. Young Carers

Several definitions of a 'Young Carer' exist in current legislation, the most recent one is that identified by the Princess Royal Trust for Carers in 2006:00

"Young Carers are children and young persons under 18 who provide, or intend to provide, care, assistance or support to another family member who is disabled, physically or mentally ill, or has a substance misuse problem. They carry out, often on a regular basis, significant or substantial caring tasks, taking on a level of responsibility that is inappropriate to their age or development".

8. Refugees and Asylum Seekers

'Asylum seeker' is the term for people who have fled from persecution in their own country and are seeking permission from the Home Office to stay in another which they believe to be safer. 'Refugee' is the term for people who have been given permission from the Home Office to stay for a period of time.

There are about 1,200 asylum seekers living in Nottingham City. Within this number, there are more than 900 families with children. They face difficult circumstances with no access to money and a reliance upon vouchers. There were 475 refugee children below the age of 16 living in Nottingham City in July 2007. However, this figure was derived from information from a wide range of agencies including schools and is likely to be an underestimate. The true figure may be in excess of 1000.

9. Gypsies and Travellers and other Emerging Communities

Gypsies and Travellers have been described as, 'one of the most marginalised minorities in society, as reflected by poor health and access to services', (*Common Ground*, CRE, 2006) Two main groups have Ethnic Minority status under the Race Relations (Amendment) Act 2000. These are Gypsy Roma people including emerging communities of European Roma, English Gypsies, or Romanis; and Travellers of Irish Heritage.

The emerging communities of Eastern European Roma families face difficulties, both locally and nationally, in accessing advice, support and services. Nottingham is facing new challenges in sustaining school attendance at all stages for new arrivals from the Eastern European Roma Communities. Eastern European Migrants experience considerable economic difficulties, particularly those that arrive with their families.. We have seen a great expansion in No's of children arriving in our schools from EU expansion countries, especially Poland This has had a dramatic impact on the number of admissions in some Catholic schools in the City in particular.

10. Lesbian, Gay, Bisexual and Transgender (LGBT) Young People

No's are not known, and assessment of need is hampered by a reluctance to 'come out' and face hostility and discrimination. However it is known that Young LGBT people in Nottingham are one of the highest risk groups in terms of self-harm, and are also one of the groups most likely to be bullied in schools.

11. Children and young people in substance misusing families

It is estimated that the number of children in Nottingham affected by the problematic drug or alcohol use of their parents or carers is around 14,000. Children of substance misusing parents make up a substantial proportion of the children on the Child Protection Register, with neglect being the most common reason for Social Care intervention. However, only a minority of such children will come to the attention of Social Care Services. Much more commonly, children of parents who misuse substances are likely to enter the care of relatives who themselves may require help and support.

12. Children and Young People experiencing domestic violence

Domestic violence can be defined as '*any incident or threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or family members, regardless of gender or sexuality*' (Home Office). Children and young people may be affected by the impact of domestic violence on their own wellbeing and feeling of safety, and by its impact on care and parenting support. Domestic violence is personally and financially costly to individuals, employers, communities and agencies.

13. Homeless children and young people

Under s.179(1) of the 1996 Act, housing authorities have a duty to secure that advice and information about homelessness, and the prevention of homelessness, are available free of charge to any person in their district. The provision of comprehensive advice plays an important part in delivering the housing authority's strategy for preventing homelessness in the district.

CYPP incorporating 2011 Review (V1) – 10 Aug 2011

Every child in temporary accommodation is likely to face problems attending school, and school based activities. They may be separated from friends and other family and the parents may experience hardship in facilitating transport, even on a temporary basis.

---o00

