

NOTTINGHAM CITY COUNCIL
CHILDREN'S PARTNERSHIP BOARD

Date: Wednesday 26 June 2013

Time: 4.00pm

Place: Ground Floor Committee Room at Loxley House, Station Street

Members of the Children's Partnership Board are requested to attend the above meeting on the date and at the time and place stated to transact the following business

Interim Corporate Director of Children and Families, Candida Brudenell

Constitutional Services Officer: Catherine Ziane-Pryor Direct dial - 0115 8764298

AGENDA

- 1 APOLOGIES FOR ABSENCE**
- 2 DECLARATIONS OF INTERESTS**
- 3 MINUTES** Attached
Last meeting held on 27 March 2013 (for confirmation)
- 4 PRIORITY FAMILIES UPDATE** Attached
Report of Director of Family Community Teams
- 5 EARLY INTERVENTION: THE NEXT FIVE YEARS**
Verbal update by Katy Ball, Head of Early Intervention and Market Development
- 6 FULFILLING LIVES: A BETTER START BIG LOTTERY BID FOR NOTTINGHAM, FULFILLING LIVES: A BETTER START. SMALL STEPS, BIG CHANGES (SSBC)** Attached
Report of Chief Executive, Nottingham CityCare Partnership
- 7 PARTNER UPDATE: JOB CENTRE PLUS**
Presentation by Anne Danvers, Job Centre Plus
- 8 NOTTINGHAM CITY SAFEGUARDING CHILDREN BOARD (NCSB) - REPORT OF THE INDEPENDENT CHAIR** Attached
Report of Interim Director of Children and Families

- 9 **COMMON ASSESSMENT FRAMEWORK** Attached
Report of Director of Family Community Teams
- 10 **ITEMS TO NOTE**
- 11 **KEY MESSAGES AND ITEMS FOR INFORMATION**
- 12 **FORWARD PLAN** Attached
Report of Director of Children and Families
- 13 **FUTURE MEETING DATES**
To consider meeting on the following Wednesdays: 25 September 2013, 18 December and 19 March 2014.

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

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NOTTINGHAM CITY COUNCIL

CHILDREN'S PARTNERSHIP BOARD

MINUTES

of meeting held on **27 MARCH 2013** at

Loxley House from 4.02 pm to 5.27pm

✓ indicates present at meeting

✓ Councillor David Mellen	Chair of the Board and - Portfolio Holder for Children's Services)))	
Ian Curryer	- Chief Executive)	
Councillor Jon Collins	- Leader)	
✓ Chris Wallbanks	- Programme Manager Early Intervention and Partnerships))	Nottingham City Council
✓ Jon Rea	- Engagement and Participation Lead Officer))	
✓ Candida Brudenell	- Interim Corporate Director Children and Families))	
Dawn Smith	- Chief Operating Officer)	NHS Nottingham City Clinical Commissioning Group
Angela Horsley	- Clinical Lead,)	Nottingham Children's Hospital
✓ Phyllis Brackenbury	Assistant Director Children, - Young People, Families and Health Improvement))	Nottingham CityCare Partnership
Paula Webber	- Senior Advisor,)	Young People's Learning Agency
✓ Simon Nickless	- Chief Superintendent)	Nottinghamshire Police
Wendy Smith	Chair, CONGA (City of - Nottingham Governors' Association))))	
Andy Sloan	Head Teacher, Rosehill - School (Special School representation))))	
Jill Robey	Head Teacher, Nottingham - Nursery School and Training Centre)))	Nottingham Schools
✓ Karen Slack	Head Teacher, Rise Park - Primary School))	
✓ Gareth Owen	Head Teacher, Hadden Park - High School))	
Paul Burnett	- Independent Chair of)	Local Safeguarding Children Board
✓ Anne Danvers (represented by Paul Phillipson)	- District Operations Manager)	JobCentre Plus

✓ Stephen McLaren	- Urban Angel Project Manager	- On behalf of the Community and Voluntary Sector
Mike Butler	- Chief Executive, Djanogly Learning Trust	- Nottingham Academies
Malcolm Cowgill	- Principal, South Nottingham College	- Further Education
Jean Pardoe	- Chief Executive	- Nottingham and Nottinghamshire Futures
✓ Nigel Hill (represented by Claire Balmer)	- Director	- Nottinghamshire Probation Trust
✓ Holly White))
Uzair Hashmi) Youth Cabinet) Youth Council
✓ Natalie Robinson))
Darrell Redmond	- Nottingham Equal	

Also in attendance

Lynne McNiven	- Public Health	
Katy Ball	- Head of Early Intervention and Market Development)
Mandy Goodenough	- Systematic Social Work Lead)
Dot Veitch	- Partnership Support Officer) Nottingham City Council
Zena West	- Constitutional Services Officer)

30 APOLOGIES FOR ABSENCE

Apologies for absence were received from:

- Mike Butler
- Councillor Jon Collins
- Teresa Cope
- Ann Danvers
- Nigel Hill
- Peter Moyes
- Jean Pardoe
- Jill Robey
- Wendy Smith

31 DECLARATIONS OF INTERESTS

No declarations of interests were made.

32 MINUTES

RESOLVED that the minutes of the meeting held on 19 December be confirmed and signed by the Chair.

33 CHILDREN AND YOUNG PEOPLE'S PLAN PERFORMANCE REVIEW - QUARTER 3, 2012/13

Candida Brudenell, Corporate Director Children and Families, introduced a presentation and report to the Board, which included the following key points:

- safeguarding services continued to show good performance. The number of children in care continued to increase, but performance against targets was improving and there had been a positive inspection of Nottingham's group home model;
- Family Support Strategy and Pathway continued to be implemented, though there was some discussion as to how young people would enter the system;
- teenage pregnancy rates and youth related crime continued to fall, whilst educational attainment continued to rise across all key stages, and youth NEET (people not in education, employment or training) levels remained comparable with previous years and bucked national trends;
- there was huge demand for support services for children and young people of some kind, an above average number of children in care had an unhealthy weight, and there was a developing issue relating to CAF (Common Assessment Framework) and partnership referrals;
- school absence figures for primary and secondary schools in Nottingham ranked amongst the worst in the country. The Local Authority's ability to influence schools under current educational systems (such as new governance arrangements presented by academies, free schools, studio schools) was becoming diminished.

Arising from discussion, the following issues were raised:

- there had been rumours that CAFs were to be replaced by the new Priority Family Assessments, and as such many organisations were starting to phase them out. It was important that all members of the Partnership re-iterated the message that CAFs and Priority Family Assessments would work together, and the Priority Family Assessment was equivalent to a family-wide CAF;
- although schools often became the lead partner for CAFs they weren't necessarily the most appropriate party to act as lead. Meetings had been arranged with partners to discuss cases, and only the school representative and parents were present at the meetings, so the schools became the lead partner by default even where it was not appropriate. Schools were still keen to work with the Local Authority and be part of a City-wide Partnership.

RESOLVED that the Partnership's thanks to Candida Brudenell be recorded, and that the contents of the presentation and report be noted.

34 PUBLIC HEALTH NURSING FOR SCHOOL AGED CHILDREN AND YOUNG PEOPLE

Lynne McNiven, Consultant in Public Health, introduced a report to the Board, which included the following key points:

- the school nursing function, which provided a health service for children aged between 5 and 19 (whether they attended school or not) would be commissioned by Nottingham City Council from Monday 1 April 2013, when Public Health would become its responsibility;
- health profiling of school clusters, including profiling of what services were provided and what opportunities there were for improvement, was almost complete. Staff profiling would take place to achieve value for money and assess skill levels;
- views had been sought from the main stakeholders, including nurses, professionals, children and parents.

Arising from discussion, the following issues were raised:

- vacancy issues were still ongoing, with each vacancy having a high impact with 53 members of staff for a school population of 40,000. Recruiting was problematic due to a national shortage of workers and increased restrictions on who could go into school nursing required by the Department of Health. An absence or change of nurse often resulted in an increase in absences or pregnancy rates amongst the students, and Headteachers felt it was important that nurses be based within schools to have an increased presence;
- the Partnership felt it would be beneficial to commission a larger service, with a nurse for each school, and as the Local Authority would be commissioning the service it was something the Partnership may have some influence over. The workforce was small considering the growing number of children and the nurses increased involvement in CAFs.

RESOLVED that the Partnership's thanks to Lynne McNiven be recorded, and that the contents of the report be noted.

35 KEY MESSAGES AND ITEMS FOR INFORMATION

Candida Brudenell, Corporate Director Children and Families, provided further information on the Safeguarding Inspection, which included the following key points:

- a new process was due to be introduced for Safeguarding Inspections from 1 April 2013 as a result of the Monroe review. The new model had a multi-agency approach, rather than a focus purely on social care, and looked at the whole offer of early help even before the point where a child may need social care;

- the new approach would also look at points at which things could have been done differently to change the outcome. Focus Groups would cease to exist and real cases would be analysed from start to finish. Staff knowledge of the pathway would also be assessed;
- the multi-agency aspect of the new inspection regime had proved problematic in trial runs, and a pause had been placed on the new methodology, which was likely to be re-introduced around September 2013. In the meantime the existing regime still applied, with the Local Authority as the lead partner.
- The last inspection of Nottingham City Council was three years ago, and the next inspection was likely to be in the next year, and could take place under the new or the old regime. Representatives would be invited to planning meetings to prepare for an inspection.

RESOLVED that the Partnership's thanks to Candida Brudenell be recorded, and that the information provided be noted.

36 A POSITIVE START FOR EVERY FAMILY – TRANSFORMING HEALTH VISITING

Phyllis Brackenbury, Assistant Director Children, Young People, Families and Health Improvement, introduced a presentation to the Board, which included the following key points:

- in response to a national shortage of Health Visitors, in 2010 the Government proposed to expand and modernise the service. The number of Health Visitors increased by 4,300, and the importance of family, parenting and early intervention were emphasised;
- the modernisation programme was based on the evidence of the impact of early brain development (starting during pregnancy) on whole life outcomes, the impact of early years on adult health, and the impact of parenting in early years on life chances;
- the key messages and objectives were on the importance of prevention, early help and intervention, parenting support, improving attachment between parents and children, nutrition advice and guidance, and the Healthy Child Programme 0-5 years;
- the Healthy Child Programme was a four tier family offer, with tiers for a general provision for all families delivered by Health Visitors, community teams and General Practitioners (Universal), a rapid response tier for families needing specific help, i.e. for problems with weaning, sleeping, maternal mental health and attachment concerns (Universal Plus), a tier for working with families with complex issues over time where there may be safeguarding issues or children with complex needs (Universal Partnership Plus), and a tier to help families navigate the system and access other help that may be available to them (Community – Public Health);

- Nottingham City would increase numbers of Health Visitors by 123% and target areas of greatest need. There was currently a high caseload (an average of 396 cases per Health Visitor) and high levels of complex safeguarding caseloads in Nottingham. Every Health Visitor currently had a student attached to them, with 35 in training this year and an additional 35 to be trained next year;

Arising from discussion, the following issues were raised:

- Health Visitors used to have a very prescribed idea of their role, now they were trying to engage in the wider community offer and maximise connections to other programmes and more intensive help where needed, and it was a very positive service;
- the increased support and expansion of the Health Visitor service showed a marked contrast with the School Nursing programme, and hopefully it would raise expectations and help to drive forward improvement in the School Nursing programme as well.

RESOLVED that the Partnership's thanks to Phyllis Brackenbery be recorded, and that the contents of the presentation be noted.

37 SIGNS OF SAFETY – A SOLUTION FOCUSED APPROACH

Mandy Goodenough, Systematic Social Work Lead, introduced a presentation to the Board, which included the following key points:

- Signs of Safety was a new approach to working with children and families, based on a publication from Australia. It was a strength based solution focused approach, maintaining a focus on a child's safety, which recognized that all families have signs of safety;
- the approach asked families to offer their opinions on what was working well, what they were worried about and what needed to happen for the child to be safe enough for the case to be closed. It set out clear expectations for the family. It also sought views from the child about their worries, their dreams, and what aspects of their life they considered to be good;
- Signs of Safety was being embedded through all processes and staff were being trained, ready for launch in June 2013.

Arising from discussion, the following issues were raised:

- the Voluntary Sector would be invited to the launch in June;
- it was felt that examining the positives would be beneficial and empowering for families, and that problems and expectations could become clearer under the new system

RESOLVED that the Partnership's thanks to Mandy Goodenough be recorded, and that the contents of the presentation be noted.

38 STRATEGIC COMMISSIONING INTENTIONS

Chris Wallbanks, Programme manager, Early Interventions Partnerships, introduced a report to the Board, which included the following key points:

- a set of Strategic Commissioning Reviews were proposed in order to deliver key priorities and Big Ticket programmes from the Health and Well-being Strategy, Public Health, Adult Social Care and Children's Teams;
- the two main reviews revolved around 0-5 Years Early Help and 6-18 Years Child Well-being – Developing Well. Priorities were assessed for financial or other demand pressures, degree of link to Council and wider City priorities, quality of outcomes for citizens currently achieved and which areas needed further scrutiny, and areas yet to be subject of a strategic commissioning review programme;
- after an initial scoping meeting, partners would be invited to an ideas generation workshop, which would produce ideas for a steering group. This in turn would lead to production of a "Dragon's Den" style business case for changes.

RESOLVED that the Partnership's thanks to Chris Wallbanks be recorded, and that the contents of the report be noted.

39 BIG LOTTERY: FULFILLING LIVES: A BETTER START

Katy Ball, Head of Early Intervention and Market Development, introduced a report to the Board, which included the following key points:

- a new initiative entitled "Fulfilling Lives: A Better Start" would deliver awards for 3 to 5 areas of between £30 million and £50 million each, lasting for up to ten years, from 2014. This would be a great opportunity for Nottingham as an Early Intervention City;
- a working group had met in January and February 2013 to gather information in support of an application. Data was used to identify specific areas of need which matched the objectives of the Big Lottery. Final geographical areas selected at this point were Aspley, Bulwell, St Anns and the Arboretum, which would expand over the 10 years of the project;
- Nottingham CityCare Partnership presented information on their organisation and were chosen as lead organisation for the bid partnership;
- between 30 and 50 areas would be selected within the next week to prepare a full stage one application.

RESOLVED that the Partnership's thanks to Katy Ball be recorded, and that the contents of the report be noted.

40 OLYMPIC LEGACY: PHYSICAL ACTIVITY, SPORT AND PHYSICAL EDUCATION (PE) FOR YOUNG PEOPLE IN NOTTINGHAM: THE WORK OF SCHOOL SPORT NOTTINGHAM

The contents of the report were noted with no discussion.

41 FORWARD PLAN

RESOLVED

(1) that any additional items for the forward plan be forwarded to Dot Veitch;

(2) that the following be considered for inclusion at future meetings:

- **Safeguarding Inspection**
- **Big Lottery update: Fulfilling Lives: A Better Start;**
- **CAF wider discussion;**
- **CYPP Priority: Attendance;**
- **Priority Families;**
- **Strategic Commissioning Reviews;**
- **Early Intervention – the next five years.**



**NOTTINGHAM
CHILDREN'S
PARTNERSHIP**

PROUD OF NOTTINGHAM'S CHILDREN & YOUNG PEOPLE

4

Title of paper:	Priority Families Update	
Report to:	Children's Partnership Board	
Date:	26 th June 2013	
Relevant Director:	Tim O'Neill	Wards affected: All
Contact Officer(s) and contact details:	Nicky Dawson Priority Families Programme Coordinator Nicky.dawson@nottinghamcity.gov.uk Tel: 0115 87 63757	
Other officers who have provided input:	Mark Andrews Head of Service FCT North Programme Director for Priority Families	
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.		X
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.		X
Raising attainment – Raising the attainment levels and increasing engagement in employment, education and training.		X
Improving attendance – Improving rates of attendance at both Primary and Secondary as a key foundation of improving outcomes.		X
Summary of issues (including benefits to customers/service users):		
<p>The Priority Families programme is now operational. There are various challenges to overcome:</p> <ul style="list-style-type: none"> • Balancing progress to government targets against local capacity as we are undertaking whole system change with the operating model • The increase in the number of families to be brought into the programme for year 2 due to national changes to target numbers • Joint commissioning following detailed needs analysis <p>There are plans in place to support these challenges but the Children's Partnership Board can do much to support the culture change, ensuring engagement, particularly of middle managers, and release of staff for training and allocation of families.</p>		
Recommendations:		
1	Board Members to note the contents of the report.	
2	Board members to note that the programme is now operational and support the team to implement and embed the new operating model.	
3	Board members to support culture change and staff engagement.	

1. Background and proposals

Numbers

As at October 2012 the data refresh showed that 1140 households met at least two of the three Troubled Family criteria. Where only two of the three Troubled Family criteria are met then a local criteria (need) is applied to make up the third criteria. This still qualifies the household for a full reward claim if outcomes are met.

Our target for year one was to identify 400 families and to be/have been actively working with 75% (300 households) of our year one target number. The active number should include families that we are checking for claims. In January 2013 we were at 28% of our target. We identified 503 families and were 'actively' working with 375 families by 31st March 2013, this means we were at 94% of our target by the end of year one and qualified for full year two attachment funding of £1.2 million.

2. Key Risks

- The evaluation identifies that the current way of working does meet the needs of families and did not need changing (the previous work of the Total Place Deep Dive into Vulnerable Families provided data that tells us this is not the case and evidences the need for change).
- The evaluation identifies that the current way of working does not meet the needs of families but we realise insufficient government funding to implement the full operating model.
- The evaluation identifies that the operating model is effective but that partners and families are not engaging.
- The evaluation identifies that the operating model is effective but there is not the will from the partnership to mainstream and sustain the approach at the end of the initiative.
- In focusing on whole workforce and transformational change Government targets are not met causing a loss of income and reputation.
- The partnership has insufficient resource and capacity to meet the families needs.

The programme has a full risk register overseen by the programme Board and Leadership Group and individual projects and work streams under the programme are developing their own action plans and more detailed risk registers that will be overseen by the Operational Managers Group.

3. Financial Implications

Attachment fees

Full attachment funding for year one was claimed, national targets were met for year one qualifying us for full year two attachment funding. Target percentages to gain full year three attachment funding have not yet been published by Government. The attachment funding is in reality operational grant funding. There is also a discreet guaranteed funding element to support a programme team. This is provided annually until 2015.

Reward claims

We are currently checking 114 potential claims identified through triaging families at the roll out meetings. Some of these may not meet the full criteria once checked; although all of these families have been successfully supported through partnership working. A breakdown of outcomes achieved will be available once checking is complete. Some of these families have been supported through the full operating model, for example through the Family Intervention Project (FIP) or the Family Nurse Partnership (FNP). Some families have been supported through partial implementation of the model where the change of culture to family centred is already being worked towards under the Family Support Strategy; for example through family support work delivered in an integrated way through Family Community Teams, Children's Centres, YOT prevention work, and work through the Common Assessment Framework (CAF) process.

We are also able to backdate claims to 1st December 2010 for families successfully supported under the full or partial operating model (for example families who have successfully exited the FIP or the FNP). We are expected to find at least 200 families in this category – these are our one family in every six that we do not receive funding for as support was already funded under another government funding stream (so to receive a reward payment would be double funding). The one sixth deduction of funding is automatically top sliced from our attachment funding.

Our next claim point is July; we are expecting to claim between 150 and 300 reward payments.

Use of funding

Funding is proposed to be used for implementation of the delivery framework (the operating model), whole partnership workforce development and to build some reserve to continue to deliver full support to our Priority Families post initiative. An early decision was made not to contract out the delivery of the programme or to commission lots of additional capacity as not being sustainable.

4. Performance data

Audit

There are six government departments involved in the delivery of the Troubled Families Policy Change Initiative of which the Department of Communities and Local Government (DCLG) is the lead. The Troubled Families Unit from DCLG conducted a telephone audit during February 2013 and a face to face audit on 14th March. The audit visit included attendance at a multi-agency triage meeting where partnership managers were allocating families. We were given a 'green' rating due to evidence that we:

- were on track to meet our year one target of 75%.
- have a clear governance structure that demonstrates excellent partnership commitment from all layers of leadership including political leaders.
- have strong partnership working integrated practice at the frontline.
- demonstrate good information sharing between partner agencies and a commitment to continual improvement in this area.
- have a well developed partnership operating model (delivery framework) that is sustainable
- are delivering high quality training and mentoring support for the partnership workforce.
- are committed to whole system change and transformation of the partnership workforce to become family focused, share resources and reduce costs, integrate practice and produce better outcomes for families.

Year 1 Data Summary Sheet

A data breakdown of the first year's work is attached. The top right hand table shows how many families have been allocated to each agency or specialism to be the 'link' worker (Family Partnership Worker) who coordinates the family assessment and plan and the bespoke package of support around each family's needs.

The year one allocation table and pie chart show the breakdown of families who are being/have been actively supported.

There are a further 237 families who have been identified and triaged as '**not to be allocated**' (or allocated yet) due to:

- being social care cases - where we have since agreed allocations to ensure we do not duplicate support and are developing new integrated Priority Families work to test the operating model for this particular cohort of families.
- needing to do some additional checking of data to verify match to criteria.
- where there is only a single agency support need.
- where families have moved out of the authority area so are no longer eligible for our support.
- where circumstances are such that support needs to be deferred e.g. a family with one child who is now in remand for five to seven years

Most of the social care cases are being allocated and this is the bulk of the 237 families.

The table bottom left provides the breakdown of numbers per ward. The five wards with '0' lines are those wards that were not rolled out to in year one, these are mainly wards with lower numbers of identified families. The identification and triage process will change for year two to allow identification of families to come from the partnership rather than 'top down' from the troubled families list. We will engage with families from the remaining wards during year two as well as revisiting the other areas with higher numbers.

Monitoring and evaluation

In addition to the monitoring requirements of government the City Council Insight team has developed a local monitoring framework. Alongside information from the family documents package, using documents such as the Family Assessment, Family Map and the Family Plan, the monitoring framework will be used to gather local data to inform detailed needs analysis. This in turn will inform future joint commissioning plans.

The government recommended approach is based on evidenced good practice from a number of government 'named' and fully evaluated services such as the Family Intervention Projects and Family Nurse Partnerships. We are using the evidenced approach as the basis for our operating model but we are testing some new elements along with some other Local Authorities, such as whether the model is as effective with a 'lighter touch' at lower levels of need in providing early intervention and prevention. There are also facets that are unique to Nottingham's model such as the mentoring provision and our relationship based approach whereby the allocated worker who will coordinate the family's support is the person who has the best relationship of trust to engage the family irrespective of whether they are a key worker or not.

A specification is in development for a local evaluation to fully test our operating model. The evaluation will include an action research element that will track a group of families sampled from across the levels of need for the life of the programme (May 2015).

5. The pilot group

Thirty seven partnership staff received free three day family intervention support training during April and May. Thirty four of these are workers that have each been allocated one or two families and all workers have a mentor in place to support them to deliver the model. This group of workers are testing, or piloting, the full operating approach, process and the package of family documents. The pilot group of workers will be working closely with our Operational Managers Group to refine the operational model. We are aiming to review and evaluate the delivery system in July and August using learning to inform the continued roll out of the programme.

6. Training

We are continuing to train partnership staff in the operating model alongside delivery of the pilot group. Training phase two runs to the end of September and currently 66% of the training spaces are booked.

The training is to national occupational standards and comprises the three day taught element of a full accredited qualification at level two, three or four. This training stands alone for practitioners comprising practical modules such as engaging with families, undertaking family assessments, supporting families with employment, coordinating partnership support packages, as well as the theory and evidenced approaches for family support.

We will be offering a degree of free training in the full accredited professional qualification across the partnership to create a group of 'advanced practitioners' who will act as change agents and 'local experts' within their organisations. The level two qualification is a certificate, the level three qualification a diploma and the level four qualification an award.

We will also be offering additional Signs of Safety training to the partnership alongside training to build a sustainable local cohort of mentors to provide case and operating model support to Family Partnership Workers. Action learning sets are also being provided to support workers to embed the approach. Other training will be offered as identified by the partnership, for example change management training, participation training, information sharing training – much of this 'bite sized' training will be done through workshops within regular good practice seminars, the first of these events will be on June 20th.

7. Legal Implications

Legal implications around partnership information sharing in accordance with national guidance and in compliance with the Data Protection Act are considered and compliance monitored by the partnership. Individual Information Sharing Protocols between Nottingham City Council, as the lead agency and accountable body, and key partners are being put in place.

Since March 2013 new information sharing guidance to facilitate the Troubled Families Initiative has been produced by Department of Work and Pensions and Department of Health – Nottingham has been selected to work directly with national teams from both Government Departments to develop and improve practice and inform national guidance. New ACPO (Association of Chief Police Officers) information sharing guidance for Troubled Families has also been received by the Constabulary.

8. Client Group

The primary client group is members of families resident in the same household (as defined by the 2011 census) with children and young people from 0 up to age 25 (to comply with additional needs and disability age thresholds and to align with Youth Contract work) resident in the household at least 50% of the time.

9. Impact on Equalities issues

The programme is not providing a new service. It is providing a new delivery framework using existing resources in a more integrated and coordinated way. Equality Impact Assessments should be in place for existing services under each provider's policy requirements; this will be monitored through partnership processes. Assessment of any new work will be undertaken as per Nottingham City Council's Policy.

10. Outcomes and Priorities Affected

This affects all priorities with a particular focus on Raising Attainment and Improving Attendance.

11. Contact details

Nicky Dawson Priority Families Coordinator
Nicky.dawson@nottinghamcity.gov.uk
Tel: 0115 87 63757

Priority Families Apr-13 update

- The data refresh in Oct-12 produced a list of 1140 households who meet at least 2 out of 3 TFU criteria.
- To date, there have been 13 rollout (matrix) meetings, covering 15 of the 20 wards in the City. Over 500 families have been reviewed as part of these rollout meetings, with 170 flagged for allocation to a lead worker to work them as a Priority Family.
- Below are further details of how these families have been allocated / reviewed.

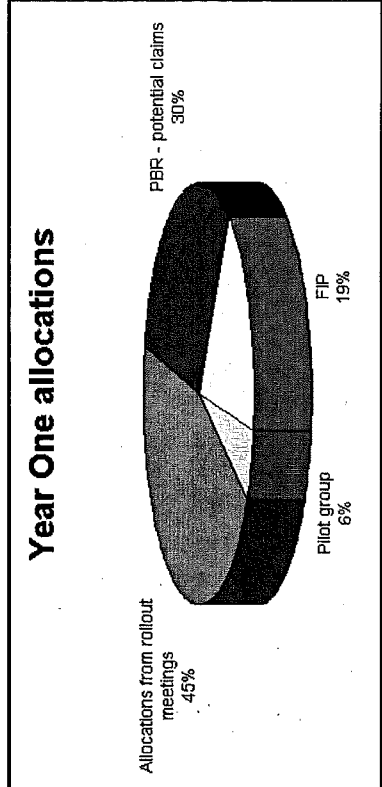
Ward	Date of matrix meeting
Rollout 1: Bulwell	08/11/2012
Rollout 1: Aspley	15/11/2012
Rollout 1: Billborough	18/11/2012
Rollout 1: St Ann's	19/11/2012
Rollout 1: Bestwood	22/11/2012
Rollout 1: Basford	26/11/2012
Rollout 2: Clifton South	18/02/2013
Rollout 2: Dales	20/02/2013
Rollout 2: Berridge	22/02/2013
Rollout 2: Arboretum	25/02/2013
Rollout 2: Clifton North	01/03/2013
Rollout 3: Berridge & Mapperley	14/03/2013
Rollout 3: Radford & Park	14/03/2013
Rollout 3: & Sherwood	14/03/2013



WARD	Rollout	EWS	FCT	FIP	HEALTH	HOUSING	POLICE	PROB-ATION	SCHOOL	SHARED	YOT	Allocated (exc FIP)	PBR	Not to be allocated	Families yet to be allocated (partially excluding FIP and Pilot group)
Rollout group	1	31	17	6	2	5	3	1	13	0	9	81	35	27	495
Rollout group	2	18	7	5	0	3	13	1	10	0	7	59	26	183	0
Rollout group	3	11	5	1	0	4	4	1	0	1	4	30	53	27	20
Not yet rolled out		0	0	0	0	0	0	0	0	0	0	0	0	0	88
Grand Total		60	29	12	2	12	20	3	23	1	20	170	114	237	603

Top left: The dates of the multi-agency rollout meetings so far. **Above:** Summary of allocations per agency, per rollout phase. **Below left:** Summary by ward following rollout mtgs **Below right:** Summary of allocations for Year One (2012/13)

Year One allocations	Total
Allocations from rollout meetings	170
PBR - potential claims	114
FIP	70
Pilot group	21
Grand Total	375



The target for year one (2012/13) allocations was 400 families. 375 families were actually allocated. There is a target for a further 600 families to be allocated in 2013/14, and a final 200 in 2014/15. A number of families have not been included in the year one allocation that were discussed at the rollout meetings. This includes social care cases, families flagged for further checking prior to allocation, and those flagged for removal from the master list of priority families ("false positives")

WARD	Allocated (exc FIP)	PBR	Hot to be allocated	Families yet to be allocated (partially excluding FIP and Pilot group)
Arboretum	6	8	35	0
Aspley	14	3	7	188
Basford	17	6	2	50
Berridge	11	3	38	0
Bestwood	14	8	3	54
Billborough	11	11	2	73
Bridge	9	14	5	3
Bulwell	14	1	8	90
Bulwell Forest	0	0	0	37
Clifton North	16	4	27	0
Clifton South	15	4	54	0
Dales	11	7	29	0
Dunkirk and Lenton	0	0	0	7
Leen Valley	0	0	0	28
Mapperley	7	11	7	9
Radford and Park	6	10	5	1
Sherwood	8	18	10	7
St Ann's	11	6	5	40
Wollaton East and Lenton Abbey	0	0	0	9
Wollaton West	0	0	0	7
Grand Total	170	114	237	603

Priority Families Update

Priority Families Update

Children's Partnership Board June 26th 2013

Dr. Tim O'Neill, Director of Family Community Teams



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Previously ...

- PF in FCT, led through the police/NCC/City Care
- Health and Wellbeing Board
- Total Place
- 1,200 households over three years
- Six Priority Neighbourhoods, five in the North
- The best of therapeutic and problem solving approaches
- Focus on developing Nottingham's workforce – not a 'bolt-on'
- Reduce duplication, more efficient response, better outcomes



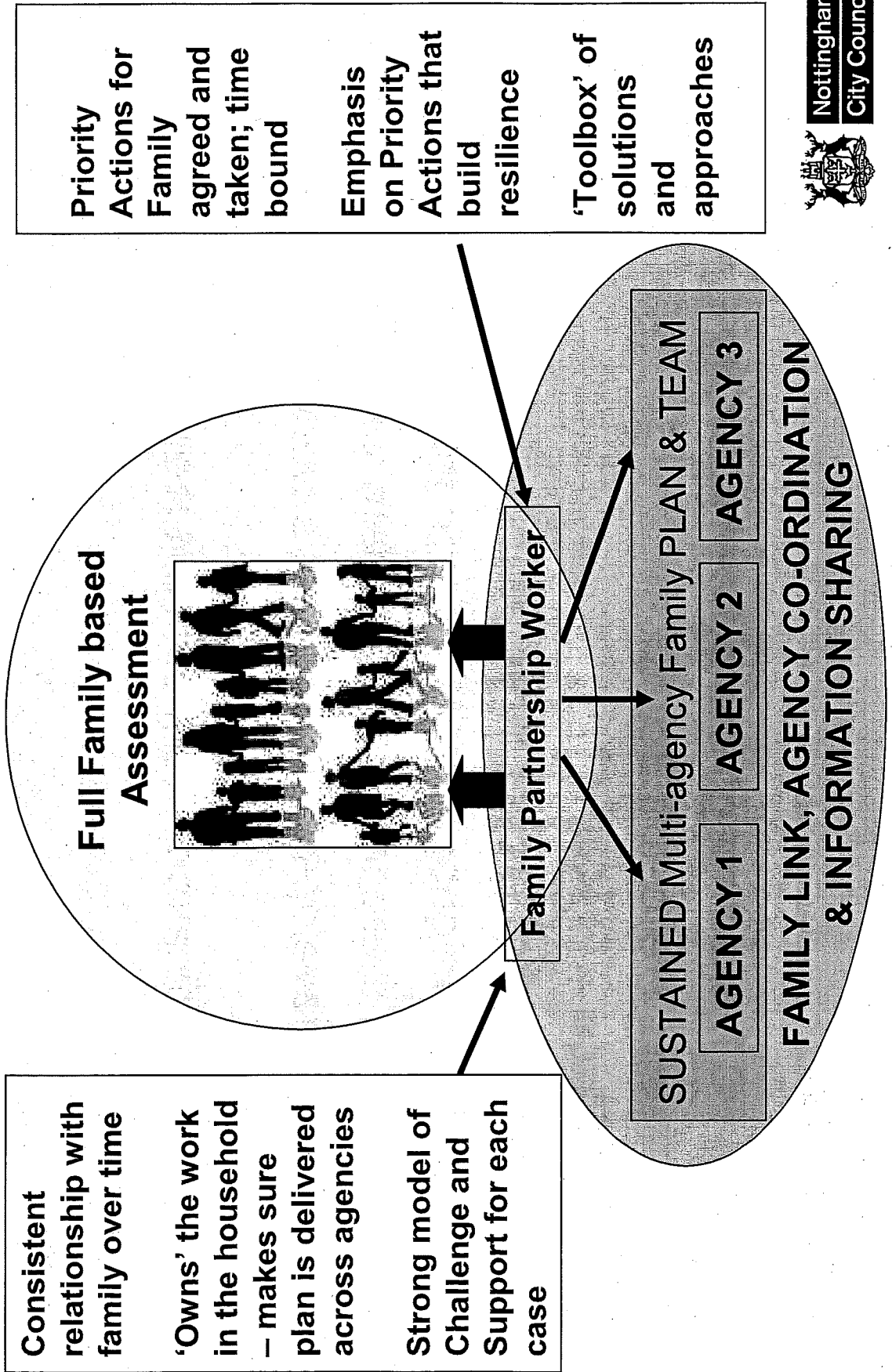
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Priority Families Operating Model



Progress

- 12/13 target 75% (300); 94% (375) worked with (assessment, intervention)
- Year two attachment fee secured
- Partnership allocation system
- Bespoke training and supervision – 39 trained phase 1, 150 places phase 2. Supervision from FIP, FCT and health + some external short-term whilst more local staff trained
- 50 families ‘full model’ – Family Partnership Worker, family assessment, priority actions, coordinated response
- Potential 114 PBR claims
- DCLG ‘Green’ rating



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What's changed?

- PBR, trend analysis in progress
- Intelligence-driven prioritisation
- JCP x 2: Manager (info sharing and process), Snr Adviser (Info/Advice/Guidance + small high needs caseload)
- Integrating Priority Families within service planning
- HWB priority
- Evaluation – DCLG, Local via PH with action research, Peer LA Review



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What's changed? - continued

- Resource: current caseloads and staff contracts not always a match, backfill to support staff during transition
- Family Assessments: workers trained and piloting process and documents package, registration of assessment alongside CAF

Early learning:

- Family cohorts limited by data sharing issues e.g. proxy measures worklessness, YOT but not adult offender data. Resolving for year 2 refresh.
- FIP, FNP informed operating model, as has FCT partial shift in this direction providing learning about pace and culture change



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Challenges and recommendations

- Balance of progress against capacity
- 600 families 13/14
- Joint commissioning

Recommendations to the Board to:

- note the contents of the report
- note that the programme is now operational and support the team to implement and embed the new operating model
- support culture change and staff engagement



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Contact

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6

Title of paper:	Big Lottery Bid for Nottingham, Fulfilling Lives: A Better Start. Small Steps, Big Changes (SSBC)	
Report to:	Children's Partnership Board	
Date:	26 June 2013	
Relevant Director:	Lyn Bacon, Chief Executive, Nottingham CityCare Partnership	Wards affected: All
Contact Officer(s) and contact details:	Phyllis Brackenbury, Nottingham CityCare Partnership: phyllis.brackenbury@nottinghamcitycare.nhs.uk	
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.		X
Healthy living – With a key focus on increasing the proportion of children and young people who have a healthy weight.		X
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.		X
Raising attainment – Raising the attainment levels and increasing engagement in employment, education and training.		X
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>This is an update on the progress to secure Big Lottery funding of between £30m and £50m to support the use of preventative approaches to improve the life chances of children aged nought to three over a ten year period.</p> <p>152 Local Authorities were originally invited to apply and out of the 118 who submitted an Expression of Interest on 22nd February 2013 Nottingham was amongst the 40 successful Local Authorities.</p> <p>Nottingham CityCare Partnership were chosen for future stages as the Lead Organisation (Voluntary sector) by a partnership working group from local agencies, including Nottingham City Council, local health agencies and voluntary organisations. The partnership working group developed the Stage 1 bid which was submitted on 7th June 2013.</p> <p>The result of the Stage 1 application will be decided in early August 2013.</p> <p>This is a great opportunity for Nottingham as an Early Intervention City to build on the strong foundations and partnership already in place.</p>		

Recommendations:	
1	The Children's Partnership Board to note the progress, as the sponsor and support any emerging key issues.
2	The Children's Partnership Board to support a move towards a systems change which will embed the principles of first years prevention in the services and mindset of all members of the partnership.

1.BACKGROUND AND PROPOSALS

A new £165m Fulfilling Lives: A Better Start initiative aims to deliver a step change in the use of preventative approaches to improve the life chances of children aged nought - three. Awards to three to five areas of between £30m and £50m lasting for up to ten years will be available in 2014. This is a great opportunity for Nottingham as an Early Intervention City to build on the strong foundations and partnership already in place.

Programme Features:

The aim of the award is to deliver a third sector led step change in the use of preventative approaches for babies and children from pregnancy to three years of age. Selected areas will need to demonstrate a new way to design and deliver effective long term preventative services that:

- progressively target the entire population through ante- and post-natal assessment, so that the greatest support is given to the neediest 20-30 per cent of families
- run a variety of programmes and initiatives to aid the key areas that will affect a child's life and prevent harm, specifically: social and emotional development; language development; diet and nutrition
- ensure primary prevention is at the heart of service delivery
- use a 'whole-family' approach is taken to 'get it right first time'
- ensure systems are responsive to changing needs and maximise uptake from those that need it most.

The Partnerships had to select an area with a population of approximately 50,000 people where there is evidence of deprivation and high levels of need amongst children using a range of health, education and social indicators and work with expectant parents, as well as with parents and carers of very young children. Characteristics of the approach require: delivery by a third sector led strong partnership collaboration and co-production, local delivery, long term investment supported by an asset strength and evidence/impact based system focussed on prevention.

Progress so far.

Since the successful completion of the Expression of Interest Nottingham CityCare Partnership as the lead voluntary organisation have engaged partners in developing the bid further in line with the requirements of the Stage 1 application. The name Small Steps, Big Changes (SSBC) has been chosen as the title of Nottingham's bid.

SSBC children will be:

- safer, healthier and happier
- more confident and capable
- able to express themselves and
- ready for school, work and adult life.

SSBC will put parenting at its heart with 'Parent Champions' as a community peer resource and support, inspire and empower parents to take control.

The partnership group have started to develop a portfolio of projects designed to provide services for parents to be, children and families focussed on the most vulnerable 30%, tackling specific problems and offering personalised, flexible support. However it is important to recognise that this programme is not primarily about initiatives and services but is focussed more on a whole scale sustainable systems change across the partnership.

Key to the underlying principles of the bid are the commitment to a systems change shifting resources from crisis intervention to primary prevention, developing a strength based approach supported by a workforce development strategy across all sectors and the involvement of local communities in developing services and interventions.

Supporting evidence from needs analysis and research has been included in the application and covers areas such as: deprivation levels in the four wards (Aspley, Bulwell, St Ann's and the Arboretum.) information relating to Troubled Families, domestic violence, life expectancy and early years attainment rates. Additionally, evidence from recent consultations with over 300 local families and partner organisations has highlighted a range of needs which have formed part of the application.

The application has made it clear that SSBC will support Nottingham's strategic commitment to early intervention and will lead to a tangible shift in systems and service delivery by commissioning evidence based preventative services for nought to three's aligning strategic commitment to the allocation of resources and areas of most need.

SSBC will increase and add to the impact of the enhanced healthy Child Programme offer delivered by NCCP's Health Visitors and contribute to overall health outcomes through targeted support.

The project supports and enhances Nottingham's Children and Young People's Workforce Strategy by embedding a strengths based model across the workforce. It will build on the capability and capacity of the workforce of all three sectors in the identified areas to facilitate a paradigm shift in practice from a deficit based to an asset based intrinsically motivational model.

The final part of the application concerns partnership operation, the experience for and the vision for running the project.

The Stage 1 application was submitted by Nottingham CityCare Partnership on 7th June 2013 and the result will be decided in early August 2013.

What next?

Key dates in the process are:

- | | |
|---------------|--|
| Summer 2013; | Stage 2: a further short-list of between 10 and 15 areas will be offered development grants and support to prepare for making changes locally. |
| January 2014; | Deadline for Stage 2 submission |
| March 2014; | the final selection of three to five areas, will be awarded between £30-£50 million each. |

More information is available at <http://www.biglotteryfund.org.uk/betterstart>

2.RISKS

A strong, well co-ordinated partnership approach will be required to successfully progress this opportunity. Any breakdown in partnership communications or a failure to produce an active programme of development will adversely affect the process.

3.FINANCIAL IMPLICATIONS

A successful outcome will secure funding of between £30-£50 for the City of Nottingham

4.LEGAL IMPLICATIONS

Not apparent at this stage

5.CLIENT GROUP

All groups of children, young people or carers who will be covered by the opportunity.

6.IMPACT ON EQUALITIES ISSUES

The extensive partnership approach required in this opportunity will require and ensure engagement and consideration of equality issues from a wide range of communities.

7.OUTCOMES AND PRIORITIES AFFECTED

The main CYPP objectives and priorities which are likely to be affected are:

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.

8.CONTACT DETAILS

Phyllis Brackenbury, Lead Organisation, Nottingham CityCare Partnership:
phyllis.brackenbury@nottinghamcitycare.nhs.uk

Dot Veitch, Nottingham City Council's Early Intervention Team:
dot.veitch@nottinghamcity.gov.uk

Title of paper:	Report of the Independent Chair of the Nottingham City Safeguarding Children Board (NCSCB)	
Report to:	Children's Partnership Board	
Date:	26 th June 2013	
Relevant Director:	Candida Brudenell	Wards affected: All
Contact Officer(s) and contact details:	Paul Burnett, Independent Chair (pr.burnett@btinternet.com)	
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>The report has three purposes:</p> <ol style="list-style-type: none"> To inform the Children's Partnership Board of the revised NCSCB Business Plan for 2013/14 To inform strategic leaders of children's services of work undertaken and key issues addressed by the NCSCB that are relevant to the Children's Partnership or to individual members of the Partnership; To provide an opportunity for the NCSCB and the Children's Partnership to hold one another to account for their contribution to safeguarding children and young people in Nottingham. <p>The report covers the period May 2012 to May 2013 and sets out recommendations for partners' consideration.</p>		
Recommendations:		
1	To note and report any comments on the revised NCSCB Business Plan 2013/14.	
2	To note the report of key developments over the last twelve months in relation to inspections, national legislative and policy developments, serious case reviews and changes to local safeguarding governance arrangements.	

3	To consider the areas of future work headlined in this report and the means by which continued dialogue between the two Boards might be secured to ensure appropriate alignment of activity and continued scrutiny and challenge between the two Boards
4	To recognise the risk to safeguarding performance posed by the significant change taking place in agencies across the partnership and take steps to ensure that action is taken to manage and mitigate this risk both individually and collectively.

1. BACKGROUND AND PROPOSALS

(Explanatory detail and background to the recommendations)

1.1 The NCSCB and the Children's Partnership Board arrangements provide for two reports to be presented each year by the Independent Chair of the Safeguarding Board of which one is the presentation of the LSCB annual report. This is the first report since the Annual Report was presented in September 2012.

1.2 The NCSCB has two statutory functions: to ensure the effectiveness of arrangements to safeguard children across the City and; to co-ordinate multi-agency arrangements to protect children and young people in Nottingham.

1.3 The NCSCB consists of senior representatives of all the statutory agencies that have a responsibility for safeguarding children along with specialist advisers and representatives from professional groups and third sector organisations.

1.4 Whilst the Board is responsible for ensuring and co-ordinating safeguarding arrangements it is not operationally responsible for safeguarding services. That remains the responsibility of the chief officers of participating agencies/organisations

1.5 Key Work and Issues 2012/13

Inspections that have taken place since the last NCSCB Report

1.6 Since the last NCSCB report to the Children's Partnership Board there have been no further inspections. The last inspection undertaken was in April 2012 when the authority was the subject of a thematic inspection of services to children with disabilities that included coverage of arrangements to safeguard disabled children. Action has been taken in response to this inspection most particularly to ensure that the NCSCB is specifically monitoring and evaluating safeguarding outcomes for children with disabilities and this is now included in the NCSCB scorecard.

1.7 There has been much discussion and debate about changes to the regulatory inspection framework as it applies to safeguarding and child protection. In the spring of 2013 pilots of a new multi-inspectorate regulatory process took place and there was an expectation that this new arrangement would be rolled out nationally once the outcomes of the pilots had been analysed and considered. It was subsequently announced that the multi-inspectorate arrangements would be paused and whilst it is understood that discussions continue between the various inspectorates involved there is no indication that such inspections will be introduced in the foreseeable future.

1.8 Ofsted has now announced that it will be reverting to an inspection regime that will focus on both safeguarding and provision for looked after children. This is expected to be introduced in September with the new framework issued for consultation during June.

1.9 In addition to the Ofsted inspection framework, the NCSCB has received briefings on the regional sector-led inspection and peer review arrangements that have now begun in the East Midlands. This includes peer reviews of safeguarding arrangements.

National Legislative and Policy Context

1.10 Both LSCBs as bodies and a number of individual agencies within the LSCB partnership have, or are, experiencing changes to their legislative and policy contexts as result of government activity at national level.

1.11 In April 2013 the DfE published the new Working Together arrangements on which it had consulted in 2012. The document is much shorter (a reduction from 390 pages to 97). Some key points in relation to the new Working Together are that it:

- Reflects the key recommendations of Munro
- Puts greater emphasis on child at the centre of all local safeguarding systems – and on outcomes!
- Provides a significant focus on Early Help
- Introduces changes to assessment arrangements
- Provides clarification of specific responsibilities of partner organisations and stronger accountability arrangements for Independent Chairs
- Focus on learning and improvement – with changes to the frameworks for serious case reviews
- Sets up a new national panel of independent experts for SCRs

1.12 There is a number of things that the NCSCB will need to do in the light of the revised Working Together 2013. These include:

- Being assured that robust Early Help arrangements are in place – including robust information sharing;
- Publishing a LSCB threshold document;
- Ensuring a local protocol for assessment is developed and published – led by LA, discussed with partners and agreed by LSCB;
- Review both LSCB arrangements and individual agency responsibilities to assure compliance with Working Together 2013 – management of Independent Chair
- Agree local learning and improvement framework
- Ensure that Child Death Review processes are compliant

1.13 A key issue arising from the new Working Together 2013 is the need to review the relationship between the NCSCB and other partnership bodies most notably the Health and Well-Being Board, the Children's Partnership and the Community Safety Partnership. This is an issue that it would be helpful to discuss at our meeting.

1.14 In addition to the introduction of the new Working Together a number of national developments have impacted on constituent agencies roles and responsibilities in relation to

safeguarding and their contributions to the LSCB. This includes the transfer of responsibilities from PCTs to CCGs flowing from the Health and Social Care Act, the introduction of Police and Crime Commissioners from November 2012, and schools ability to convert to Academy status. All partners are similarly experiencing financial challenge and seeking means of reducing costs and securing more efficient means of delivering services. Regular reports have been provided on these developments to the NCSCB and risks to safeguarding through the change processes closely monitored and managed.

1.15 It is pleasing to report that NCSCB representation from the newly constituted health sector has been clarified and is in place. There have also been communications and meetings with the Police and Crime Commissioner to secure effective interface between the NCSCB Business Plan and the Police and Crime Plan.

1.16 It is also important to note that we expect to appoint lay members to the NCSCB in June which will ensure that we are Working Together compliant in terms of our Board membership.

1.17 Despite the risk associated with major organisational and structural change attendance at Board meetings and meetings of sub-groups has remained strong.

Serious Case Reviews

1.18 The Serious Case Review referred to in the previous report to the Children's Partnership Board (Child E) has been completed but still not published since criminal proceedings are not yet completed and planned to take place in June 2013. As stated in my last report action has been taken in response to the recommendations including briefing sessions for LSCB representatives, IMR commissioners and authors and staff who worked with the child.

1.19 A further Serious Case Review (Child G) was completed in May 2013 but has yet to be published.

1.20 The Serious Case Review Standing Panel continues to monitor action plans arising from Serious Case Reviews and good progress has been reported to the Board in this respect.

1.21 As mentioned earlier in this report the NCSCB will need to consider a new Learning and Improvement Framework in response to the revised Working Together arrangements. This will include consideration of the approach we wish to take in future to both Serious Case Reviews and other reviews arising from safeguarding cases. We will ensure that the Children's Partnership is engaged and kept up to date with the development of these processes.

1.22 Review of Children's and Adults' Safeguarding Boards

1.23 A review of the governance arrangements for the NCSCB and NCASPB was completed with the aim of securing greater efficiency in the operation of the two boards and to ensure better focus on shared areas of safeguarding responsibility. The approach that has been agreed retains two distinct Boards but chaired by one independent chair and meeting

consecutively with a joint meeting between the two focusing on interfaces between children and adult safeguarding particularly in the context of whole-family issues.

1.24 In addition an Operational Management Group (PMG) has been set up to support both Boards in driving forward the strategic agenda.

1.25 Future work

1.26 Having secured the alignment of the NCSCB and the NCASPB we have created an integrated Business Plan for 2013/14. This is attached for information and comment.

1.27 There are four key priorities in the Business Plan which are:

- To ensure effective coordination of multi-agency safeguarding services for children, young people and vulnerable adults and deliver a robust governance system for the NCSCB / NCASPB 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, young people, and adults and drive excellence in the system.
- To monitor the development of early help for children, young people and vulnerable adults and quality assure the effectiveness of this.
- To embed a learning system within the NCSCB and NCASPB and quality assure these within partner agencies.

1.28 The Plan clearly identifies where specific actions relate to children and/or adult safeguarding and where the actions are shared between the two. Key priorities across the children's agenda are:

- The implementation of Working Together 2013
- Continuing to implement other Munro related developments
- Ensuring effective responses to sexual abuse and child sexual exploitation and children missing
- Securing assurance of the effectiveness of arrangements to address domestic violence particularly the effectiveness of multi-agency working
- Ensuring that commissioning arrangement secure effective safeguarding in service delivery
- Securing more robust arrangements to support the engagement and participation of children and young people in the work of the Board
- Securing more robust arrangement to support the engagement and participation of communities in the work of the Board
- Further strengthening quality assurance and performance management arrangements specifically to enable the Board to evidence a robust scrutiny and challenge role as set out in Working Together 2013

- Gaining assurance that Early Help arrangements are effective and that they are securing improved safeguarding outcomes including a reduction in the number of children and young people entering the child protection system
- Securing a strong learning and development framework that enables us to illustrate that we have acted on lessons learned from SCRs and other reviews.

1.29 Clearly there is a range of areas in this Plan in which both the NCSCB and the Children's Partnership have a role. This is a further reason for needing to consider the relationship and relative roles and responsibilities of the two Boards as we move forward.

1.30 As stated earlier in the report the NCSCB anticipates appointing its lay members during June which will ensure we are compliant with Working Together 2013 in terms of the expected membership of the Board.

1.31 One final point issue that may have relevance to the Children's Partnership has been concerns expressed by representatives from the health sector in terms of the methodology adopted in our multi-agency audit programme. Some colleagues from the health sector have expressed concern at the audit approach which includes partner colleagues auditing health files. This has raised concerns about confidentiality of information and has triggered a range of discussions about the approach taken to audit. It is hoped that the matter will be resolved following a meeting later in June and it may be possible to update the Children's Partnership on the outcome at the meeting.

2. RISKS

It is a key responsibility of LSCBs to identify and manage safeguarding risk and this is built into the business planning arrangements of the Board. There are not specific additional risks created by this report.

3. FINANCIAL IMPLICATIONS

The LSCB is funded through contributions from partners. There are no financial implications arising from this report.

4. LEGAL IMPLICATIONS

None specifically arising from this report.

5. CLIENT GROUP

All children and young people

6. IMPACT ON EQUALITIES ISSUES

The remit of the NCSCB is to be responsible for the effective safeguarding of all children and young people in the City and to ensure that the specific needs of individual groups of children are addressed particularly where evidence of safeguarding risk has been identified.

7. OUTCOMES AND PRIORITIES AFFECTED

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

8. CONTACT DETAILS

Paul Burnett
Independent Chair, Nottingham City Safeguarding Children Board and Adult Safeguarding Board

pr.burnett@btinternet.com

Nottingham City Adult Safeguarding Partnership and Safeguarding Children Boards Business Plan 2013 - 2014

Independent Chair: Paul Burnett

Effective from: 01.04.13

Review dates: Quarterly through the Operational Management Meeting

This is the first integrated Business Plan for the NCSCB / NCASPB.

We have identified four priorities for our work over the next three years:

- To ensure effective coordination of multi agency safeguarding services for children, young people and vulnerable adults and deliver a robust governance system for the NCSCB / NCASPB 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, young people, and adults and drive excellence in the system.
- To monitor the development of early help for children, young people and vulnerable adults and quality assure the effectiveness of this.
- To embed a learning system within the NCSCB and NCASPB and quality assure these within partner agencies.

Responding to local and national developments may take priority over the actions described in this Business Plan in agreement with the Operational Management Group and / or the NCSCB and NCASPB.

NCSCB / NCASPB Business Plan Final Agreed at NCSCB / NCASPB Strategic Board 22.03.13

CAB: C = LSCB; A = SAB; B = Both LSCB and SAB

Strategic Priority One:		Strategic Objective: To ensure effective coordination of multi agency safeguarding services for children, young people and vulnerable adults; deliver a robust governance system for the NCSCB / NCASPB that is able to respond to local and national developments in safeguarding as required.					
Priority Lead:							
No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved? (Evidence)	When are we going to do this?	Review of Achievements
1.1	C	Working Together 2013 is implemented within the NCSCB	Develop an NCSCB action plan to deliver against recommendations relevant to the NCSCB <ul style="list-style-type: none"> • Cross authority plan to be developed for Working Together • Development Plan for the Learning & Improvement Framework • Development Plan for Managing Individual Cases 	Operational management Group (OMG) Workforce management and Development (WoMAD) Task & Delivery Group	Development Plans Reports to OMG & Annual Report to Strategic Board. NCSCB / NSCB Procedures Learning & Improvement Framework	End March 2014	
1.2	C	Assurance that actions arising from Eileen Munro's Action Plan are in place and being implemented across the partnership	Feed back from the Local Authority implementation of Munroe in relation to activity - including assurances that Partner agencies are involved in this.	Operational management Group (OMG)	Completed Action Plan / Updated Performance Framework /	End March 2014	

Nottingham City Adult Safeguarding Partnership Board and Nottingham City Safeguarding Children Boards: Business Plan 2013 – 2014

1.3	B	Ensure Sexual Abuse is effectively managed by partner agencies, including the Identification & management of Sexual Abuse and Child Sexual Exploitation.	Develop a work plan to improve safeguarding practice across all agencies in managing cases of sexual abuse. (NCSCB) Develop policy, practice and training to identify and manage risks in relation to sexual exploitation.	Developing Excellence in Safeguarding Sub Group CSE Cross Authority Group	Reports to OMG & Annual Report to Strategic Board Updated Practice Guidance / Training	End March 2014	
1.4	B	To strengthen inter-agency working and recognise domestic violence as a priority safeguarding concern For work in this area to consider issues of sexual violence, Forced Marriage, FGM and trafficking.	Ensure robust application of the multi-agency policy and procedures for children, young people and vulnerable adults. Develop policy, procedure and practice in relation to Domestic Violence and adult safeguarding. Implement the Annual Work Plan of the Domestic Violence Delivery Group.	DV Delivery Group	Reports to OMG / Board Evaluation of the Domestic Abuse Referral Team (DART) Adult policy, procedure and practice guidance published	End March 2014	
1.5	B	Ensure safeguarding practice and processes are in place for children, young people and vulnerable adults who: - Go missing from home - Go Missing from School	Implement, review and monitor the effectiveness of arrangements across partner agencies	Missing Children / Vulnerable Adults Group	Reports to OMG & Annual Report to Strategic Board Performance Management Data	End March 2014	

NCSCB / NCASPB Business Plan Final Agreed at NCSCB / NCASPB Strategic Board 22.03.13
CAB: C = LSCB; A = SAB; B = Both LSCB and SAB

Nottingham City Adult Safeguarding Partnership Board and Nottingham City Safeguarding Children Boards: Business Plan 2013 – 2014

1.6	A	To work to a Code of Practice and Safeguarding Procedures that are up to date and fit for purpose	Review the Code of Practice in line with Board development. Review the NCASPB Multi Agency Procedures, consulting with all partner agencies, on the publication of government guidance and legislation.	Cross Authority task and finish group	Updated NCSCB / NSCB Governance Arrangements. Updated Policy and Procedures, circulated and evidence of implementation	End June 2013 To be agreed following publication of Care and Support Bill
1.7	A	Assurance that risks associated with self directed support and personal health budgets have been identified and support for the safe management of these is in place.	Scoping exercise to establish what activity is already taking place to address these risks. Identify further action required.	Operational Management Group (OMG)	Assurance documents, evidence of safeguarding in processes.	End March 2014
1.8	B	Assurance that all commissioning of services for children, young people and vulnerable adults include robust arrangements to safeguard and promote the welfare of children, young people and vulnerable adults.	Agree and implement a set of minimum safeguarding standards that commissioned services must meet. All partner agencies to review and where necessary revise their organisations tendering, commissioning and procurement contracts to ensure agency responsibilities to safeguarding children, young people and vulnerable adults are fulfilled. Ensure that we have effective relationships with other commissioning groups.	Operational Management Group (OMG)	Evidence of safeguarding responsibilities within the tendering, commissioning and procurement contracts and processes reported within the Section 11 / SAAF self assessment for 2013 / 14 Commissioning Performance Framework	End March 2014
1.9	B	Review and evaluate governance	Review the NCSCB and the NCASPB governance arrangements a year after	Operational	Reviewed and	End March 2014

NCSCB / NCASPB Business Plan Final Agreed at NCSCB / NCASPB Strategic Board 22.03.13

CAB: C = LSCB; A = SAB; B = Both LSCB and SAB

Nottingham City Adult Safeguarding Partnership Board and Nottingham City Safeguarding Children Boards: Business Plan 2013 – 2014

	arrangements.	implementation of the new structure to ensure that the functions of the boards are robust and effective.	Management Group (OMG)	updated Constitution		
1.10	C	Be assured that children, young people and vulnerable are involved in decisions made about them and care planning process.	Operational Management Group (OMG) / Task & Finish Group	Participation Strategy Feedback from children and young people on safeguarding interventions.	End March 2014	
1.11	B	Raise awareness of safeguarding issues and the responsibilities of the NCSCB / NCSAPB partner agencies and the wider community in safeguarding	Virtual Communications Group / Operational Management Group (OMG)	Communication & Engagement Strategy Publicity Campaign/ Materials	End March 2014	
1.12	B	Effective information sharing across all NCSCB / NCASPB Business	Operational management group OMG / Task & Finish Group	Revised and Published NCSCB / NCASPB Information Sharing Protocol	End March 2014	
Strategic Priority Two:						
Strategic Objective: To continually improve multi agency work to safeguard and protect children, young people, and adults and drive excellence in the system						
Priority Lead: Independent Chair of the NCSCB & NCASPB						
No	CAB	What do we want to achieve?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Record of achievement

NCSCB / NCASPB Business Plan Final Agreed at NCSCB / NCASPB Strategic Board 22.03.13

CAB: C = LSCB; A = SAB; B = Both LSCB and SAB

Nottingham City Adult Safeguarding Partnership Board and Nottingham City Safeguarding Children Boards: Business Plan 2013 – 2014

2.1	C	Contribute towards the planning and commissioning of services for children, young people and vulnerable adults.	Liaison between the NCSCB and the Childrens Partnership Board, the Health & Well Being Board, the Corporate Parenting Board and the Crime & Drugs Partnership. Contribution to the review and development of the Children and Young People's Plan and the Vulnerable Adults Plan.	Independent Chair	Safeguarding is appropriately reflected in the CYPP	End March 2014
2.2	B	Ensure compliance with Working Together 2013 in relation to NCSCB Serious Case Reviews and implement actions effectively Ensure NCASPB / NCSCB Serious Case Reviews and Significant Incident Learning Processes (SILPs) are undertaken in accordance with national guidance, best practice and the Board's practice guidance	Implement SCR toolkit for each SCR Implement the boards practice guidance's and toolkits	Serious Case Review Standing Panel and Sub Group	SCR / SILP Overview Reports, Executive Summaries and Action Plans Improved working practices across partner agencies. Reports to OMG / Boards	End March 2014
2.3	C	Ensure compliance with Working Together 2013 in relation to Child Deaths and implement actions effectively	Implement the child death review procedures and Work Plan	Child Death Overview Panel (CDOP)	Completion of child death reviews and implementation of Action Plan.	End March 2014
2.4	A	To ensure governance	Implement a work programme in	Mental capacity	Audit and	End March

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Nottingham City Adult Safeguarding Partnership Board and Nottingham City Safeguarding Children Boards: Business Plan 2013 – 2014

	and scrutiny of statutory duties in Nottingham in relation to the Deprivation of Liberty Safeguards Addendum (2007) to the Mental Capacity Act (2005)	relation to the audit and monitoring of Deprivation of Liberty standards.	Act Group (MCAG)	monitoring of DoLS referrals.	2014	
2.5	A To ensure that all agencies adhere to the principles of the Mental Capacity Act when working with adults who may lack capacity.	Further implement the Mental Capacity Act across all agencies.	Mental capacity Act Group (MCAG)	Monthly auditing of safeguarding referrals	End March 2014	
2.6	B To ensure that safeguarding activity is monitored and recorded to meet national reporting requirements and to analyse an agreed set of common performance indicators to improve performance in all partner agencies.	Agree the NCSCB / NCASPB Performance Framework. Implement the NCSCB / NCASPB Performance Framework. Analyse performance data and feedback to the boards	Quality Assurance Risk Management group (QARM)	Performance Data reporting to the OMG and Boards. Outcome of quality assurance process reported to OMG and boards. Completion of annual statutory returns.	End June 2013 End July 2013 End September 2013	
2.7	B Monitor the effectiveness of the safeguarding activity across partner agencies and support partner agencies to	Develop and implement NCSCB / NCSAPB Monitoring Effectiveness Strategy, including - a system of multi agency audits - expectations of agencies to undertake single agency audits	Quality Assurance Risk Management group (QARM)	Partner Agency Annual Safeguarding Reports NCSCB /	End June 2013	

NCSCB / NCASPB Business Plan Final Agreed at NCSCB / NCASPB Strategic Board 22.03.13

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Nottingham City Adult Safeguarding Partnership Board and Nottingham City Safeguarding Children Boards: Business Plan 2013 – 2014

	continually improve their safeguarding arrangements.	<ul style="list-style-type: none"> - the voice of children, vulnerable adults, families and carers - feedback from staff. 	<p>NCASPB Annual Reports</p> <p>Feedback from citizens</p> <p>Staff Survey</p>		
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Strategic Priority Three:

Strategic Objective: To monitor the development of early help for children, young people and vulnerable adults and quality assure the effectiveness of this

Priority Lead:

Independent Chair of the NCSCB & NCASPB

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Record of achievement
3.1	C	Assurance that early help for children and young people is effective with evidence that it is being robustly monitored by partner agencies & making a difference to children and families.	<p>Monitor the implementation and impact of the Family Support Strategy and Pathway across NCSCB Partner Agencies</p> <p>Ensure Early Help is included within the NCSCB Performance Framework</p> <p>Be assured satisfactory governance is in place to ensure compliance across partner agencies</p>	Quality Assurance Risk Management group (QARM)	<p>NCSCB Performance Management Framework</p> <p>Reports to NCSCB & OMG</p>	End March 2014	
3.2	A	Assurance that early intervention in adults safeguarding is effective.	Scoping exercise to establish what early intervention activity and performance management is in place currently.	Operational Management Group (OMG)	Report to OMG	End March 2014	

Strategic Priority Four:

Strategic Objective: To embed a learning system within the NCSCB and NCASPB and quality assure these within partner agencies

NCSCB / NCASPB Business Plan Final Agreed at NCSCB / NCASPB Strategic Board 22.03.13

CAB: C = LSCB; A = SAB; B = Both LSCB and SAB

Independent Chair of the NCSCB & NCASPB

Priority Lead:		Independent Chair of the NCSCB & NCASPB					
No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Record of achievement
4.1	B	Ensure the learning from SCRs, CDOP, SILPs and audits are embedded into safeguarding practice to maintain a skilled and competent workforce & continually develop the way that agencies work together: promoting the protection, wellbeing, dignity and security of children, young people and vulnerable adults.	<p>Through the implementation of the NCSCB and NCASPB Monitoring Effectiveness Strategies and the development of a Learning & Improvement Framework.</p> <p>Providing local responses to learning from national / regional SCRs / research / policy changes.</p>	Workforce development group	<p>Training materials and impact measurements in relation to training.</p> <p>Audits of practice</p> <p>SCR and SILP action plan implementation and review</p>		



Title of paper:	Common Assessment Framework.	
Report to:	Nottingham Children's Partnership Board	
Date:	12/06/2013	
Relevant Director:	Dr Tim O'Neill	Wards affected: All
Contact Officer(s) and contact details:	Viv McCrossen Head of Service, Family Community Teams (Central) Viv.McCrossen@nottinghamcity.gov.uk	
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.		X
Healthy living – With a key focus on increasing the proportion of children and young people who have a healthy weight.		X
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.		X
Raising attainment – Raising the attainment levels and increasing engagement in employment, education and training.		X
Improving attendance – Improving rates of attendance at both Primary and Secondary as a key foundation of improving outcomes.		X
Summary of issues (including benefits to customers/service users):		
<p><u>Family Support Strategy and the CAF</u></p> <p>The Common Assessment Framework (CAF) is a fundamental component within Nottingham Children's Partnership Strategy and Pathway and to delivering the Partnership's agreed family support priorities.</p> <p>A review across the partnership of the implementation of the Family Support Strategy is to be undertaken this summer, which will include a Self Assessment Review (SAR) to establish across the partnership how successfully the Strategy has been embedded in achieving the Strategies 5 delivery priorities. The SAR will have a specific CAF focus on how these priorities have been achieved.</p> <p><u>CAF and Regulatory Frameworks / National Guidance</u></p> <p>The CAF also has a key role in supporting evidence within the <i>Framework for the inspection of local authority arrangements for the protection of children</i> including the need to:</p> <ul style="list-style-type: none"> • provide evidence of the impact and analysis of CAF assessment activity over the last 12 months and • provide evidence of any quality assurance activity, multi-agency and single agency case audits over the six months prior to inspection, and action plans in relation to early help 		

The CAF is also identified as key within the *Working Together to Safeguard Children Guidance 2013* to ensuring the identification of children and families who would benefit from early help, the effective assessment of the need for early help and the provision of effective early help services.

A series of work streams within NCC Children and Families Directorate have been set up to support inspection readiness and one of these, led by Viv McCrossen centres specifically around Assessment and the CAF.

Nottingham Children's Partnership CAF Toolkit

Nottingham Children's Partnership issued a comprehensive CAF Toolkit in January 2012 to provide front line practitioners with information to promote and enable best practice principles in the delivery of the CAF.

The Toolkit also outlined the processes for registering a CAF with CAF Central Records once initiated, and also the process for recording any changes in regards to the Lead Professional and when a CAF has closed.

CAF Central Records Data

CAF data available through CAF Central Records identifies that 758 CAFs were initiated during 2012 -13. This was down from the previous year of 2011-12 when 1100 CAFs were initiated. The figure is however greater than achieved in the preceding years for 2010-11 (567) and 2009-10 (527).

The reports from CAF Central Records that are currently generated are a series of individual reports that include CAF initiation by reason, initiation by agency, closure reason and average length of CAF.

CAF Outcome Data

In regards to outcomes at the point of CAF closure there has been a marked increase in the proportion of these closing due to needs being met.

For cases closed during 2012/13, 55% were due to their needs being met compared with 38% closed with needs met during 2009/10.

Similarly the number of CAFs that have closed due to escalation to Children's Social Care has decreased from 23% in 2009/10 to 16% in 2012/13.

Recommendations:

1	Self Assessment Review: To undertake Family Support Strategy Implementation Self Assessment Review (SAR) across the Nottingham Children's Partnership and report findings to the Nottingham Children's Partnership Board and other Boards as appropriate.
2	Data Cleansing: To undertake data cleaning across the partnership in respect of CAF Central Records.
3	CAF Reporting: To re-establish performance reporting to the Nottingham Children's Partnership in relation to CAF analysis and impact data, including the introduction of more "fit for purpose" reports as agreed by the Board.
4	e-CAF Solution: To establish a partnership working group to scope an e-CAF solution, develop a high level specification and present recommendations to the Board.

1. BACKGROUND AND PROPOSALS **(Explanatory detail and background to the recommendations)**

Recommendation 1: Self Assessment Review

Extensive and effective use of the CAF across the partnership is essential to successfully achieving the delivery priorities of the Family Support Strategy and all partners meeting their roles and responsibilities within it. It also has a clear and fundamental role in supporting the achievement of inspection outcomes. The intention is to shape the Self Assessment Review around the CAF and frame the questions in a manner that enables the findings to be easily analysed and reported upon, and bring these findings back to the Board with a set of recommendations for future action.

Recommendation 2: Data Cleansing.

The spike during 2011-12 is linked to the Disabled Children's Thematic Inspection that occurred during this year. During this period, there was a focus and promotional drive to ensure all CAFs were accurately recorded on the system and what their status was. This would indicate that the number of CAFs recorded during the last year does reflect the actual number and we are likely to be under-reporting the real volume undertaken.

The accuracy of CAF Central would not be just confined to the initiation phase of the CAF, but also changes during the process or when the CAF has been closed. Whilst CAF Central Records indicates that the vast majority of CAFs have been open for less than a year, there are a number on the system that are indicating that they have been for a period of two years or more.

Given the inspection requirements for Local Authority Arrangements for the protection of children requiring data on those who have been the subject of a CAF in the three months prior to inspection and the evidence and impact of CAF activity in the last 12 months, there is a need to undertake a cleansing exercise to ensure the validity of the existing data and to ensure there is no under-reporting.

Recommendation 3: CAF Reporting.

There is a need to re-energise CAF Reporting to the Board to raise its profile and importance. The effect of a reduced profile is likely to diminish its usage and / or reduce the engagement with CAF Central Records which results in both under-reporting and inaccurate data on those that are. It also means that the effectiveness of the CAF in achieving positive outcomes is not showcased as it should be.

The data inputted during the process needs development. Currently only the primary reason for initiation is captured. There is capacity within the system to capture other secondary factors and reasons for initiation. Capturing only the primary reason limits our understanding of what the needs are and consequently effects how we can respond to them in future planning, commissioning and delivery.

There is also a need to refine how the reports are presented. They are presented as a series of individual reports that have no fluidity to them in terms of having a clear thread. Only a very limited number are agency specific, principally about how many they have initiated. The Lead Professional is for example not recorded by which agency they are from; they are only recorded by name.

The reports in their current form provide only a limited and partial understanding of the CAF picture. An initial request to have this developed has been put together by the work stream group for Assessment and CAF. The request has focused on the need for greater interface between reports to ensure a greater and more coherent picture of activity and impact can be reported on.

Recommendation 4: e-CAF

CAF Central Records was only ever conceived as an interim position as a vehicle for capturing CAF activity at a partnership level. The information only contains basic details around the circumstances of the CAF and the data that it contains is only immediately accessible by a limited number of individuals.

The e-enablement of the Common Assessment Framework (e-CAF) will allow a CAF Form to be generated, and to enable ongoing and completed assessments to be stored centrally but shared electronically between practitioners who have been granted appropriate access. As an e-enabled system it will support many of the aims of the CAF, overcoming the operational barriers to its use, through providing secure sharing of CAF between agencies without having to e-mail or fax paper copies, providing better management reporting, and increase efficiency as it provides practitioner self service.

The right e-CAF solution for Nottingham Children's Partnership needs input from all the key partners. To achieve this it is proposed that a partner working group be established to produce a high level specification. This specification would then be taken to the Nottingham Children's Partnership and other Boards, as appropriate, to be presented and agreed.

2. RISKS

(Risk to the CYPP, risk involved in undertaking the activity and risk involved in not undertaking the activity)

The risks with not undertaking the activity are in respect of the Self Assessment Review, we would not be able to understand how successfully we have been as a partnership with implementing the delivery priorities of the strategy within specific regard to the CAF. We would consequently not then be able to put in any necessary actions to address the issues identified.

The risk with not undertaking the data cleansing is that it would mean that the information that we would present to support inspections would be inaccurate.

The risk in not undertaking revision and re-establishment of the CAF reporting is that it will not fully evidence the impact of CAF activity within the City and it will not allow partners a clear perspective on their agency engagement within that process. It will restrict analytical capacity to improve planning, commissioning and delivery at both a partnership and agency level.

The risk in not undertaking the e-CAF solution recommendation is that the partnership will only have in place what was intended to be an interim position in regards to capturing CAF activity, which only provides a limited insight into CAF at both an operational and performance level.

3. FINANCIAL IMPLICATIONS

There are financial implications in regards to establishing an e-CAF solution. The specific cost of this would be dependent upon the specification produced through the working group.

4. LEGAL IMPLICATIONS

None

5. CLIENT GROUP

(Groups of children, young people or carers who are being discussed in the report)

All children, young people and families who, as identified within the Family Support Pathway levels of needs, would benefit from having a CAF in place.

6. IMPACT ON EQUALITIES ISSUES

(A brief description on how many minority groups are being engaged in the proposal and how their needs are being met: This section includes traveller and refugee families. The themes of the Shadow Boards – children and young people; parents and carers; equalities issues and the voluntary and community sector should be considered here.

The development of a more robust set of reporting data in respect of CAF will enable greater understanding and analysis of equalities issues. The interface between reports would be able to identify initiation and closure reasons by a range of demographic domains, for example are CAF closures as a result of lack of engagement or withdrawing consent disproportionate within particular groups or those with specific needs. The reports in their current form are currently unable to describe this.

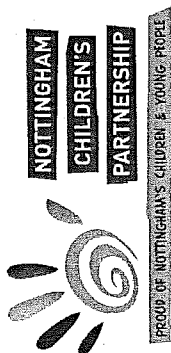
7. OUTCOMES AND PRIORITIES AFFECTED

(Briefly state which of the CYPP objectives and priorities will be affected)

The effective usage of the CAF as enabling early intervention and preventing problems that integrates services makes them accessible and inclusive to meet all the Family Support Pathway Need indicators means that it affects all the CYPP objectives.

8. CONTACT DETAILS

Viv McCrossen
Head of Service, Family Community Teams (Central)
Viv.McCrossen@nottinghamcity.gov.uk



Children's Partnership Board Forward Plan

To be scheduled

Safeguarding Inspection

Big Lottery: Fulfilling Lives: A Better Start

CP Workforce Strategy End of Year review report and Updated Action Plan for 2013-2014

Early Learning Programme for 2 Year Olds

Young People's Substance Misuse System Review

Partner updates from Voluntary Sector, Police and Education

CYPP priority: attendance

Oral Health

Please contact Dot Veitch if you have any suggestions for future items for the forward plan
dot.veitch@nottinghamcity.gov.uk

