

NOTTINGHAM CITY COUNCIL
CHILDREN'S PARTNERSHIP BOARD

Date: Wednesday 25 September 2013

Time: 4.00pm

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

Members of the Board are invited 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 - 8764298

A G E N D A

- 1 APOLOGIES FOR ABSENCE**
- 2 DECLARATIONS OF INTERESTS**
- 3 MINUTES** Attached
Last meeting held on 26 June 2013 (for confirmation)
- 4 CHILDREN AND YOUNG PEOPLE'S PLAN (CYPP) PRIORITY UPDATE : SAFEGUARDING (YEAR 3)** Attached
Report of Director of Safeguarding
- 5 SHAPING THE FUTURE - DEVELOPING A SHARED VISION FOR A NEW OPERATING MODEL** Attached
Report of Director of Family Community Teams
- 6 CHILDREN'S PARTNERSHIP WORKFORCE STRATEGY 2013/14 REFRESHED ACTION PLAN** Attached
Report of Joint Interim Director of Quality and Commissioning
- 7 PARTNER'S UPDATE: NOTTINGHAMSHIRE POLICE** Attached
Presentation of Nottinghamshire Police
- 8 NOTTINGHAM EARLY INTERVENTION CITY - PHASE TWO PLANNING UPDATE** Attached
Report of Interim Joint Director of Quality and Commissioning

- 9 **BIG LOTTERY FOR NOTTINGHAM, FULFILLING LIVES:SMALL STEPS BIG CHANGES** Attached
Report of Nottingham CityCare Partnership
- 10 **CONSTITUTION AND GOVERNANCE ARRANGEMENTS** Attached
To consider and agree the revised constitution and governance arrangements of the Children's Partnership Board
- 11 **KEY MESSAGES AND ITEMS FOR INFORMATION**
- 12 **FORWARD PLAN** Attached
Report of Director of Children and Families
- 13 **NEXT MEETING**

RECOMMENDATION to approve that the next meeting is held on 27 November 2013 at 4pm in Loxley House, and not 18 December as previously noted.

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

PARTNERS AND CITIZENS ATTENDING MEETINGS ARE ASKED TO ARRIVE AT LEAST 15 MINUTES BEFORE THE START OF THE MEETING TO BE ISSUED WITH VISITOR BADGES.

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NOTTINGHAM CITY COUNCIL

CHILDREN'S PARTNERSHIP BOARD

MINUTES of meeting held at Loxley House on **26 JUNE 2013** from 4.04pm to 5.50pm.

✓ Indicates present at meeting

	Chair of the Board and)	
✓ Councillor David Mellen	- Portfolio Holder for Children's)	
	Services)	
Ian Curryer	- Chief Executive)	
✓ Chris Wallbanks	- Programme Manager Early)	Nottingham City Council
	Intervention and Partnerships)	
Jon Rea	- Engagement and)	
	Participation Lead Officer)	
✓ Candida Brudenell	- Interim Corporate Director)	
	Children and Families)	
✓ Deb Hooton (Substituting)		NHS Nottingham City
for Dawn Smith)	- Chief Operating Officer	- Clinical Commissioning
		Group
Angela Horsley	- Clinical Lead,	- Nottingham Children's
		Hospital
✓ Phyllis Brackenbury	- Assistant Director Children,)	- Nottingham CityCare
	Young People, Families and)	Partnership
	Health Improvement)	
Paula Webber	- Senior Advisor,	- Young People's Learning
✓ Steven Cooper	- Superintendent)	Agency
	Chair, CONGA (City of)	- Nottinghamshire Police
✓ Wendy Smith	- Nottingham Governors')	
	Association))	
	Head Teacher, Rosehill)	
Andy Sloan	- School (Special School)	
	representation))	
	Head Teacher, Nottingham)	Nottingham Schools
Jill Robey	- Nursery School and Training)	
	Centre)	
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	- District Operations Manager)	JobCentre Plus
		On behalf of the
✓ Stephen McLaren	- Urban Angel Project)	- Community and Voluntary
	Manager)	Sector
	Chief Executive, Djanogly)	
Mike Butler	- Learning Trust)	- Nottingham Academies

- | | | |
|--------------------|---|--|
| ✓ Malcolm Cowgill | - Principal, Central Nottingham College | - Further Education |
| ✓ John Yarman | - | - Nottingham and Nottinghamshire Futures |
| ✓ Nigel Hill | - Director | - Nottinghamshire Probation Trust |
| Holly White |) |) |
| ✓ Uzair Hashmi |) Youth Cabinet |) Youth Council |
| ✓ Natalie Robinson |) |) |
| Darrell Redmond | - Nottingham Equal | |

Also in attendance

- | | | |
|---------------------|-----------------------------------|---------------------------|
| Mark Andrews |) |) |
| Sara-Jane Brighouse |) Family Communications |) Nottingham City Council |
| Tim O'Neill |) Team |) |
| Viv McCrossen |) |) |
| Dot Veitch | - Partnership Support Officer |) |
| Cath Ziane-Pryor | - Constitutional Services Officer |) |

1 APOLOGIES FOR ABSENCE

Mike Butler
Councillor Jon Collins - on Other Council Business
Angela Horsley
Jill Robey
Karen Slack

2 DECLARATIONS OF INTERESTS

None

3 MINUTES

The Board confirmed the minutes of the meeting held on 27 March 2013 as a correct record and they were signed by the Chair.

4 PRIORITY FAMILIES UPDATE

Tim O'Neill, Director of Family Community Teams, delivered a presentation to accompany the report which outlines the Priority Families programme and informs the Board of progress. Mark Andrews and Sara-Jane Brighouse, both members of the Family Community Team, also attended the meeting.

The following points were highlighted:

- (a) As of October 2012, 1140 households met at least 2 of the required 3 Troubled Family criteria;

- (b) Initially the target was set to identify 400 troubled families and to be actively working with 300 (75%) of those families in the first year of the programme. By March 2013 this target had been surpassed and 375 (94%) of families were actively engaged. As a result of meeting and exceeding the target, the programme qualified for full year 2 attachment funding of £1.2 million;
- (c) Target percentages for year 3 have not yet been set by Central Government.
- (d) Reward payments were available to the Priority Families Programme for families which meet the full criteria. 50 families are currently involved in the full Priority Families model, while the remaining 64 families were receiving partial elements of the model and/or support through some sort of partnership working which may include Family Intervention Project (FIP), Family Nurse Partnership (FNP), Family Community Teams, Youth Offending Team (YOT) preventative, Children's Centres, through the Common Assessment Framework (CAF).
- (e) It is estimated that funding will not be received for one in every six families supported, although payment was expected for approximately 200 families backdated to December 2010. The next claim point is July when between 150 and 300 reward payments were predicted.
- (f) A recent audit of Nottingham's programme resulted in a 'green' rating from the Department of Communities and Local Government which compares well to some other similar sized authorities.
- (g) 150 key workers are currently being trained and were expected to start work with a relatively small case load but were expected to work with all 600 families by the end of March 2014.
- (h) It is predicted that full data on the progress so far will be available during the autumn.

The Board welcomed the progress of the programme.

RESOLVED

- (1) to note the report;**
- (2) to note that the programme is now operational and to support the team to implement and embed the new operational model;**
- (3) to support the culture change and staff engagement;**
- (4) to request an update to the December meeting of the Committee.**
- 5 FULFILLING LIVES: A BETTER START BIG LOTTERY BID FOR NOTTINGHAM, FULFILLING LIVES: A BETTER START. SMALL STEPS, BIG CHANGES (SSBC)**

Phyllis Brackenbury, Assistant Director Children, Young People, Families and Health Improvement, presented the report which updated the Board 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. By the end of March 2014, between 3 and 5 Local Authority areas would be awarded funding over a ten year period.

Nottingham's bid has been named 'Small Steps, Big Changes' (SSBC) and aims that children will be:

- Safer, healthier and happier;
- More confident and capable;
- Able to express themselves;
- Ready for school, work and adult life.

Following a 'needs analysis' which took into consideration deprivation levels, troubled families, domestic violence, life expectancy, and early year's attainment rates, the following four wards have been chosen for a focus, with a total population of approximately 70,000:

- Aspley;
- Bulwell;
- St Ann's
- Arboretum.

Officers and the Corporate Director have been interviewed and were hoping to know very soon if Nottingham's bid would be through to the second stage of short listing.

The Lead Organisation for the bid was well established Social Enterprise and there has been a lot of interest from the voluntary sector to become involved.

RESOLVED

- (1) to note the progress, and support any emerging issues;**
- (2) to support the move towards a systems change which will embed the principles of first years prevention in the services and mindset of the all members of the partnership.**

6 EARLY INTERVENTION: THE NEXT FIVE YEARS

Katy Ball, Joint Interim Director of Children and Families and Head of Early Intervention and Market Development, verbally updated the Board on the Early Intervention event which had taken place at Trent University on 7 June 2013. The Programme has been operating for 5 years now and attendees examined what aspects so far did and did not work well, what results they wanted to achieve within the next 5 years, and how this could be achieved. The event notes, which were circulated at the meeting, were submitted to the online agenda following the meeting.

The next steps were identified as follows:

- (a) From July 2013, the Early Intervention (EI) Team is to develop options for a partnership programme/framework which will be tested with individual partners during August 2013;
- (b) In September 2013, the EI City Phase Two Work Programme proposal will be brought to the Children's Partnership Board for discussion and agreement;

- (c) In October the governance and roles and responsibilities will be agreed with partners.

Members of the Youth Cabinet had attended the event and welcomed the move to invite young people to have an input.

Members of the Board who had attended the event commented that it had been a very positive and productive day.

RESOLVED that the Early Intervention update and planed action be noted.

7 PARTNER UPDATE: JOBCENTRE PLUS

Anne Danvers, Jobcentre Plus (JCP), delivered a brief presentation which was included on the online agenda following the meeting.

The following points were highlighted:

- (a) JCP work with a range of partner organisations to benefit people of 18 years and more of working age, although there was also a responsibility to include family units. There are some incentives which are open to 16 and 17 years olds.
- (b) Social Justice - Transforming Lives, provides support to the most disadvantaged in order to help them turn their lives around. This included shared responsibilities for families and children, working age people, and people with disability and ill health.
- (c) Consideration has been given to how the welfare reforms are delivered in Nottingham, including how to move some clients from the benefit ethic to the work ethic;
- (d) In Nottingham there are 3,755 18-24 year olds registered out of work and claiming some sort of Department for Work and Pensions benefit, although it was predicted that many more were claiming some other type of benefit.
- (e) In Nottingham, there are 60,690 people claiming employment and support allowance or incapacity benefit;
- (f) JP works with employers and partners to create work opportunities for young people by promoting flexibility of employers in doing things differently and using the expertise available in partner organisations;
- (g) Six months ago, there were approximately 5,000 unfilled vacancies in Nottingham, but 13,000 people unemployed. Investigation showed that there was a skills void.
- (h) Employers are also customers of JP in that they bring providers together to ensure that employment pathways are cohesive and sustainable. JP identifies where the growth markets are in employment and which skills employers and employees needed.
- (i) It is important to ensure that young people are ready for employment and have the at least basic employability skills before confirming placements. This is where previous

work experience was beneficial as young people could provide evidence of employability skills;

- (j) Information needed to be shared across the City to ensure that young people are directed to the JCP service and receive the best possible support. To help improve accessibility, new web based products were being developed, specifically tailored to young people.
- (k) Local level, the following were involved in supporting young people into training or employment:
 - Water Court Academy- a unique 'sector specific' centre of excellence to support 16-24 year olds into work or training;
 - Nottingham City Council Employer Hub;
 - Nottingham Ending Gang and Youth Violence Programme;
 - Recovery in Nottingham.

RESOLVED to note the update from Jobcentre Plus.

8 NOTTINGHAM CITY SAFEGUARDING CHILDREN BOARD (NCSCB) - REPORT OF THE INDEPENDENT CHAIR

Paul Burnett, Independent Chair of Nottingham City Safeguarding Children's Board (NCSCB), presented the second report of the year and highlighted the following points:

- (a) There had not been any further inspections since the thematic inspection of services to children with disabilities in April 2012;
- (b) There are to be changes to the regulatory inspection framework which will apply to safeguarding and child protection, although the original schedule of pilots has been paused, there are discussions between various inspectorates as to how to proceed. Ofsted has announced that it is reverting to an inspection regime focusing on safeguarding and provision for looked after children effective from September 2013.
- (c) In addition to the Ofsted inspection framework, briefings have been held regarding regional sector-led inspections and peer reviews of safeguarding arrangements.
- (d) In April 2013 the Department for Education published new 'Working Together' arrangements, which includes the following key points:
 - o Reflections on the key recommendations of Munro;
 - o Greater emphasis on child at the centre of all local safeguarding systems and outcomes;
 - o A significant focus on early help;
 - o Changes to assessment arrangements;
 - o Clarification of specific responsibility of partner organisations and stronger accountability arrangements for Independent Chairs of Safeguarding Boards;
 - o A focus on learning and improvement and changes to frameworks for serious case reviews;

- A new national panel of independent experts for Safeguarding Children Reviews;
- (e) As a result of the new 'Working Together' arrangements, NCSCB will need to:
- Ensure that robust Early Help arrangements are in place, including information sharing;
 - Publish a LSCB threshold document;
 - Develop and publish a local protocol for assessment, led by the Local Authority, discussed with partners, and agreed by the LSCB;
 - Review both LSCB arrangements and individual agency responsibilities to assure compliance with 'Working Together' 2013.
 - Agree a local learning and improvement framework.
 - Ensure that Child Death Review processes are compliant.
- (f) As a result of 'Working Together' 2013, the relationship between the NCSCB and other partner bodies, especially the Health and Wellbeing Board, Children's Partnership Board and Community Safety Partnership are to be re-examined, along with the impact on safeguarding of:
- The transfer of responsibilities from Primary Care Trusts to Clinical Commissioning Groups;
 - The introduction of Police and Crime Commissioners;
 - Schools converting to Academies.
- (g) There appeared to be some duplication of scrutiny work between partners so responsibilities needed to be clarified, particularly with regard to Early Help where some schools could be encouraged to apply effective preventative measures prior to the broader consideration of a child protection plan.
- (h) The current multi-agency audit process used in Nottingham City, works well and is praised by other agencies for its effectiveness, however, issues have been raised regarding the possible perception of breaking patient confidentiality. Confirmation is required that this is a safeguarding area of work, without creating another layer of bureaucracy.

RESOLVED

- (1) **to note:**
- (i) **the revised NCSCB Business Plan for 2013/14;**
 - (ii) **the 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;**
- (2) **to arrange a meeting between the Chair of this Board, and the Chair of NCSCB, to ensure that the changes to the inspection framework, as a result of 'Working Together ' 2013, are acted upon.**

9 COMMON ASSESSMENT FRAMEWORK

Viv McCrossen, Head of Service for Family Community Teams (Central), presented the report which was accompanied by a presentation, a copy of which was submitted to the online agenda following the meeting.

The Common Assessment Framework (CAF) is a fundamental component both within Nottingham Children's Partnership Strategy and Pathway, and also to delivering the Partnership's agreed family support priorities.

The following points were highlighted:

- (a) There is to be a review across the partnership how the Family Support Strategy has been implemented. This will include a Self Assessment Review.
- (b) It is intended that the review will be shaped around the CAF model with questions phrased to ensure that the findings are easily analysed. The findings of the review and recommendations will be submitted to a future meeting of the Board;
- (c) There is a concern that due to some reporting not being as thorough as it could be, that the volume of work completed has been under-reported. A data cleansing exercise will ensure the validity of existing data will ensure that there is no under-reporting.
- (d) It is anticipated that there will need to be development of the how information is captured as currently only the primary reason for initiation of a CAF is recorded, but there is capacity to capture other secondary reasons which may assist in how best to respond, planning, commissioning and delivery. More detailed information including clearly stating which agency initiated the CAF, and greater interface between different agency reports would ensure a more coherent picture of activity and its impact.
- (e) CAF Central Records was designed as only an interim facility to track activity at a partner level. An e-CAF would enable ongoing and completed assessments to be stored centrally but shared electronically between practitioners who are granted appropriate access, and therefore overcoming the operational barriers and increasing efficiency. It is proposed that a partner working group is established to produce a high level specification.
- (f) Where some schools and colleges have their own processes independent of CAFs, this loop needed to be closed to ensure that complete information was gathered.

RESOLVED for the Head of Service for the Family Community Teams, to arrange:

- (i) for a Self Assessment Review of the Family Support Strategy Implementation, to be undertaken across the Nottingham Children's Partnership, and for the findings to be reported to the Children's Partnership Board in September 2013, and other Boards as appropriate;**
- (ii) for data cleansing to take place across the partnership in respect of CAFs Central Records;**

- (iii) 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;
- (iv) to establish a partnership working group to scope an e-CAF solution, develop a high level specification and present recommendations to the Board.

10 ITEMS TO NOTE

None.

11 KEY MESSAGES AND ITEMS FOR INFORMATION

None.

12 FORWARD PLAN

Dot Veitch, Partnership Support Officer, presented the forward plan of items to be scheduled and requested that if any partner organisations have topics which they would like the Board to consider, they inform her.

RESOLVED to note the Forward Plan of items to be scheduled as follows:

**Safeguarding Inspection
Big Lottery: Fulfilling Lives: A Better Start
Children's Partnership Workforce Strategy End of Year report and Updated Action Plan for 2013-14
Early Learning Programme for 2 Year Olds
Young People's Substance Misuse System Review
Partner updates from Voluntary Sector, Police and Education
Children and Young People Plan priority: attendance
Oral Health**

13 FUTURE MEETING DATES

**RESOLVED to note the future meeting dates:
25 September 2013, 18 December, 19 March 2014.**



**NOTTINGHAM
CHILDREN'S
PARTNERSHIP**

PROUD OF NOTTINGHAM'S CHILDREN & YOUNG PEOPLE

4

Title of paper:	Update on CYPP Priority re: Safeguarding, Year Three	
Report to:	Children's Partnership Board	
Date:	25 th September 2013	
Relevant Director:	Helen Blackman	Wards affected: All
Contact Officer(s) and contact details:	Anne Partington, Acting Head of Safeguarding	
Other officers who have provided input:	Ken Beaumont –Head of Families and Communities, South Viv McCrossen-Head of Families and Communities, Central	
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.		
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):		
This report is presented to update the Children's Partnership Board in respect of the progress and activity underway to deliver the year 3 CYPP priority for safeguarding. Members will be reassured that significant developments have taken place in respect of all five areas of action, with further work identified throughout the year.		
Recommendations:		
1	Board members to note the content of this report and the progress made in year.	
2		
3		

1. BACKGROUND AND PROPOSALS

- 1.1 This report provides an update in relation to the Year 3 priority focus on safeguarding. Actions related to each of the individual priority areas of work identified in the Children & Young People's Plan for 2012 / 13 are identified below.
- 1.2 **Actions to increase the impact of the Family Support Strategy in providing alternative pathways to improving outcomes.**
- 1.3 The Common Assessment Framework (CAF) is critical to supporting outcomes with the new Ofsted Inspection Framework of local authority arrangements for the protection of children requiring:
- evidence of the impact and analysis of CAF assessment activity over the last 12 months
 - evidence of any QA activity, case audits 6 months prior to inspection
- 1.4 **Current CAF Activity and Outcomes**
- The number of CAFs initiated has increased since 2009-10 (527) to 2012-13 (758). There is a clear upward trend in the numbers initiated, but with a spike in 2011-12 (1100) which is linked to a large scale data cleansing exercise.
 - There is evidence of year on year improvement of the percentage of CAFs closed due to needs being met, increasing from 38% in 2009-10 to 55% in 2012-13.
 - Between 2009-10 and 2012-13 there has also been a decrease in CAFs closed due to referral to Children's Social Care, with 16% in 2012-13 compared with 23% in 2009-10.
- 1.5 **Summary of recommendations agreed at Children's Partnership Board on 26 June 2013 and progress made:**
- To undertake Self Assessment Review of Family Support Strategy implementation across the partnership, themed around the CAF and report the conclusions to the Children's Partnership Board. **Review complete but further feedback from schools is to be requested. Report to CPB due 27.11.13.**
 - Undertake data cleansing exercise of current CAF activity and Lead Professionals recorded on CAF Central Records. **Commenced September 2013.**
 - Re-establish regular CAF performance reporting to the Children's Partnership Board, develop current reporting to show need and impact, including at an agency level. **Ongoing work with Nottingham City Council I.T. department to develop the existing CAF Activity Report to show need and impact.**
 - Establish partnership working group to design e-CAF specification and report recommendations to Children's Partnership Board. **Initial meeting to scope ideas with representatives from Children's Partnership agencies and schools booked for 9th October 2013.**
 - Ongoing governance and monitoring of the Family Support Strategy and Pathway by NCSCB to be undertaken via the Children's Partnership Board. **Report to NCSCB due 17.10.13)**

1.6 Assessment of the impact of family support on social care referral rates.

	CAFs Initiated	CAF Closed	CAFs Open
Q1 2012/13	215	114	1538
Q2 2012/13	171	86	1623
Q3 2012/13	215	78	1760
Q4 2012/13	225	60	1925
Q1 2013/14	203	103	2025

	Q1 2012/13	Q1 2013/14	Difference
Contacts	1873	2113	13%
Referrals	1229	1072	-13%
Open Cases **	2202	3145	43%
Initial Assessments	893	869	-3%
Core Assessments	280	413	48%

** The calculation of open cases in 2013/14 now includes all cases open to Social Care and Family Community Teams which has increased the amount and the % difference.

- 1.7 The number of CAFs initiated in Quarter 1 2013 / 14 has decreased slightly. The overall number of contacts to Social Care has increased compared to the same period last year but the number of referrals has decreased. There is a substantial increase in the number of core assessments undertaken, suggesting that the children referred were in need of more in-depth assessment and interventions to increase their safety.
- 1.8 The overview of performance in relation to safeguarding measures at the end of year 2012 / 13 is as follows:
- In the year 2012/13, 44% more Child Protection Plans were commenced than in the previous year, with 436 Child Protection Plans being in place on 31.03.13. This is a significant increase on the year end figure for 2012 (297) which reflects a national increase in children subject to child protection plans.
 - On 31.03.13, there were 561 children in the care of the Local Authority which is a slight increase from 539 in 2012.
 - By the end of March 2013 96.2% of children and young people had participated with their care plan, either by attending the conference / review meetings and speaking for themselves; attending the meeting and participating via an advocate; or sharing their information with a third party prior to the meeting.
 - 91.0% of initial assessments were carried out within 10 working days of referral
 - 94.0% Core assessments for children's social care carried out within 35 working days of their commencement
 - 99.4% of child protection cases were reviewed within required timescales
 - 94.6% of children in care cases were reviewed within required timescales'
- 1.9 Working Together to Safeguard Children 2013 was published in April 2013. The NCSCB has been working with Nottinghamshire Safeguarding Children Board to implement the LSCB requirements, including the review and update of the Safeguarding Children procedures.
- 1.10 The local authority is required to work with partners to develop a local protocol for assessment and this is underway as part of the development of a new Local Operating Model. This includes further development and use of the CAF as the early intervention tool; introduction of a Single Point of Access for social care and family support services; and

ensuring interventions are consistent, integrated and evaluated in terms of outcomes for children.

- 1.11 A new performance framework is also under development to ensure Family Community Teams and Social Care are compliant with national reporting expectations. This includes a new performance framework for early help and a joint outcomes framework to show impact of services.
- 1.12 The Signs Of Safety approach has been adopted within Nottingham City Council Social Care and Family Community Teams to support a child centred approach to assessment which includes focus on risk identification and management. It has also been agreed at the Nottingham City Safeguarding Children Board that partner agencies will adopt the same approach thereby strengthening multi agency assessment work.
- 1.13 Phase One Children's Social Care and Targeted Family Support Teams (June 2012 to June 2013). A pilot was delivered in June 2012. Following this phase one roll out took place between November 2012 and July 2013 and a total of 254 colleagues received training. **Signs of Safety** was delivered to practitioner teams who had already undertaken the two day skills based "Strength based Communication Styles" training as these skills underpin the SOS approach.
- 1.14 Phase Two – Social Care, Family Community Teams, Children in Care and Residential Services; Pilot delivery for schools. The Strategic Core Development Standard has been consulted upon and updated and we are in the process of rolling out this comprehensive programme of development, of which Strength based Communication Styles and Signs of Safety is a part, across the Local Authority workforce.
- 1.15 Phase Three – Internal workforce: ongoing support/ action learning, safety planning, using SOS tools with children; Delivery /engagement of wider Children's partnership to embed the approach. It has been identified during phase one delivery that teams may benefit from ongoing support to embed Signs of Safety and the underpinning strength based communication skills. To this end Talent and Skills will be working with Team Managers to establish what level of support they would like and how this can be most effectively delivered, for example peer support, action learning sets, coaching, case reflection. The lead consultant is working closely with the Integrated Workforce Lead and with the Children's Partnership Workforce Strategy Group to identify how best we can support the wider partnership in embedding this approach.
- 1.16 **Building inter-agency support for the DASH (domestic abuse, stalking, and honour based violence checklist) risk assessment so that domestic violence is dealt with as early as possible, knowledge of risk is shared and a proportionate response can be made.**
- 1.17 The Domestic Abuse Referral Team (DART) was set up in June 2012, originally as a short term solution to the multi agency management of domestic abuse cases as precursor to the development of the local Multi Agency Safeguarding Hub (MASH). The development of the MASH has been delayed whilst Children and Families develop a new operating model and contact point so the DART is still operating.
- 1.18 The DART is a multi agency initiative with Nottinghamshire Police working alongside City Care Partnership and Nottingham City Council Family Community Teams. Referrals to DART are made using the DASH / RIC Form and decision making on the level of intervention required is based on multi agency information about the family. This leads to a more appropriate level of intervention undertaken in a timely way.

1.19 The following data relates to the period 25.06.12 – 13.09.13:

DASH / RIC Assessment	Number of Referrals
High	514
Medium	1777
Standard	2436
TOTAL	4730

- 1.20 There are 658 incidents where a victim has 2 reported repeat incidents of domestic abuse; 243 where there are 3 reported repeat incidents and 130 where there are 4. Two perpetrators have been connected to 15 reported repeat incidents.
- 1.21 The total number of domestic abuse incidents reported to DART are 5264 where the victim was female and 839 where the victim was male.
- 1.22 A number of reviews have been undertaken that feature domestic abuse and the learning from these, including the action plans arising from them, is being collated and considered within the multi agency Domestic and Sexual Violence Strategy Group.
- 1.23 A multi agency DART survey is currently underway to gather agency views on the service provided by DART. This will form part of a full review of the effectiveness of DART, the impact on outcomes and the allocation of future resources. Analysis of ward data in relation to the incidence of domestic abuse in the city has been regularly shared with agencies through the Domestic and Sexual Violence Strategy Group to influence policy and resources.
- 1.24 A strategic commissioning review of Domestic Abuse services in Nottingham City is underway and making recommendations for future work / commissioning. The Safe From Harm Project has identified domestic abuse as a causal factor for a range of underlying issues that impact on Nottingham City Council Services (e.g. homelessness, early help / child protection services, substance use, mental health and adult services). The recommendation to the Health & Wellbeing Board is to maintain current investment and embed a proactive and confident culture within our staff and services.
- 1.25 **Minimising bullying behaviour by: working with parents, schools and young people to improve the emotional resilience of young people, support victims and re-educate perpetrators share best practice on what works.**
- 1.26 Schools are responsible for their own anti-bullying approaches and are linked to the Anti-Bullying Alliance
- 1.27 The Community Education Psychology Service is delivering training to schools on Restorative Approaches.
- 1.28 Developments are underway with Nottingham Trent University about them supporting us in undertaking some research with pupils about their views on bullying in schools and what they think are the main issues. This will take into account the rise in incidences using cyber bullying.
- 1.29 An Educational Psychologist is working with Bulwell Academy using problem solving through drama to overcome social issues including bullying and the Community Educational Psychology Service continue to work with schools on Persistent Absentee cases where bullying is often cited as an example of why pupils are not attending.

1.30 Supporting the Crime and Drugs Partnership particularly through work with families, to challenge and eliminate gang culture in local neighbourhoods. (NB: this work is now being led by Community Protection rather than the CDP).

- The NCSCB has developed Practice Guidance for Safeguarding Children and Young People affected by Gang Activity
- The Family Support Pathway identifies, as a trigger for additional or extensive support, the involvement of children and young people in gang activities or at risk of being affected by them through family, neighbourhood or peer associations.
- Ending Gang and Youth Violence "Hub" meetings are fully established in South and Central localities and will be linked to new Young People's Panels that are being established in Areas 1, 3, 4, 6 and 8 to ensure early identification and co-ordinated multi-agency support within the Family Support Pathway to children and young people whose behaviour is causing concern within their communities.
- The City Council has developed a strategy for gangs, guns and knives, "Ending Gang and Youth Violence". This strategy fully embraces safeguarding issues, and has established with the Police and Probation Trust a multi-agency Vanguard Plus team to work intensively with young people and young adults actively involved with gangs. Colleagues have been seconded to work as part of this team from the YOT.
- Targeted Youth Support posts are being established with funding from the Youth Justice Board, the City Council and the Police and Crime Commissioner to increase capacity in Targeted Family Support Teams for early intervention with children and young people who are at risk of becoming involved in anti-social behaviour and crime, and this will contribute to reducing the risk of them later becoming involved in gang culture.

2 RISKS

2.1 Family Support Strategy

- Clarity on the governance and performance management of the Family Support Strategy between the CPB and the LSCB is required.
- A robust strategy to performance manage, quality assure and measure the impact of early help is required.
- Safe management of complex casework during the transition of family support work to Family and Community Teams from Children's Social Care to ensure re-referral rates do not increase further.
- The demand for social care intervention remains high with no sustainable evidence of a decrease in demand on social care services as a result of early intervention.
- The high demand for specialist services will potentially impact on the quality of interventions as the workforce respond to increasing numbers of families. This risk is being mitigated by investment in earlier help to reduce demand.

2.2 Domestic Violence

- There continues to be a vulnerability of funding arrangements for voluntary sector domestic violence services, although the Council has made a significant investment in expanding and strengthening the DART.
-

- The volume of domestic violence within Nottingham City creates capacity challenges for all partners with referrals to Children's Social Care exceeding 200 per week.

2. FINANCIAL IMPLICATIONS

There are no financial implications as this report is presented as an update only.

3. LEGAL IMPLICATIONS

There are no legal implications as this report is presented as an update only.

4. CLIENT GROUP

There is the potential for all children, young people or carers to be impacted upon by the contents of this report.

5. IMPACT ON EQUALITIES ISSUES

This report is presented as an update only - all of the individual pieces of work have considered equality issues.

6. OUTCOMES AND PRIORITIES AFFECTED

Safeguarding, Year Three Priorities

7. CONTACT DETAILS

Helen Blackman
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Loxley House ext: 64908

Anne Partington
Head of Safeguarding
Loxley House ext: 64722

Shaping The Future

– developing a shared vision for a new
Operating Model

Dr. Tim O'Neill

Director, Family Community Teams



Context

- We face a number of major challenges in improving outcomes for Nottingham's most vulnerable children and families – including:
 - Significantly less investment
 - Increasing numbers of children entering the care system
 - Impacts of welfare reform
 - Nationally driven changes such as Munro report
- To meet these challenges - revise our Operating Model, changing the way we all work towards improving outcomes
- Demonstrable is Nottingham's creativity, commitment to Early Intervention and our excellent partnership work



What is an “Operating Model”?

Example definitions

- “Desired End State of the Business”
- “Blueprint”
- “How an organisation operates across process, organisation and technology domains in order to accomplish its function”
- “Where and how the critical work gets done across a company”

A proposed definition for us to use going forward

- The way we work together to improve the outcomes for our most vulnerable citizens
- Incorporating: identification, assessment, planning, support and intervention, review and improvements



Our current Operating Model - what you, colleagues, inspectors and citizens say...

- It's good
- But:
 - It's too complicated
 - Hard to follow the child's journey through our services
 - Too bureaucratic
 - People don't understand our system
 - We're not sure we're seeing the right children



Developing a new Operating Model

Story so far

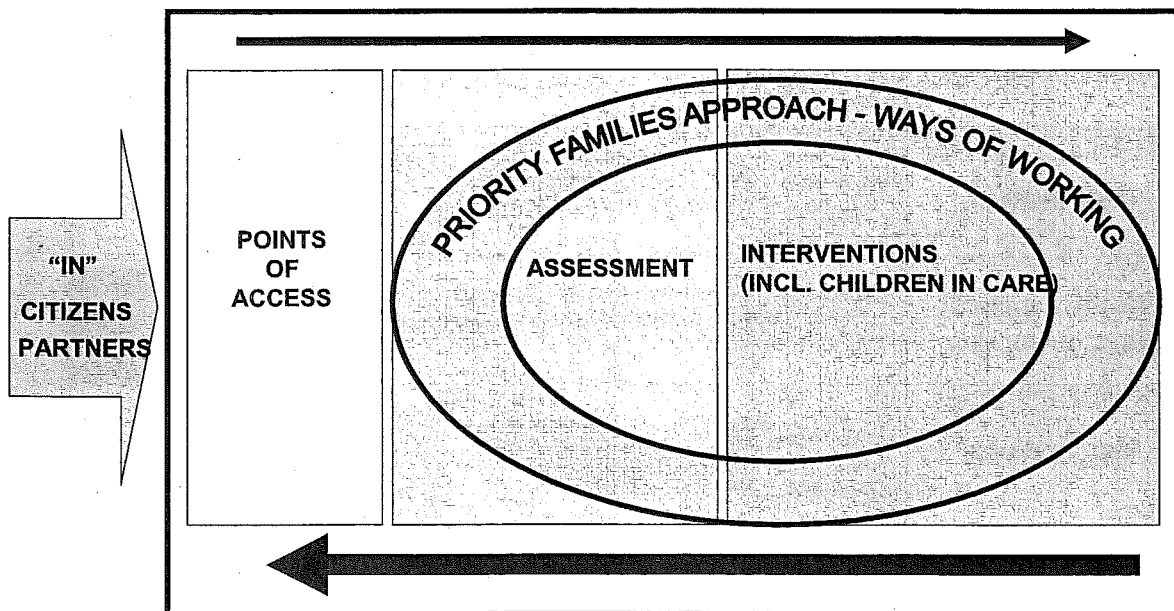
- Development of a new Operating Model at the heart of Children and Families transformation agenda
- Developed a simple “whole system” framework to structure its development and implementation
- Facilitated a key engagement event – involving partners – to:
 - promote wider ownership and understanding; and
 - develop a baseline future vision for a new Operating Model
- Developed a draft high-level, longer-term implementation plan which sets out proposed key steps and headline timeframes

Next Steps

- The above provides a sound foundation, but the key to success will be for us to, wherever practicable, co-produce the development and implementation of a new Operating Model
- Today represents a critical point in the overall journey



“Whole system” framework - new Operating Model



Vision Statements - agreed at stakeholder event

Point of Access

- Single point of access - principles of customer care
- Access points should be multi-agency
- Families should be able to access services through a variety of methods

Assessment

- Assessments should be multi-agency
- We must ensure that we hear the child's voice
- Integrated data system for sharing information

Priority Families/Ways of Working

- We need a holistic assessment of whole family and families should be involved and listened to
- Acknowledge need to change
- Ensure services are in the right places to match need and accessibility

Interventions

- Information systems need to be developed to evaluate interventions and outcomes
- Clear, agreed, consistent and known set of interventions need to be available that we know work
- Interventions need to be better integrated across the partnership



High Level Implementation Plan and Timeframes

		Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16
Points of Access	Short Term Priorities	Longer-term Delivery Plan – to be developed		Realise Points of Access "Vision"
Assessment	Short Term Priorities	Longer-term Delivery Plan – to be developed	Realise Assessment "Vision"	
Priority Families/ Ways of working		Priority Families Project Delivery Plan		Realise Priority Families "Vision"
Interventions	Early Offer Short Term Priorities	Child Development SCR	Realise Interventions "Vision"	
Cross cutting themes	Participation Communication Performance - Short term priorities	Longer term actions to support delivery of New Operating Model		



Recommendations

- Support, champion and prioritise the implementation of a new Operating Model to help deliver better outcomes for our most vulnerable children and families
- Note, comment on and agree the:
 - “Whole system” framework
 - Baseline vision
 - Headline plan and timeframes
- Note the intention to provide regular progress updates in particular at key decision points



Title of paper:	Nottingham Children's Partnership Workforce Strategy 2013/14 refresh Action Plan	
Report to:	Nottingham Children's Partnership Board	
Date:	25 September 2013	
Director(s)/Corporate Director(s):	Katy Ball, Joint Interim Director of Quality and Commissioning, Children and Families	Wards affected: All
Contact Officer(s) and contact details:	Elaine Mitchell, Integrated Workforce Strategy Manager Pat Whitby, Partnership Manager (Schools) Anne-Louise Ottewell, Assistant Director of Workforce Management, Nottingham CityCare Partnership	
Other officers who have provided input:	Children's Partnership Workforce Strategy Group	
Relevant Children and Young People's Plan (CYPP) objectives(s):		
Safeguarding and Early Intervention - Children, young people and families will benefit from early and effective support and protection to empower them to overcome difficulties		✓
Strong families - More families will be strong and healthy, providing an enjoyable and safe place for children to grow up		✓
Healthy and positive children and young people - Children and young people will be healthier, fitter, more emotionally resilient and better able to make mature decisions		✓
Achievement - All children and young people will leave school with the best skills and qualifications they can achieve and will be ready for work or further learning		✓
Economic well-being - Child poverty will be significantly reduced		✓
Summary of issues (including benefits to customers/service users):		
<p>This report provides the Partnership Board with the opportunity to:</p> <ul style="list-style-type: none"> To note the achievements and changes of circumstance from the 2012/13 Action Plan (Appendix A). Approve the Nottingham Children's Partnership Workforce Strategy refreshed Action Plan 2013-2014 (Appendix B). To note the line of sight with the Children and Young People's Plan. To note the wider engagement and involvement in each Sector to produce the refreshed Action Plan. <p>The Workforce is central to achievement of the Children and Young People's Plan. We can only achieve the Partnership's vision through recognising this central role which the workforce plays through dedication and tenacity to improve outcomes for children and young people in the City. The Partnership Board agreed the Partnership Workforce Strategy 2010 - 2014 and has approved yearly action plans and progress reports up to this date. This report outlines the next</p>		

steps for 2013/14 and the third Action Plan, in line with the Children and Young People's Plan refresh.

Recommendations:

1	That the Board approves the Partnership Workforce Strategy Action Plan for 2013/14.
2	The Children's Partnership Workforce Strategy Group monitor and report back progress to the Partnership Board on the Action Plan in an end of year report.

1. BACKGROUND AND PROPOSALS

1.1 The Workforce Strategy has been developed by our Children's Workforce Partnership Group and this Action Plan is the fourth year of the action planning process; representatives are drawn from each sector to support a collaborative and cohesive approach to whole workforce matters. This Group have met regularly and shown commitment to integrated processes and practices and has collaborated on a number of projects across the Partnership.

1.2 Of the 17 identified actions in the 2012/13 Plan, 11 actions (65%) were reported as having been completed, 4 (24%) had parts completed but have encountered issues and have experienced delay in total completion. 2 action (11%) has been put on hold until further notice. The attached **Appendix A** details each objective and its progress. Some of our major successes have been the roll out Signs of Safety training, delivery of the Every Colleague Matters Event; attendance on the ALICSE programme; increasing numbers of Health Visitors is on target and Ensure a Robust quality assured safeguarding training programme is available across the City for Children's workforce.

1.3 We include a detailed fourth year Action Plan based on the Children and Young People's Plan cross cutting principles (**Appended B**). The new Action Plan for 2013/14, has been developed and aligned with the Children and Young People's Plan Refresh and we have reviewed changes to policy and practice nationally and locally which will impact on workforce issues.

1.4. Within the new Plan we have carried over existing actions that have been delayed but are progressing, such as, building community capacity and implementing the Supervision Framework.

1.5 New Actions are very much identified to build on the good work already in place and new ways of working in an integrated setting. We have actions around "Implementation of the Munro Review"; Every Colleague Matters Event; Transformation of the School Nursing Service; our response to Domestic Abuse across the city; develop and implement Phase two of Nottingham as an Early Intervention City and Scope the workforce development needs around chronic neglect in children. We have 17 Actions to be monitored over the next 12 month period, which will be reported to this Board.

1.5 Some of these actions will be funded from sector specific budgets whilst others will need a level of collaboration by a number of agencies to get the projects moving. We will also need to consider in the coming year links with our Vulnerable Adult workforce and economies of scale for efficiencies of services.

2. RISKS

This Strategy will support the achievement of the objectives within the Children and Young People's Plan. The risks in delivering the Action Plan are associated with ensuring all Partners are fully engaged with CYPP, even though this is no longer a statutory requirement. The risk of not undertaking these activities is that the central role the workforce plays and the integration to realise benefits for Children and Young People will not be achieved.

3. FINANCIAL IMPLICATIONS

We will achieve these actions within existing budgets, however, we are looking to pooled budgets and using more effectively our internal resources to add benefit to the wider workforce. We are also working with LETC to open up other funding opportunities across Health and Social Care. We will need to look at other funding streams accessed by all Partners that we can use creatively to develop the City's Children's Workforce.

4. LEGAL IMPLICATIONS

None

5. CLIENT GROUP

This Action Plan is part of the Children and Young People's Workforce Strategy and is associated with CYP Plan and aspires to meet the needs of all children, young people and their families in Nottingham with particular regard to groups vulnerable to poor outcomes.

6. IMPACT ON EQUALITIES ISSUES

The Strategy and Plan is aligned to the CYP Plan and aims to address inequalities of outcome of vulnerable groups through better connectivity of the workforce to intervene early with families in a systematic cohesive way.

7. OUTCOMES AND PRIORITIES AFFECTED

7.1 This is the fourth year of planning whole Partnership workforce actions to help deliver the Children and Young People's Plan. This will help us benefit from identifying common aims and goals across the Partnership that every colleague can contribute to.

7.2 Developing integrated processes/budgets/working will reflect economies of scale if we can identify those interventions that are evidence based and proven to bring benefits to our whole system of providing quality services for Children and their families in the city.

8. CONTACT DETAILS

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Joint Interim Director of Quality and Commissioning
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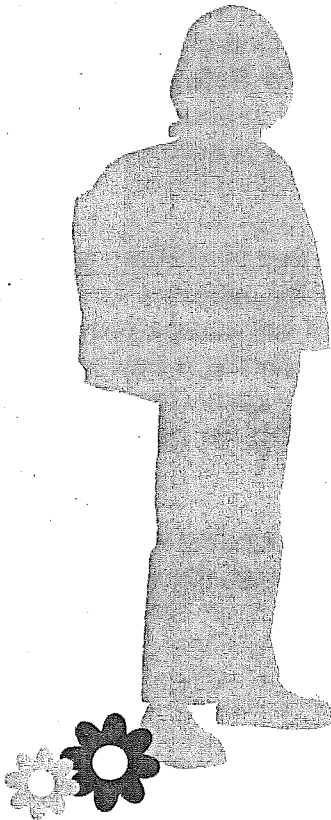
Elaine Mitchell
Integrated Workforce Lead
Children and Families. Tel: 0115 8764819

Appendix A: Workforce Strategy Progress Reports Summary (April 2013)

Completed/continuing to next year	65% (11 out of 17)			
Delayed but continuing (some after revision)	24% (4 out of 17)			
In difficulty/Abandoned	11% (2 out of 17)			
Specific Challenges	Completed/continuing to next year	Delayed but continuing (some after revision)	In difficulty/Abandoned	
Develop packages for roll out of Signs of Safety training and system of implementation	X			
Every Colleague Matters Event 2013: Building and Empowered and Resilient Childrens and Vulnerable Adults Workforce	X			
To increase the number of Health Visitors across Nottingham City in line with the Governments drive to increase the number of Health Visitors nationally by 4,000 over the next 3 years:	X			
Whole Workforce is aware of Disabled Children's needs and their role in meeting requirements.	X			
Introduce ContactSearch to the Nottingham Childrens Partnership. (Contact Search is data sharing system that practitioners can obtain information on who else is working with a child or family):	X			
Embed the Family Pledge engagement and participation programme within the Children's Partnership Workforce:	X			
Raise awareness of the decommissioning and demolition of 973 Nottingham City Council flats and maisonettes to the support services involved with the affected tenants and their households	X			
Secure the supply and develop the quality of the school workforce (including governors):	X			
Leadership – to develop the regional ALICSE programme participants to become change agents within the Partnership:	X			
Ensure a Robust quality assured safeguarding training programme is available across the City for Children's workforce:	X			
Skill the workforce to continue to develop School Partnerships in response to local need:	X			
To develop and embed an impact evaluation model for Early Intervention Programmes and Approaches for use across the Partnership:		X		
Support children and families to achieve a healthy weight through workforce development:		X		
Embed new Supervision process across the Partnership:		X		
Developing an increased understanding of our partnership approach to workforce development around community capacity building:		X		
Support the setting up of the Multi Agency Safeguarding Hub (MASH):				X
Family Support Toolkit to be developed and embedded in to every day practice through out the Partnership:				X

Appendix B

Children's Partnership Workforce Strategy 2010-2014 Updated Action Plan for 2013/14



Summary

The Nottingham Children's Partnership Board agreed the Partnership Workforce Strategy for 2010 – 2014. This report outlines the next steps for the final year of this strategy for 2013/14 aligned to the existing Children and Young People's Plan refresh 2011-13. See below an overview of National and Local key policy/initiatives in this coming year that we will need to consider impact on the City's Children's Workforce.

National Overview

The core principle of a 'shared commitment' to improve the lives of children, young people and families – enshrined in the Children Act 2004 section 10 'duty to co-operate' – remains as important as ever. There is still a requirement for each local authority to have a Children's Trust Board which must include representatives of the local authority and each of the Children's Trust 'relevant partners'. But there are no longer any regulations or central guidance on how this should be done.

Local areas are free to ensure the **Children's Trust Board** fits within newly emerging structures in ways that best reflect and meet local needs. There is no longer a requirement on the Children's Trust Board to prepare a Children and Young People's Plan. The focal point for decision-making about local children is still to be shaped by local considerations.

Health and Wellbeing Boards are hosted by Local Authorities, bringing together NHS, Public Health, adult social care and children's services, also including elected representatives and the local Healthwatch.

The **Health and Social Care Act 2012**, section 10 duty (duty to co-operate) has been transferred to the NHS Commissioning Board and Clinical Commissioning Groups. Through this Act there will be strong duties for the health service to promote integration of services. The responsibility for local Public Health services has transferred to local authorities to ensure that work done by the NHS, social care, housing, environmental health, leisure and transport services are better integrated.

Children's Improvement Board has been notified in April 2013 that it will no longer receive funding from the Department for Education. This Board was set up 2 years ago to facilitate Local Government to improve Children's Services and implementing government policies through sector lead improvement.

The **Local Safeguarding Children's Board (LSCB)** coordinates the effectiveness of arrangements to safeguard and promote the welfare of children and young people. The NHS are statutory members of this Board, but with the new Health and Social Care Act, statutory responsibility for safeguarding is now with the Clinical Commissioning Groups (CCGs) and the NHS Commissioning Board (NHS CB). The statutory responsibilities of NHS providers for safeguarding children will not change.

Munro Review (April 2011) - Implications on the range of recommendations for Social Work improvement in reducing defensive Social Work processes and recording, to strengthening better, more well-informed judgements based on up to date evidence and free from unnecessary bureaucracy. The social work task force, social work reform board and the, family justice review all form part of implementing key change for the improvement of Social Care. One of the governments responses to the recommendations was to review **Working Together to Safeguard Children**; Working Together is now a framework that sets out how organisations and individuals should work together to safeguard and promote the welfare of children and young people in accordance with the Children Act 1989 and the Children Act 2004.

The **Children and Families Bill 2013** underpins wider reforms to ensure that all children and young people can succeed, no matter what background. This Bill will reform the systems for adoption, looked after children, family justice and special educational need. It will encourage growth in the childcare sector and introduce shared parental leave. One of the main provisions is having a 'virtual school head' to champion the education of children in the local authority care. The Bill will also extend the Special Educational Needs (SEN) system from birth to 25, to include personal budgets and an emphasis on health and local authorities working better together.

Troubled Families Scheme (2012 - 2014) has now been extended. More funding will be available from 2015/16 and - over five years - will see another 400,000 vulnerable families Nationally provided with intensive help. This will be a next step in trying to reach this cohort before they reach the crisis points that would have qualified them for the current Troubled Families programme. At present, an estimated 84% of public spending on these families is reactive, with only 16% being invested to try and improve their lives.

A new **Early Intervention Foundation** has been set up which will champion every baby, child and young person to realise their potential by having the basic social and emotional skills that most take for granted. The ethos behind the foundation is to help break the intergenerational cycles of dysfunction, reduce the cost to the taxpayer and strengthen local communities.

The **Director of Children's Services** (DCS) is responsible for ensuring that effective systems are in place for discharging Children's Services functions, including where a local authority has commissioned any services from another provider rather than delivering them itself. The DCS should have regard to the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children and young people themselves are included in the scope of local authority planning, as well as involving the local voluntary and community sector, charities, social enterprises and the private sector, when commissioning and delivering children's services. Children's Services need also to be integrated across the council, for example to support a smooth transition from children's to adults' services. The statutory role of the DCS is presently being consulted upon.

Leadership arrangements in partner agencies are also changing, with the introduction of Clinical Commissioning Groups and the NHS commissioning boards and the election of police and crime commissioners we can see more change in partnership arrangements. New partnerships are forming with the local members of the judiciary in efforts to improve the family justice system. We will need to work more collaboratively and in a more integrated way to meet national agendas.

- We are signed up to the **Troubled Families Scheme** (locally called “**Priority Families**”) in Nottingham and have identified the first 400 families to work with in the pilot phase. This is working with families with complex needs (troubled families, payment by results approach). We will now work with this 5 year extension to the programme starting from 2015/16, creating an 8 year programme, will possible further extension based on results.
- **Public Health are now part of the Local Authority** and the new Clinical Commissioning Group should help improve outcomes with joint planning through the Health and Wellbeing Board as they develop a joint strategic needs assessment (JSNA) and a joint health and wellbeing strategy.
- **Early intervention** The Early Intervention Programme was launched by One Nottingham in April 2008, through £4m Area Based Grant funding, and soon achieved a strong national profile. We are building the next phase of Early intervention and prevention (or early help) as it remains a consistent theme in national policy, and seems even more important in the current budget climate. Nottingham’s Children’s Partnership remains committed to an Early Intervention approach and to its 20 year mission. We need to build on the successes of the first five years and continue to improve outcomes for our children and families.
- **Signs of Safety** – is our culture change strengths-based approach to working with families and we are comprehensively planning to embed in our systems, procedures and every day practice. The ‘Signs of Safety’ training has also recently been endorsed by the Local Safeguarding Children’s Board as part of the recommendations relating to a serious case review. All partners agreed to implement this approach in the City.
- **Domestic Violence/Abuse** continues to be a key priority for us to tackle in Nottingham. We will be working hard to supply appropriate development with training and tools to work with whole families, particularly with those who still live in the same house with a perpetrator.
- **Chronic Neglect** is an issue that has been highlighted in our Serious Case Reviews and we intend to scope a whole workforce response through appropriate training, tools to help identify earlier and follow up with process and procedure change where needed. The Safeguarding Board have prioritised Neglect as a key to address this year.
- **Personal Budgets** will change the relationship of front line workers with clients, as new way of working will be advising/brokerage and not directing. This has been a process embedded in Adult social care but is just coming into play across children’s and particularly with children and young people with special educational needs (SEN).
- We are developing a **new Operating Model** through a review of early intervention, safeguarding children and children in care. The purpose of a new model is to have a clearer pathway through our system, with as few access points as possible and to be needs led around the family and child’s voice, with solution focused interventions.
- The **Nottingham Learning Trust (NLT)** is a local schools led venture, incorporated independently, bringing together most primary schools in the City of Nottingham. It will build on previous joint working and represents a new era of working together to get the best outcomes for all children and young people in Nottingham. The overarching principle driving the Trust is that it will be fully inclusive for ALL schools in Nottingham including Maintained Schools, Academies, Voluntary Schools, Community Schools and Nurseries.
- The **School Partnerships in Nottingham** aim to build sustainable partnerships that work towards developing an integrated approach to improving outcomes for children and young people through schools working together with public, private, community and voluntary partners. The school partnerships have developed into mature collaborations building on

trusted relationships between schools and partners. Partnerships include primary, secondary and special schools and academies. Each partnership has an action plan to improve jointly agreed areas of focus. A summary of the work of the partnerships is available to download on the right. Primary schools in the City may also be part of the NLT (Nottingham Learning Trust). There are two TSA's (Teaching School Alliance) in the City. Secondary schools and academies in the City work in partnership to deliver improvement in outcomes for young people

- There will be a greater role for the **Voluntary and Community Services and private providers** with services increasingly being commissioned through competitive tendering and being delivered to agreed outcomes moving from niche and grant based projects to the delivery of mainstream services, where appropriate.

Action Plan

CYPP Cross Cutting Themes	Specific Challenges	Timescale completed	Responsibility Lead
<p>To manage transitions through all aspects of children's lives</p>	<p>To Raise Aspirations</p>		
	<p>1. Implement Year two of the Priority Families Project</p> <ul style="list-style-type: none"> • Group of pilot workers tested the operating model (Sept'13) • Dedicated Priority Families Workforce Development project officer in place(Jun'13) • Workforce survey conducted identifying relevant skills, qualifications and training, including for delivery of parenting programmes, to inform and target training action plan(Sept'13) • Reviewed learning from the pilot and used to inform further development of the delivery plan and the workforce training action plan (Sept'13) • Partnership workforce development and training programme commences • Performance management, monitoring and local evaluation processes implemented to enable evidencing of outcomes and impact on families (Mar'14) 	<p>March 2014</p>	<p>Nicky Dawson</p>
	<p>2. Implementing the Supervision Framework</p> <ul style="list-style-type: none"> • Review the Supervision audit template used by service managers and team managers in Childrens Social Care and identify wider application. • Evaluate the findings from the Therapeutic support pilot and implications for wider application • To share learning across the partnership from the new 'restorative' supervision being implemented within Health. This is to include learning from the implementation process, costs and benefits. 		<p>Lorraine McPherson-Bravo, Mandy Goodenough and Jayne Riley</p>
<p>3. Implementation of Munro review</p> <ul style="list-style-type: none"> • Identify systems and processes that need to be adapted to Signs of Safety way of working. • Identify improvements in practice and outcomes for children. • Roll out of Signs of Safety training across LA and CityCare • Deliver the workforce conference about the new ways of working to the wider partnership. • Conduct and publish gap analysis for safeguarding and participation framework to ensure children's voice is documented. 		<p>Mandy Goodenough Jon Rea</p>	

	<p>4. Transformation of the Health Visiting Service in line with the HV Implementation Plan</p> <ul style="list-style-type: none"> Transformation has started Dec 2012 and will continue until 2015. Developing appropriate best practice pathways is crucial for a rejuvenated service which gives the highest quality of care. The development of new pathways, new service delivery model will enable greater access to health visiting services across the partnership. 	March 2014	Jayne Riley
	<p>5. Transformation of the School Nursing Service in line with the School Nurse Implementation Plan</p> <ul style="list-style-type: none"> Commissioning of the SN service has moved to the local authority from 1st April 2013. Stakeholders being engaged in relation to future needs from the service across the partnership. Review of service to be completed by December 2013 including staff engagement. Development of new model of services. 	March 2014	Jane Wilson and Lynne McNiven
<p>To ensure that all services are accessible by and take account of the needs of vulnerable groups</p>	<p>6. Deliver an offer of Child Mental Health Training across Partnership Workforce</p> <ul style="list-style-type: none"> Offer to all Central schools a full day training on Mental health awareness week (October 19th), will be Introduction to Child mental Health Deliver bespoke training in September and December tailored to schools needs on identified inset days, or as requested. Deliver training to all 3 localities a minimum of twice a year covering child mental health. The bespoke training we will offer would cover one of the below: <ul style="list-style-type: none"> Introduction to child mental health Bereavement and loss Self harm Working with parental mental health Attachment 	March 2014	Anna Andrukiewicz
	<p>7. Develop how we respond to Domestic abuse across the city</p> <ul style="list-style-type: none"> Review DART (Domestic Abuse Performance Team) and identify the learning from it to support better multi-agency working. Scope delivery of a Nottingham Conference with focus on Domestic Abuse & Earlier Intervention. Undertake a review of Safe from Harm contracts and reshape city wide support. 	March 2014	Elaine Mitchell, Viv McCrossen and Rasool Gore
	<p>8. Scope the workforce development needs around Chronic Neglect in Children</p> <ul style="list-style-type: none"> Undertake research on Chronic Neglect including National research and serious case reviews Design tools for the workforce to use Deliver a whole workforce conference Deliver a programme of specific training for the workforce 	March 2014	Marie Grantham and Paul Langley

<p>To engage with and listen to service users and stakeholders in developing our services</p>	<p>9. Embed ContactSearch within the Nottingham Childrens Partnership. <i>(Contact Search is data sharing system that practitioners can obtain information on who else is working with a child or family):</i></p> <ul style="list-style-type: none"> • Expand user-base to include Police, Probation, Schools, Family Nurse Partnership and appropriate VCS partners – 01/01/2014 • Survey users to measure the benefits of the system to colleagues and citizens – 01/09/2013 • Include additional datasets from Probation, Family Nurse Partnership and appropriate VCS partners. - 01/03/2014 	<p>March 2014</p>	<p>Anthony Childs</p>
<p>To promote the environmental sustainability of investments and services sustainability</p>	<p>10. Develop and implement Phase two of the Nottingham as an Early Intervention City;</p> <ul style="list-style-type: none"> ○ Review where we currently are ○ Design and deliver a Partnership Visioning Event on the 7 June to advise on the creation of a 5 year plan ○ Develop the 5 year plan and outcomes of where we want to be as a Children’s Partnership. ○ Develop and implement a monitoring and evaluation framework ○ Implement new evidence based programmes and approaches and expand current programmes that are showing impact. ○ Identify the workforce implications of the next phase and how to inform about any changes. 	<p>April 2014</p>	<p>Chris Wallbanks</p>
<p>To promote the environmental sustainability of investments and services sustainability</p>	<p>11. Secure the supply and develop the quality of the school workforce (including governors):</p> <ul style="list-style-type: none"> • Leadership Progression Action plan 2013-14 <ul style="list-style-type: none"> ○ Supporting a self improving system ○ Leadership, Talent Spotting & Development for Schools ○ Aspiring Leaders in Schools Course and Leadership Development Programme– LLE (Local Leaders Education), NLG (National Leaders Governance), NCTL (National Colleges for Teaching and Leadership) and SLE(Specialist Leaders of Education) • Ensure Early Years Foundation Stage Profile (EYFSP) moderation process is implemented (Education act 2011) • Develop and make available EYFS CPD opportunities for all Foundation Stage and Key Stage 1. 	<p>March 2014</p>	<p>Pat Whitby and Louise Meadows</p>

<p>To gather and use evidence of impact more creatively and intensively</p>	<p>12. Identify workforce development activities arising from the Community Capacity Building review within the City:</p> <ul style="list-style-type: none"> • Scope, analyse and plan how to promote a universal approach to increasing community capacity(Sept '14) • Scope, analyse and plan a pilot project in an area of the city to trial an area based approach to community capacity building (April'14) • Scope, analyse and plan how to work with cross-sections of people to "help people to help themselves". (Jan'14) • Introduce new post called Health Visitor (Community Development). This post will have a reduced caseload to enable them to work closely with the Children's centre to develop community capacity. 	<p>Sept' 14</p>	<p>Laura Haxton, Kevin Banfield, Michelle Battlemuch and Yesmean Khalil</p>
<p>To work with others to build a city for children and for families</p>	<p>13. To ensure a robust quality assured safeguarding training programme is available across the City for the Children's workforce, and that safeguarding practice is improved when learning is identified</p> <ul style="list-style-type: none"> • To establish a joint adult and children safeguarding training sub group. (Sept 2013) • To develop a multi-agency Children's Safeguarding Learning & Improvement Strategy. (March 2014) • To effectively deliver a programme of Introduction, Working Together and Refresher training. (March 2014) • To continue to develop an approach to effectively evaluate the impact of safeguarding children training. (March 2014) • To update training materials and Quality Assurance criteria to effectively integrate the Signs of Safety way of working.(Sept'13) • To deliver a cross-authority Multi-agency programme of awareness raising initiatives about Child Sexual Exploitation including training events for staff who work directly with Children (March'14) 	<p>March 2014</p>	<p>Paul Langley</p>
	<p>14. Support appropriate management and leadership capacity and capability across the sector</p> <ul style="list-style-type: none"> • Identify development opportunities for leadership and management across the partnership. • Bring leaders and managers together across organisational boundaries to scope enhanced integration of social care and health. • Learn from Regional ALICSE programme design and content for application locally. • Support engagement of the workforce by leaders in re-design of operating models. 	<p>Sept 2014</p>	<p>Elaine Mitchell</p>
	<p>15. Refresh the Core Training Standard</p> <ul style="list-style-type: none"> • Identify Skills mix for Practitioners • Simplify levels of skills shown on the standard • Update the name to "Strategic Core Development Standard". • Comprehensively scope the development packages. 	<p>October 2013</p>	<p>Lisa Hazell and Elaine Mitchell</p>

	<p>16. Design, deliver and evaluate across City Every Colleague Matters 2 week Event to support the integration of Adult and Children's agenda (3 Feb to 14 Feb'14)</p> <ul style="list-style-type: none"> • Develop a theme around better integration, sharing resources and motivating and valuing our workforce • Consult with WFSG on the outline of the event (<i>October 2013</i>) • Advertise event across the City by December 2013 • Deliver event within budget over 2 weeks in February 2013 • Evaluate and produce briefing note for HWB Board beginning of March 2014. 	March 2014	Lisa Hazell
	<p>17. Skill the workforce to continue to develop School /Academy and Private, Voluntary and Independent (PVI) Partnerships in response to local need:</p> <ul style="list-style-type: none"> • partnership activity between schools and partners which has a direct and positive impact on pupils' outcomes • develop and deliver a strategic vision into local plans in collaboration with professional, voluntary and community partners • promote children's and staff learning and well being in the school and community and • promote collaborative working to support and develop leadership and management skills at all levels. • Continue to work in partnership with PVI funded Early Learning providers to support transition into school 	March 2014	Pat Whitby and Louise Meadows

For more information please contact

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Alternatively contact the responsibility lead for the specific challenges listed above.

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**Please visit our website to view the main Workforce Strategy Document from 2010-2014
www.mynottingham.gov.uk/ChildrensWorkforceStrategy**

Children's Partnership Board

Partner's update: Nottinghamshire Police: Chief Supt Simon Nickless



Partner's update- Chief Supt Simon Nickless

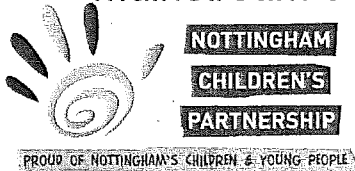
To assess the impact of current & future changes within the police on service provision:

- *Regional changes include: streamlining support functions e.g. Legal, Learning and Development (no impact)*
- *Centralising Public Protection provision (enhanced provision)*
 - *Public Protection now managed centrally but teams are locally based*
 - *Corporate way of working but allows greater flexibility across the workforce, with an overall aim of Omni-competence and resilience*



Partner's update cont..

- *Neighbourhood policing teams*
 - *Additional PCSOs – engagement with local communities, including young people*
- *Projects / Initiatives*
 - *Cadets programme – like Special Constables but for young people aged 16-18 years old*
 - *Commitment to Priority Families through our leadership*
- *Safer Schools (universal offer) – We work with the Secondary Schools and Academies. We share information with each other and work together to protect the most vulnerable children and young people. This includes alternative provision; at risk children back into mainstream education*



Partner's update cont..

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Title of paper:	Nottingham Early Intervention City – Phase Two planning update	
Report to:	Nottingham Children's Partnership	
Date:	25 th September 2013	
Relevant Director:	Katy Ball, Interim Joint Director, Quality and Commissioning, Nottingham City Council	Wards affected: All
Contact Officer(s) and contact details:	Chris Wallbanks, Early Intervention and Partnerships Manager, Quality and Commissioning, Nottingham City Council	
Other officers who have provided input:		
Relevant Children and Young People's Plan (CYPP) objectives(s):		
Stronger safeguarding – With a key focus on ensuring that there are high standards of safeguarding across all agencies and that the Partnership takes a pro-active approach to the elimination of domestic violence.		Y
Healthy living – With a key focus on increasing the proportion of children and young people who have a healthy weight.		Y
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.		Y
Raising attainment – Raising the attainment levels and increasing engagement in employment, education and training.		Y
Improving attendance – Improving rates of attendance at both Primary and Secondary as a key foundation of improving outcomes.		Y
Summary of issues (including benefits to customers/service users):		
<p>A visioning day was held with partners, to begin shaping a framework for the next five years of early intervention work in June 2013. Clear commitment and a range of themes emerged during the day. The Children's Partnership Board are the sponsoring Board.</p> <p>Two key opportunities have arisen for national support in shaping the next stage as an Early Intervention City:</p> <ul style="list-style-type: none"> • Support from Dartington Social Research Unit (SRU) to create a shared plan around 0-3 year olds and their families in four wards, during the final competitive stage of significant Big Lottery funding (£30-50m over ten years). • Support from the national Early Intervention Foundation (EIF) to help establish the next phase plan and the opportunity to join a number of national workstreams, along with the other 19 Early Intervention Pioneering Places and a number of expert organisations. <p>These opportunities will influence the timescale for agreeing a framework for EI City Phase Two work. The framework is anticipated to be established in full by March 2013.</p>		
Recommendations:		
1	That the Board note and comment on the draft framework of themes from the partnership visioning day, so that further planning can build on this.	
2	That the Board note the two opportunities for national support, and therefore that the	

	timescale for establishing a Phase Two Early Intervention Framework will be March 2013.
3	That the Board comment on how schools would prefer to be engaged in discussion.

1. BACKGROUND AND PROPOSALS

Five years ago, early intervention was high on the national agenda as a key principle to achieve better outcomes at less cost in response to an embryonic and emerging evidence base. Nottingham was committed to adopting this principle and to become one of the leading authorities in driving the shift towards effective early intervention. The partnership's aim was *'To break the intergenerational nature of underachievement and deprivation in Nottingham by identifying at the earliest possible opportunity those children, young people and families who are likely to experience difficulty and to intervene and empower people to transform their lives and their future children's lives.'* A number of core principles were also agreed:

- Focus on tackling intergenerational issues
- Focus on those activities that can reduce the number of specialist interventions
- Focus on bringing partner resources together to have more impact
- Target work at individuals or families who are very likely to have difficulties or impaired outcomes without effective support or intervention.

Early Intervention became a core theme within Nottingham's strategic planning framework and was embedded within the Nottingham Plan and the Children and Young People's Plan. The Programme was launched by One Nottingham in April 2008, through £4m Area Based Grant funding, and soon achieved a strong national profile. It was strategically driven by the Children's Partnership. Activity was driven through a programme approach with five core strands - Projects, Governance, Learning and Evaluation, Finance and Knowledge Management.

Learning and key principles have been embedded into practice, and there has been systemic change in structures and strategies around the principle of intervening earlier to support families before they reached crisis point. A Family Support Strategy was co-produced which set out the vision for working with families using an asset-based model and utilising evidence-based approaches and embedding the Common Assessment Framework (CAF) process.

Some of the internationally evidence-based programmes, such as Family-Nurse Partnership (where Nottingham is seen as a lead) have been mainstreamed and local programmes such as DrugAware now have a robust evidence-base and are being recognised nationally as exemplary practice.

The holistic, family-focussed approach remains strong and is now being consolidated through the Priority Families Programme. The Children's Workforce Strategy and associated training programme is still being rolled out to practitioners. Early Intervention continues to be a key theme throughout all partnership strategies and is a priority within all of the City Council's Strategic Commissioning Reviews.

In terms of overall outcomes in Nottingham, there has been a positive direction over the last five years, and the City's Early Intervention approaches have contributed to this, but Nottingham's outcomes for children and young people generally remain poor compared with statistical neighbours and England averages.

Early intervention and prevention (or early help) remains a consistent theme in national policy, and Nottingham's Children's Partnership remains committed to an Early Intervention approach and to its 20 year mission, reconfirming this at a visioning day for the next five years of work during June 2013. A draft framework has been collated from the visioning day (See appendix 1). Discussion meetings with individual partners will take place during the Autumn to build on this framework. Two opportunities for national support have also arisen and will help to further shaping over the next four months:

Big Lottery for Nottingham, Fulfilling Lives: A Better Start: Small Steps Big Changes.

It was announced on August 20th that Nottingham was one of 15 areas successfully through to the final stage two for potential Big Lottery funding of between £30m and £50m is to support the use of preventative approaches to improve the life chances of children aged nought to three over a ten year period. This would be across four wards of the city.

Nottingham City Care Partnership was chosen by a partnership working group from local agencies including Nottingham City Council, Voluntary Organisations and health agencies to lead the development of the application.

Between three to five areas that have successfully completed the final stage of the application will be chosen from the following:

Nottingham, Leicester, Sheffield, Blackpool, Lambeth, Medway (Kent), Bradford, Newcastle, Luton, Northumberland, Lewisham, Southend-on-Sea, Greater Manchester, Haringey and Middlesbrough.

The bid will require strong commitment from partners to develop systems change around a prescribed evidence based model which will be sustainable and will develop shared accountability with the community for child outcomes.

Next steps in the process for the period up until December include the development of a common strategy with community and partnership and completion of an external survey of 600 families in Nottingham on well-being.

Early Intervention Pioneering Place.

The Early Intervention Foundation (EIF) was launched as a charity on 4th July 2013 to champion and support the greater use of early intervention measures to tackle the root causes of social problems amongst children and young people, from 0-18 years old.

The following areas have been awarded Pioneering Place status to work as a national network and receive support:

- Blackpool
- Blackburn w/ Darwen
- Croydon
- Dorset
- Essex
- Gateshead
- Hertfordshire
- Islington
- Lancashire's Police and Crime Commissioner
- Greater Manchester
- Newcastle
- Nottingham
- Poole
- Plymouth
- Solihull
- Staffordshire's Police and Crime Commissioner
- London Tri-Borough
- West Cheshire Partners
- Wiltshire and Swindon
- Worcestershire

The EIF support will be on three levels:

- National advice: EI programmes, evidence, evaluation and building your EI case,
- Bespoke: For Pioneering Places. Support for the development of an EI Plan and support implementation of specific programmes
- National Workstreams: For Pioneering Places and expert organisations.
 - Core evidence.
 - Targeting / identifying needs and groups and matching services.
 - Integrated delivery models, team around the family, partnership on the ground.
 - Strategic partnerships, health, schools, VCS
 - Evidence-based practice, workforce behaviours and approaches
 - Social finance
 - Information and data sharing

RISKS

FINANCIAL IMPLICATIONS

Non apparent at this stage

LEGAL IMPLICATIONS

Non apparent at this stage.

CLIENT GROUP

All groups of children, young people, adults and families.

IMPACT ON EQUALITIES ISSUES

Individual areas of work will be equality impact assessed where required.

OUTCOMES AND PRIORITIES AFFECTED

All CYPP outcomes and priorities.

CONTACT DETAILS.

Katy Ball

Joint Interim Director, Quality and Commissioning / Head of Early Intervention and Market Development
Nottingham City Council

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Draft Framework for Nottingham EI City Phase Two Work

<p>GOVERNANCE</p>	<p>Revisit and confirm EI City Governance</p> <ul style="list-style-type: none"> o Incorporate route to joint commissioning through Commissioning Executive Group o Establish links and joint approach with Big Lottery Fulfilling Lives model and requirements o Establish links with the early Intervention Foundation and other E.I Places o Identify top shared priority outcomes for the next five years <p>Establish EI City narrative and flagship offer, strengthen and widen use of EI branding</p> <p>Identify mechanisms and opportunities for joint commissioning</p> <p>Identify roles of each partner</p>
<p>EVIDENCE BASED PROGRAMMES AND MODELS</p>	<p>Review core programmes and models across the partnership</p> <ul style="list-style-type: none"> o Pregnancy to 5 offer and pathway o Accelerated review of parenting programmes and models across the partnership; fidelity and targeting o Explore gaps and where scale up would have the best impact o Edge of Care interventions <p>Other priority themes; attainment, reducing domestic violence, neglect, substance misuse, obesity, crime, increasing parental support and positive mental health, employment, social/emotional capability and safeguarding</p> <p>Workforce approaches and the Family Support Strategy</p>
<p>LEARNING AND EVALUATION</p>	<p>Establish a framework of key indicators to measure how well the preventative system is working</p> <p>Benchmark the other EI Pioneering Places</p> <ul style="list-style-type: none"> o Identify and evaluate Edge of Care approaches
<p>KNOWLEDGE AND INSIGHT</p>	<p>Identify deeper analysis work in wards with highest needs</p> <ul style="list-style-type: none"> o Responses from wellbeing survey with 600 families o Interrogate CAF themes <p>Link services to need more effectively</p> <p>Collate insight on early signs of neglect and how to offer support</p> <p>Roll out contactsearch tool</p>
<p>RESOURCES</p>	<p>Agree mechanism to benchmark areas of E.I spend</p> <p>Update the Children's Workforce Core Training Standard</p> <ul style="list-style-type: none"> o Establish roll out plans <p>Identify areas for joint commissioning</p> <p>Explore models to shift resource from high end to prevention</p>



Title of paper:	Big Lottery for Nottingham , Fulfilling Lives: Small Steps Big Changes	
Report to:	Children's Partnership Board	
Date:	25 September 2013	
Relevant Director:	Lyn Bacon, Chief Executive Nottingham CityCare Partnership	Wards affected: All
Contact Officer(s) and contact details:	Phyllis Brackenbury, Nottingham CityCare Partnership	
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):

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.

Out of the original 152 Local Authorities invited to submit an Expression of Interest 44, including Nottingham, were successful and invited to submit a Stage One application.

A partnership working group from local agencies including Nottingham City Council, Voluntary Organisations and health agencies selected Nottingham CityCare Partnership as the Lead Organisation (Voluntary Sector) to lead the development of further stages of the application.

The partnership working group submitted a Stage One bid on 7th June 2013 and was notified on 4th Aug that Nottingham was amongst 15 successful areas to progress to the second stage of this highly competitive process.

This is a fantastic opportunity for Nottingham as an Early Intervention City and builds on the strong foundations and excellent partnership arrangements already in place.

Recommendations:	
1	The Children's Partnership Board to note the progress, and support any emerging key issues
2	The Children's Partnership Board to support a move towards a system change which will embed the principles of first years prevention in the mind-set of all members of the partnership
3.	As part of the Big Lottery governance arrangements The Children's Partnership Board is requested to act as sponsor in overseeing the Big Lottery development strategy and reporting arrangements. This will ensure links with the broader Early Intervention remit are maintained.

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 £30-£50m lasting for up to ten years will be available in 2014. This is a great opportunity for Nottingham as an Early Intervention Place to build on the strong foundations and partnership already in place

Progress so far.

Nottingham's early success in the Expression of Interest stage continued with The Big Lottery Committee positively considering our Stage One application. Nottingham has now been invited to take part in Stage Two of this competitive process as one of only 15 development areas.

The 15 areas have been awarded development grants to support the creation of a project team, to further engage members of the community and to finalise the delivery model.

During this development period a key piece of work will take place with voluntary organisations. This will identify the existing strengths and resources which are required to increase capacity for work to be evaluated and for successful models to be scaled up across the identified wards.

The grant will also invest in social media to support an evidence base and how this might be used as a service delivery tool.

As part of the Small Steps Big Changes (SSBC) project governance arrangements a Programme Board and Operational Development Group have been established. These will steer and oversee a robust business plan, the development of priority outcomes with clear ambitious milestones and timelines for delivery.

To provide additional support in the preparation of the Stage Two bid the Big Lottery has appointed the Social Research Unit at Dartington.

The Social Research Unit at Dartington is an independent charity that seeks to increase the use of evidence of what works in designing and delivering services for children and their families. They are also a strong advocate of prevention and early intervention based approaches.

This support will include the use of science-based prevention strategies as part of an application for this investment using the *Better Evidence for a Better Start* methodology. This will provide :

- High quality data on the well-being of local children and the distribution of expenditure on children
- Information on the emerging science of early child development and a summary of effective prevention and early intervention
- Tools to help manage investments by the Big lottery Fund, local commissioners and social financiers, and
- Monitoring and evaluation that will promote high quality implementation plans, at scale

The application of these methods will be supported by individual site managers.

Better Evidence for A Better Start, is a refined version of a methodology called Evidence2Success, the product of a three-year collaboration between the Big Lottery, the Social Development Research Group (SDRG) at the University of Washington, and the Annie E. Casey Foundation in Baltimore. Evidence2Success brings together leaders of local public services (for example, from the local authority and health commissioning bodies) with leaders from the voluntary and community sector to develop and implement evidence-based strategies to improve children's outcomes.

What next?

Key dates in the process are:

January 2014 Deadline for submission of the Stage Two detailed Business Case

March 2014 The final selection of the three to five areas, will be awarded between £30-£50million 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 a high quality Business Plan will adversely affect the success of the bid.

3. FINANCIAL IMPLICATIONS

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

4. LEGAL IMPLICATIONS

Non 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 from a wide range of communities

7. OUTCOMES AND PRIORITIES AFFECTED

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

Stronger safeguarding: with a key focus on ensuring high quality safeguarding across all agencies and that the partnership takes a pro-active approach to the elimination of domestic violence.

Health living: with a key focus on the proportion of children and young people who have a healthy weight.

8. CONTACT DETAILS

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NOTTINGHAM CITY CHILDREN'S PARTNERSHIP BOARD

Constitution and Governance Arrangements



September 2013

NOTTINGHAM CITY CHILDREN'S PARTNERSHIP BOARD

CONSTITUTION AND GOVERNANCE ARRANGEMENTS

The Nottingham City Children's Partnership Board is the partnership of statutory and voluntary agencies working together to deliver a joint approach to improving outcomes for children, young people and families in Nottingham.

STATEMENT OF PURPOSE

The Children's Partnership Board has been established to drive forward a robust collective response to improving the lives of children, young people and families in Nottingham City.

The *Nottingham City Children & Young People's Plan 2010 -2014 (CYPP)*, sets out the priorities to be addressed by the Children's Partnership Board, as agreed by the City Council and its partners. These priorities form the basis of the difference we are trying to make for children and young people in Nottingham City. This difference, a common vision and an agreed work programme will be the shared goal and work of the Board.

All partners are accountable for the delivery of a wide range of services to children and young people in Nottingham City. Some of these can be delivered better when partners work together.

The Children's Partnership Board is the vehicle for that joint working. It is not a stand alone employer. It is a partnership vehicle from which different agencies achieve agreed outcomes towards:

- the delivery of their core service;
- greater efficiencies and economies of scale;
- more accurate information;
- targeting of appropriate resource and
- access to specialist skills.

The result will deliver a more comprehensive and effective service.

This constitution sets out the arrangements within which integrated working, joint planning and commissioning processes and service delivery will operate. It also sets out accountabilities for decision-making and resource allocation.

The governance arrangements consist solely within the Children's Partnership Board.

GOVERNANCE STRUCTURE AND TERMS OF REFERENCE

Nottingham City Children's Partnership Board

Role

The Board's role will be to provide strategic leadership of the Nottingham City Children's Partnership within a framework of prudent and effective controls.

Responsibilities

The Board will:

- promote the values and standards of the Nottingham City Children's Partnership Board as set out in this constitution;
- set clear priorities for services for children, young people and families and ensure these are delivered effectively;
- oversee the implementation of the Children and Young People's Plan (CYPP); including priorities for the implementation of the CYPP and for the allocation and prioritisation of resources;
- agree proposals for the revision and development of the CYPP through regular review of performance of the CYPP.
- regularly evaluate the effectiveness of the CYPP and its component elements, reviewing and adjusting plans and processes to maximise learning and refocus efforts in service delivery;
- oversee the development of future governance arrangements;
- approve the Partnership Board annual return;
- approve the contribution of the Partnership Board partners to the work of One Nottingham, the Local Strategic Partnership;
- oversee the Early Intervention Programme and approve any progress reports for submission to the One Nottingham Board;
- provide updates to the Health and Wellbeing Board on the delivery of those aspects of the Nottingham Plan to 2020, the Joint Health and Wellbeing Strategy, the Children and Young People's Plan and other priorities relevant to the Health and Wellbeing Board;
- receive and act upon progress reports twice annually from the Independent Chair of the Nottingham City Safeguarding Children Board;
- consider the report of any inspection of the Partnership Board itself or of services for children and young people provided by the partner agencies;

- consider any relevant improvement actions arising from such reports and the implications for the Partnership and
- log outcomes from any relevant improvement actions.

1. The Board's meetings will normally be held in public, except where exempt or confidential information is to be discussed.
2. The quorum for the Board will be one third of its membership, provided that the Corporate Director of Children and Families (or his/her representative) is present. If there is no nominated person acting on behalf of the Director present, the meeting cannot be quorate.
3. Decision-making will be by consensus wherever possible. If a consensus cannot be reached, decisions will be taken on a simple majority of those present and voting will be by show of hands. In the event of a tied vote, the person chairing the meeting may exercise a second or casting vote.
4. Meetings of the Board will be held at least quarterly and will be convened by the Constitutional Services Section of the City Council.
5. Board Members who wish to have an item on the agenda should notify the Director of Children and Families to arrange for the report to be programmed onto the agenda. An agenda will be circulated 5 days before the meeting. The Chair will have discretion to rule items out of the agenda.
6. A record of meetings and decisions of the Board will be maintained and published by the Constitutional Services Section of the City Council.

Membership

Nottingham Children's Partnership

Portfolio Holder for Children's Services
Executive Assistant for Children's Services
Chief Executive of Nottingham City Council
Clinical Lead at Nottingham University Hospital
Director of the Crime and Drugs Partnership
Chief Executive at Nottingham and Nottinghamshire Futures
Chief Operating Officer, NHS Nottingham City Clinical Commissioning Group
Assistant Director of Joint Commissioning, NHS Nottingham City Clinical Commissioning Group
Head of Early Intervention and Market Development
Programme Manager Early Intervention & Partnerships
Corporate Director of Children and Families, Nottingham City Council
Director, Quality and Commissioning, Nottingham City Council
Assistant Director of Children, Families & Health Improvement.
Senior Adviser, Young People's Learning Agency
Assistant Chief Constable, Nottinghamshire Police Authority
Chief Executive, Nottinghamshire Probation Trust
District Manager, Job Centre Plus
Independent Chair, Local Safeguarding Children Board
Representative for the Voluntary Sector
Chair of the City of Nottingham Governors' Association (CONGA)
Nursery and Early Years' representative
Primary Schools' representative
Special Schools' representative
Secondary Schools' representative
Further Education representative
Representative from Nottingham Equal
Engagement & Participation Officer
Representatives for Young People

Further consideration will be given to how service users will be represented and engaged.

Delegated responsibility

Where a decision is required before the next Board meeting is convened the Chair of the Board may act on recommendations subject to:

- circulation of details of the proposed decision to all Board Members for consultation and;
- there being clear reasons why the decision could not have waited until the next full Board meeting.

The decision should be recorded and reported to the next full Board meeting.

STATEMENT OF ACCOUNTABILITY OF NOTTINGHAM CITY CHILDREN'S PARTNERSHIP BOARD PARTNERS

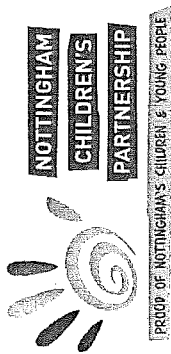
All members of the Board are accountable to the organisations sector which appointed them and employees of partner organisations are accountable to their respective employers. Each member has a responsibility and a role to play in the communication of the Children's Partnership Board's business and progress through their respective agencies mechanisms. They should be of sufficient seniority to represent the views of their organisation sector and to commit resources to Children's Partnership Board's business. It will be the responsibility of each partner agency to determine what those arrangements are.

The activities of the Children's Partnership Board occur within a framework whose agreement by parties is led by the City Council as "Local Authority." Members of the Children's Partnership Board who represent the Local Authority agree to operate within the framework of the Board's decisions. Each partner agency remains the accountable body for co-ordinating overall delivery.

In the interests of public accountability and transparency, all Children's Partnership Board partner organisations sectors agree to provide the relevant Overview/Scrutiny Committee of the City Council with such information about the planning, provision and operation of children and young people's services within their area as the committee may reasonably require to discharge their scrutiny functions. Partners will not however be required to give:

- (a) confidential information which relates to and identifies an individual unless the information is disclosed in a form ensuring that individuals' identities cannot be ascertained, or an individual consents to disclosure;
- (b) any information, the disclosure of which is prohibited by or under any enactment;
- (c) any information, the disclosure of which would breach commercial confidentiality.

Children's Partnership Board members agree that their officers will attend and answer such questions as appear to the committee to be necessary for discharging its functions. The committee will give the officers concerned reasonable notice of the intended date of his/her appearance.



Children's Partnership Board Forward Plan

To be scheduled

- Early Learning Programme for 2 Year Olds
- Strategic Commissioning Reviews
- Oral Health
- Bi-annual LSCB report
- C & F Director's Bi-Annual Performance Report
- School Places
- Family Support Strategy implementation assessment review

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

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