



Nottingham City Council Children and Young People Scrutiny Committee

Date: Thursday, 25 November 2021

Time: 10.00 am (pre-meeting for all Committee members at 9:30am)

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG

Please see information at the bottom of this agenda front sheet about arrangements for ensuring Covid-safety.

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

Director for Legal and Governance

Senior Governance Officer: Jane Garrard

Direct Dial: 0115 8764315

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|----------|---|----------------|
| 1 | Apologies for absence | |
| 2 | Declarations of Interests | |
| 3 | Minutes
To confirm the minutes of the meeting held on 30 September 2021 | 3 - 6 |
| 4 | Secondary School Exclusions - discussion with Regional Schools Commissioner and local Academy Trusts | 7 - 8 |
| 5 | Children's Integrated Services financial position, budget proposals and transformation activity | 9 - 20 |
| 6 | Work Programme | 21 - 26 |

If you need any advice on declaring an interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting

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Nottingham City Council

Children and Young People Scrutiny Committee

Minutes of the meeting held at Loxley House, Nottingham on 30 September 2021 from 10.00 am - 12.00 pm

Membership

Present

Councillor Carole McCulloch (Chair)
Councillor Maria Joannou (Vice Chair)
Councillor Jay Hayes
Councillor Phil Jackson
Councillor AJ Matsiko
Councillor Shuguftah Quddoos
Councillor Maria Watson

Absent

Colleagues, partners and others in attendance:

Councillor Cheryl Barnard	- Portfolio Holder for Children and Young People
Kathryn Bouchlaghem	- Early Years Manager
Jane Garrard	- Senior Governance Officer
Nick Lee	- Director of Education Services
Tajinder Madahar	- Head of Extensive and Specialist Services
Catherine Underwood	- Corporate Director for People
Phil Wye	- Governance Officer

50 Membership

The Committee noted that Councillor Phil Jackson has replaced Councillor Jane Lakey as a member of the Committee.

51 Apologies for absence

None.

52 Declarations of Interests

None.

53 Minutes

The Committee confirmed the minutes of the meeting held on 29 July 2021 as a correct record and they were signed by the Chair.

54 Children's Integrated Services Improvement

Councillor Cheryl Barnard, Portfolio Holder for Children and Young People, introduced the report to the Committee. This was followed by a presentation delivered by Catherine Underwood, Corporate Director for People:

- (a) in February 2020, Ofsted undertook a focussed visit to look specifically at Nottingham City Council's arrangements for children in need and those subject to a child protection plan, with a focus on children at risk of neglect. Ofsted issued two priority actions as a result of their findings. In June 2021 Ofsted carried out a follow up focussed visit looking at the same elements of service. No further priority actions or areas for improvement were identified, however a number of concerns were raised;
- (b) the report recognised the exceptionally difficult year for Nottingham, with not just Covid, but also significant bereavements within the service, and noted that in spite of this improvements have been made. Improvements in staffing stability and capacity were recognised. The reduction in caseload for some staff was recognised, although other caseloads remain too high;
- (c) the Service has been working with Essex County Council as a peer, and as an outstanding Council, to support and challenge the new model and ways of working. Committee members questioned why Essex had been chosen and were told that they have had a similar journey and have reached their outstanding status following around 10 years of continued improvement. Nottingham's initial ambition is to improve and no longer be judged as requiring improvement, but there is ambition for continuous improvement leading to best quality services;
- (d) additional funding was secured for a limited period to support some agency staff to stabilise staffing gaps, to fund a temporary Improvement Directorate and business support, and to release capacity to develop a training programme. The challenge going forward will be to embed this training and remain fully staffed with the current financial constraints, and without the additional funding;
- (e) following a question on how the children of Nottingham directly benefit from the changes, Catherine confirmed that the voice of the child is a really important part of the Service's work, and tools and techniques have been developed to support engagement. Workload is gradually reducing for practitioners, they are now paid more and have more opportunity for progression. Improvements have been discussed with staff in small groups, reflecting on the conditions needed to flourish and what they need to develop good practice;
- (f) the Committee suggested that children or young people, and frontline social workers, could be invited to the Committee in order to give their reflections on the improvement work being undertaken;
- (g) a permanent Principal Social Worker has been appointed. On being asked about this role and whether they are simply another manager, Catherine confirmed that they do not carry a caseload, but act as a link between the frontline workforce and the leadership, working alongside practitioners and chairing workforce forums;
- (h) on being asked about families with no recourse to public funds, Catherine informed the Committee that the Council works closely with the Home Office to resolve their cases as quickly as possible, and the number of these is reducing;

- (i) the Council makes representations to the Government for additional funding jointly with other East Midlands Councils, as forming alliances makes the message stronger.

The Portfolio Holder for Children and Young People assured the Committee that, from what she had observed, the Service is on the right track in making improvements.

The Committee agreed to schedule a further review of progress in 2022, and it was suggested that, prior to that review, Committee members speak directly to front line social workers to hear their perspective.

55 Early Years Entitlement

Councillor Cheryl Barnard, Portfolio Holder for Children and Young People, introduced the report to the Committee. This was followed by a presentation delivered by Kathryn Bouchlaghem, Early Years Manager:

- (a) all families in England are entitled to 15 hours of free childcare at ages 3 & 4, with working families being entitled to 30 hours. Additionally, families receiving some form of support are entitled to 15 hours of free childcare at age 2. The Local Authority has a statutory responsibility to produce an annual Childcare Sufficiency Statement;
- (b) there are currently sufficient childcare places across all year groups, and the quality of childcare is high with 99% of nurseries and 95% of childminders graded as good or outstanding;
- (c) participation rates across all free entitlements are rising slowly but not yet back to pre-pandemic levels. In some wards this is still way below local targets. Following a question from the Committee, Kathryn confirmed that the reasons for low participation include fear of infection, self-isolation, school closures and furlough. Many partners are provided with information so that they can inform parents of their entitlement. It was suggested that this information be sent to Councillors and Neighbourhood Development Officers too;
- (d) following a question on the mix of private and public sector provision, the Committee as informed that there is a mixed economy in Nottingham, with most primary schools having nurseries, and many childminders employed by the local authority, but also many private day nurseries which can provide childcare from 7am to 7pm which the public sector cannot;
- (e) professional development opportunities are available to all early years providers, including training on domestic abuse, race, safeguarding, English as an additional language and special educational needs.

Resolved to recommend that the Early Years Service takes the following actions to support promotion of the early years offer and encourage higher levels of take up:

- (1) provision of information about entitlements to free childcare and the availability of childcare locally to ward councillors and Neighbourhood Development Officers;**
- (2) engagement with Neighbourhood Development Officers to identify appropriate local events at which entitlements to free childcare and the availability of local childcare provision can be promoted, particularly in wards with the lowest levels of take up; and**
- (3) engagement with other housing associations across the City, in addition to Nottingham City Homes, to identify opportunities for promoting the availability of local childcare provision.**

56 Work Programme

The November meeting will include a discussion with the Regional Schools Commissioner and local Academy Trusts. The Committee suggested inviting a representative from a Pupil Referral Unit and/or a union.

Resolved to note the work that is currently planned for the 2021/22 municipal year

**Children and Young People Scrutiny Committee
25 November 2021**

**Secondary School Exclusions – discussion with Regional Schools
Commissioner and local Academy Trusts**

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To explore what more can be done to promote inclusive practice and reduce rates of permanent exclusion from secondary schools in the City.

2 Action required

- 2.1 The Committee is asked to consider whether:
- a) it wishes to make any comment or recommendations; and/or
 - b) any further scrutiny is required and, if so, the focus and timescales.

3 Background information

- 3.1 The Committee has had concern about the rate of exclusion from schools in the City. In May 2021, the Committee looked specifically at exclusions from primary schools and the support available to families and children when a child is excluded. Evidence previously presented to the Committee has also highlighted the impact on a child or young person when they are excluded from school, for example links between permanent exclusion and risk of offending and the need for appropriately targeted youth services.
- 3.2 A key activity listed in the Strategic Council Plan 2021-23 to support Child-Friendly Nottingham is supporting and challenging schools to have inclusive practice and provide early intervention, and campaign against permanent exclusion and 'off-rolling' to make sure every Nottingham child is in school. One of the measures of improvement is school exclusion rates.
- 3.3 Therefore the Committee decided to explore why rates of permanent exclusion from secondary schools in Nottingham are higher than many other areas, especially as the City has a model of support in place; and what more can be done to enable young people to stay in school. The Committee has invited the Director of Education, Portfolio Holder with responsibility for schools and the relevant service managers to the meeting to outline the services and support in place. Representatives of local Academy Trusts have been invited to discuss their approaches to inclusive practice and what could be improved in the City. As all secondary schools in the City are academies, the Committee has also invited the Regional Schools Commissioner to attend the meeting to hear her analysis of why rates of permanent exclusion in the City are higher

than elsewhere; her expectations of academy trusts on this issue and how she assesses their inclusive practice; and thoughts on services and support for academy trusts in this area.

4 List of attached information

4.1 None

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

5.1 None

6 Published documents referred to in compiling this report

6.1 Strategic Council Plan 2021-2023

6.2 'Comments, conclusions and recommendations from the Children and Young People Scrutiny Committee' agreed by the Committee at its meeting on 25 March 2021

6.3 'Primary School Exclusions and family support' report to the Children and Young People Scrutiny Committee on 27 July, and minutes of that meeting

7 Wards affected

7.1 All

8 Contact information

8.1 Jane Garrard, Senior Governance Officer
jane.garrard@nottinghamcity.gov.uk
0115 8764315

**Children and Young People Scrutiny Committee
25 November 2021**

Children's Integrated Services financial position, budget proposals and transformation activity

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To scrutinise action being taken to address in-year financial pressures in relation to Children's Integrated Services; consider proposals related to Children's Integrated Services in the draft Medium Term Financial Plan; and review progress in undertaking longer term transformational activity.

2 Action required

- 2.1 The Committee is asked to:
- a) identify any comments to feed into a response to consultation on the draft Medium Term Financial Plan;
 - b) identify any further scrutiny required, including focus and timescale.

3 Background information

- 3.1 In July 2021, the Committee discussed a range of challenges facing Children's Integrated Services, including demand pressure with increasing numbers of children coming into care and increasing complexity of need; the financial pressure arising from this and work taking place to address it, including management of placement costs, savings proposals and drivers for more significant service transformation. At that stage, thinking on this was at a relatively early stage and the Committee decided to look in more detail at plans for addressing demand and budget pressures and service transformation at a later date.
- 3.2 Information about the Council's in-year budget pressures, the financial context and the Council's response to addressing budget gaps was presented to the Overview and Scrutiny Committee on 3 November. In December that Committee will focus on the detail of the draft Medium Term Financial Plan 2022/23 – 2025/26 (MTFP) and in January the Committee will agree its response to the budget proposals. This meeting aims to give members of the Children and Young People Scrutiny Committee opportunity to focus on the financial position for Children's Integrated Services, including the current forecast overspend for 2021/22; and proposed savings related to Children's Services in the draft MTFP which is currently being consulted on. The draft MTFP was published as part of the papers for the meeting of Executive Board on 16 November 2021.

- 3.3 At the Overview and Scrutiny Committee meeting in October, councillors were advised that a key potential solution to the pressures facing the organisation is transformation of services leading to different models of delivery. Information on the Council's Transformation Programme, to support delivery of the Recovery and Improvement Plan was presented to the Overview and Scrutiny Committee in October. This informed councillors that the programme related to delivery of changes to mitigate the substantial challenges facing the Council now, and enabling it to prosper in the future. It currently consists of 33 programmes and projects at different stages of development. This includes a Children's Portfolio encompassing managing demand, efficiency and effectiveness, whole system change and SEND travel.
- 3.4 In January 2022, the Overview and Scrutiny Committee will be agreeing its response to the budget proposals. This Committee may wish to identify comments on the draft MTFP to feed into that response. The Committee will also need to identify how it wishes to take forward further scrutiny on the future management of in-year financial pressures, delivery of agreed savings and progress of transformation activity relating to Children's Integrated Services.

4 List of attached information

- 4.1 'Children's Integrated Services: budget proposals, current financial position and transformation' paper from Corporate Director for People, Interim Director for Children's Integrated Services and Portfolio Holder for Children and Adults

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

- 5.1 None

6 Published documents referred to in compiling this report

- 6.1 'Medium Term Financial Plan 2022/23 to 2025/26' report to Executive Board on 16 November 2021
- 6.2 'The Council's Budget' report to Overview and Scrutiny Committee on 3 November 2021 and minutes of that meeting
- 6.3 'The Council's Transformation Programme' report to Overview and Scrutiny Committee on 6 October 2021 and minutes of that meeting
- 6.4 Minutes of the Children and Young People Scrutiny Committee meeting on 29 July 2021

7 Wards affected

- 7.1 All

8 Contact information

- 8.1 Jane Garrard, Senior Governance Officer
Jane.garrard@nottinghamcity.gov.uk
0115 8764315

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Meeting Title	Children and Young People's Scrutiny Committee
Report Title	Children's Integrated Services: budget proposals, current financial position and transformation
Meeting Date	25 November 2021

Corporate Director(s)/Director(s):	Catherine Underwood, Corporate Director for People Helen Watson, Interim Director for Children's Integrated Services
Portfolio Holder(s):	Councillor Cheryl Barnard
Report author and contact details:	Lisa Kitto, Deputy S151 Officer Sophie Russell, Head of Children's Strategy and Improvement Christine Green, Strategic Finance Business Partner Michelle Roe, Executive Officer

Summary of issues:

Providing services for Children and Families is a key statutory responsibility for the local authority and a priority for Nottingham City Council.

The Council has published a series of budget proposals for consultation as part of the development of its medium term financial plan. A number of these relate to Children's Integrated Services.

Children's Integrated Services have been forecasting an in-year overspend. This report provides information on the forecast, reasons and mitigating actions being taken. The report also sets out the implications for the medium term financial plan.

The Council is committed to ensuring outcomes for children are met in a cost-effective way. To support this, a transformation plan is being developed. This report provides information about developments to date.

Recommendation(s):

1. Children and Young People Scrutiny Committee consider the budget proposals as they relate to Children's Integrated Services.
2. Children and Young People Scrutiny Committee considers the in-year financial position and mitigating actions and implications.
3. Children and Young People Scrutiny Committee considers the development of transformation proposals in the service.

1. Background

Providing services for Children and Families is a key statutory responsibility for the local authority. The Strategic Council Plan sets this out as a priority reflected in outcome 5: Child Friendly City. The plan sets out the vision that:

“Every child in Nottingham will get the best start in life, regardless of their circumstances. We will support local children to thrive academically, emotionally and physically, ensuring equality of opportunity for all.”

The plan notes that the Council will “continue to provide the vital statutory services that support and protect vulnerable children, including safeguarding, children in care, those with Special Educational Needs and Disabilities (SEND) and other vulnerable groups” and that the Council will “Work hard to improve our children’s services, to ensure we provide the quality of service local children and families deserve.”

2. Budget proposals relating to Children’s Integrated Services

On 09 November 2021, the Council published a series of budget proposals (attached as Appendix A) as part of developing its medium term financial plan. Consultation on these proposals runs from 16th November 2021 to 10th January 2022.

A number of these proposals relate to Children’s Integrated Services:

- Play and Youth
- Children’s Centres
- NGY Grant Funding
- Child and Adolescent Mental Health Services
- Business Support
- Targeted Support to Children and Families
- Strategy and Improvement

3. In-year financial position of Children’s Integrated Services

Children’s Integrated Services has been forecasting a significant overspend during 2021/22. At the end of September 2021 (Period 6), this was forecast at £3.671m overspend for this financial year. This is an improved position to the previously reported overspend of £5.232m at the end of June 2021, this is as a result of spending controls across the service and improved forecasting on children’s placements. The biggest pressure is within our Children in Care Service which is currently forecast to overspend by £5m by the end of the year. This is as a result of increased demand for placements and increased placement costs, some of which is due to increased complexity of cases. This pressure is off-set, in part, by underspends across other services within Children’s Integrated Services and the Directorate is working on reducing the in-year overspend and achieving a balanced budget by the end of the financial year as much as possible.

The pressure on the Children in Care budgets is forecast to continue into future years and is reflected in the Council’s Medium Term Financial plan, details of which are set out later in the report.

4. Costs relating to children in our care

Local authorities have a statutory duty to ensure sufficient accommodation for their children in care. This is referred to as the ‘Sufficiency Duty’ as laid down in Section 22G of the Children Act 1989. This duty should be undertaken within the context of the planning and co-operation duties, which the 2004 Act places on partners in order to improve the wellbeing of the children in the local area.

Spend in this area is driven by three key factors:

- 1) Numbers of children in care
- 2) The types of placement available / utilised
- 3) The costs of placements

It is nationally recognised that there are increasing demands and costs in relation to providing the right placements for children in care and care leavers. The pressures that the Council is facing are also being experienced in other Core Cities. Some of the cost pressures relate to Covid, as an example, the backlog in family courts resulting from Covid is impacting on the Councils ability to discharge children from care. Some are likely to continue into the next, and potentially future financial years.

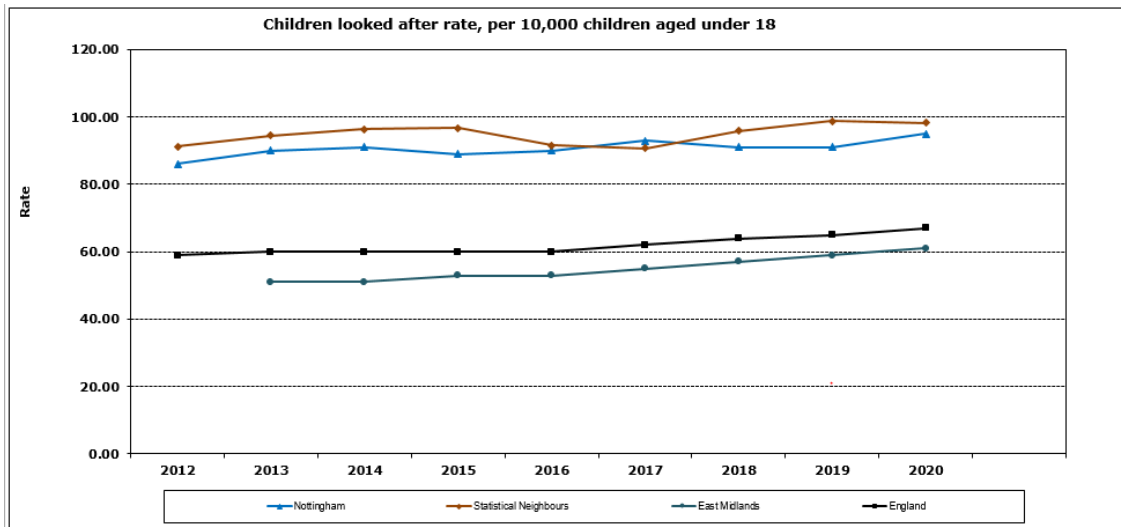
Table 1 below summaries the CIC numbers and spend from 2018/19 to date.

Key Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22 Pd5	2021/22 Pd6**	Variance
Financial Performance							
Average Rate £p/wk	1,095.33	1,159.17	1,120.88	1,213.87	1,358.50	1,344.37	-14.13
<i>Annual % Change</i>		5.8%	-3.3%	8.3%		10.8%	
Numbers	632.64	614.12	632.52	673.65	702.18	703.60	1.42
<i>Annual % Change</i>		-2.9%	3.0%	6.5%		4.4%	
External Provision							
Core Placements over £4,100 p/w - No's	12.69	15.81	22.19	31.76	43.18	42.90	-0.28
<i>Annual % Change</i>		24.6%	40.4%	43.1%		35.1%	
Core Placements > £4,100 p/w - £m	3.188	4.258	6.162	9.774	12.548	12.435	(0.113)
<i>Annual % Change</i>		33.6%	44.7%	58.6%		27.2%	
Core Placements > £4,100 p/w -AR £p/wk	4,831.86	5,179.64	5,340.21	5,917.25	5,588.07	5,573.82	-14.25
Health Care Contributions	1.364	1.889	1.699	1.521	1.308	1.135	(0.173)
<i>Annual % Change</i>		38.5%	-10.0%	-10.5%		-25.4%	

Excludes Secure & UASC placements

***Pd6 growth is indicative only due to a review of assumptions*

The service regularly benchmarks the number, rate and costs of children in care with national, regional and core cities comparators. For a number of years, Nottingham’s rate of Children in Care per 10,000 has been lower than statistical neighbours. We are currently waiting for 2020/21 comparator data to be released.



The below are cost comparators from the region:

- Residential – the average cost of a placement in Nottingham City is less than the average weekly cost across the region (£4554 against at £4663).
- Fostering – the average cost of a fostering placement in Nottingham City is 2.7% higher than the average weekly fee across the region (£858 against £835). It is worth noting that Nottingham City Council have a number of specialist foster placements that are included in this average. These placements carry a higher tariff, however are commissioned in order to prevent an admission to residential care. Nottingham has a comparatively high percentage of in-house fostering placements compared to many other local authorities which is positive for children and in terms of financial impact. Further investment in our in-house fostering team and foster family cohort could reduce our reliance on independent fostering agency placements to meet these bespoke needs.
- Semi-independence – the average cost of a semi-independence placement in Nottingham City is the second lowest in the region (£1403 against £2396).

Action undertaken to mitigate Children in Care Costs

Given the forecast overspend, the service has taken action to mitigate this. The focus has been on ensuring that children and young people are receiving the right care in the right setting. Alongside this, work is undertaken to ensure that the right price is being paid for care.

- We have increased local placements and maximised value for money achieved through Nottingham City Council's long term residential block contract, established in 2015. We are already committed to savings for 2021/22 onwards and have an established programme of work to deliver through the expansion of our current external residential block contract and the development of a semi-independence block contract.
- We have a proactive Placements Team, working closely with corporate commissioning colleagues. We are currently seeking additional contract management capacity and a role to focus on ensuring appropriate Continuing Care contributions. This will improve the ability of this team to reduce costs by scrutinising, challenging and renegotiating packages of support with providers and maximising income from health contributions.

- We have an extensive package of support at the edge of care delivered through our Targeted Support Team (TST), Multi Systemic Therapy Team (MST) and MST Child Abuse and Neglect (MST CAN) and Edge of Care Hub, which are identifying and supporting families as an alternative to care.
- We are reviewing permanence plans and care packages on a case-by case basis. Two specific Reviews were carried out in September 2021.
- Arrangements for all 89 children in external placements were reviewed by Essex County Council which has assisted us in prioritising focus on care packages and some cost reduction.
- We have reviewed arrangements for all 131 children in care aged 17½ and over and those Care Leavers who appear to still be in some sort of supported housing. This has ensured a stronger 'grip' on care and cost.
- We have an established programme to invest in a Supported Lodgings Project with Barnardos to deliver existing savings commitments for 2021/22 onwards.
- We have an established Reunification Panel and support offer for children who may be able to leave care and return safely to family or significant others.
- We have an ongoing programme to expand our internal residential provision, opening a ninth in-house residential children's home with 4 beds to meet the needs of our most complex children.
- We are working with the STARS project to prevent placement break down; entry into care and support reunification and step down from residential to foster care.
- Following our transformation sprint (outlined below) we have identified a significant programme of work around our in-house fostering provision.

Despite this work, the presenting needs of our children and families mean that the Council is expecting to see continued increases in demand for services and also for the cost of placements to increases and these have been reflected in the Medium Term Financial Plan that is presented to the Executive Board in November. The Table below sets out the additional demand cost pressures, totalling £18.4m over the 4 financial years, which have been built into the Medium Term Financial Plan.

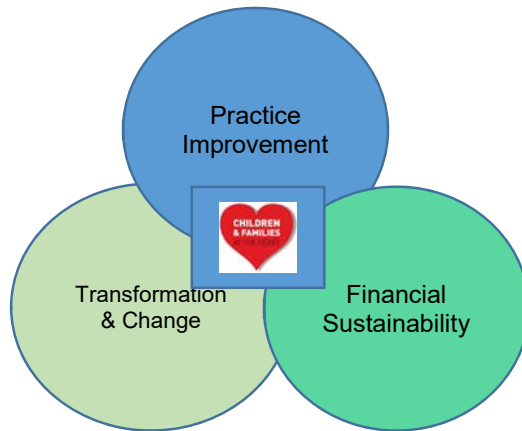
Demand Cost Pressures Assumed in the Council's Medium Term Financial Plan 2022/23 – 2025/26				
	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m
Children In Care Cost Pressures	6.5	3.6	4.0	4.3

The assumptions include an element of catch-up from the 2021/22 financial year and then assume growth of 3% per annum and 3.1% per annum in placement costs. The figures will be updated to reflect any changes in both demand and cost as the year progresses and as the impact of any transformation activity unfolds.

5. Transformation Activity

We are on a journey of transforming Children's Services in the city, proactively responding to the rising, and changing, demands on our services: the needs of children and families, the increasing costs of providing those services, the pressures staff come under day-to-day and the need to continually improve the quality of the work we do.

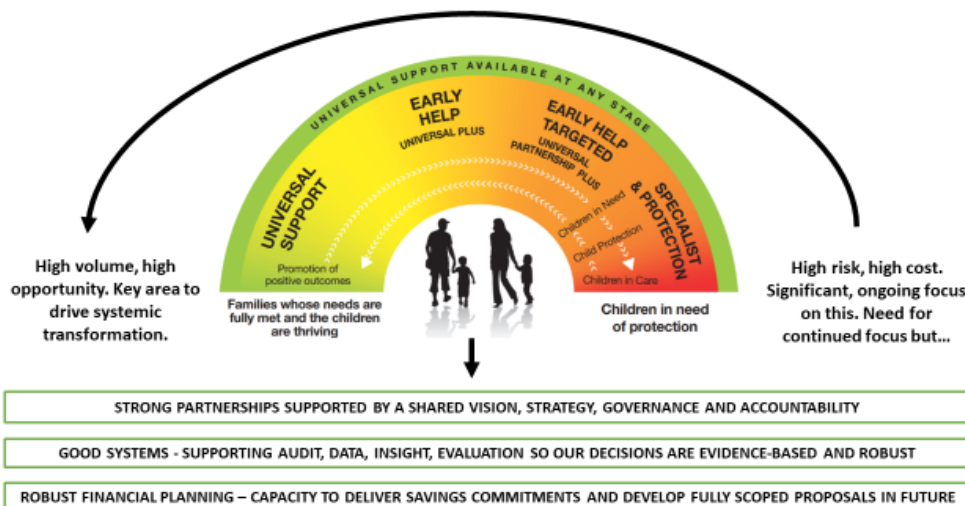
Children’s Integrated Services is managing a programme of work, responding to three key drivers for change and transformation and this work will contribute towards the next phase of the Medium Term Financial Plan and delivering a balanced budget for 2022/23.



Our programme of practice improvement has been in train since our Ofsted Focused Visit in February 2020, and reviewed in our recent Focused Visit in June 2021. Progress is overseen by our Children at the Heart Improvement Board.

Alongside our Ofsted Improvement Plan, we developed a separate workstream which addresses financial sustainability with key programmes of work addressing the financial aspects of the service, including savings delivery, in-year mitigations and future planning. This programme is monitored through the Sustainability Board.

In order to ensure we achieve outcomes for Nottingham’s children in a sustainable and cost-effective manner, in common with many areas, we are reviewing our service operating model. This will allow us to scope a crucial wider programme of transformation and change. This will involve work across the wider Council and partnership to ensure families get the right help at the right time, preventing escalation to costly statutory services where this is appropriate.



We are committed to doing the very best that we can for our children and their families. To support this work, we are working with our front-line staff to look at how to improve what we

do and how we do it, focussing on achieving better outcomes for children. This will ensure our service is set up, resourced and operating in the best possible way to keep children safe and ensure they can enjoy their lives and fulfil their potential in the city. During November and December our front-line staff are taking part in a series of workshops to identify what we could do better and how, so that we can develop a transformation plan founded on outcomes for children and young people.

We are being supported in this work by Newton Europe who are specialists in operational transformation. We are undertaking a rigorous process, focused on the root cause of issues, bringing specialist expertise and capacity to both support and challenge us as a service. Newton are working with frontline staff to forensically identify, design and implement effective change. This work is in train, but we are confident in the progress made already and that this will help us to identify opportunities to improve which are quantified, precise and achievable.

Newton Europe commenced their assessment in September, focusing on:

- Children in Care:
 - Preventing children from coming into care;
 - Placement type of children in care setting;
 - Placement costs and frameworks;
 - Supporting children leaving care.
- Early Help, Child in Need (CIN) and Child Protection (CP) Plans:
 - Ensuring right intervention and support;
 - Case progression

The Assessment includes the following activities:

- Review of data, live studies and discussion with members of NCC's team;
- Development of a project plan with clear performance targets together with resource requirements, owners, and timescales;
- Identification of opportunities to work with and/or train NCC's staff as part of the implementation process;
- Developing a vision for change that links to the organisational strategy

This process will allow us to identify what our priorities should be, to determine how we transform the way we work with children and their families and to put in place a programme to deliver this change.

New Savings Proposals requiring Public Consultation

Appendix 1

	Department	Service Area	Title of Proposal	Narrative	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
1	People	Early Help	NGY Services	Ending the grant funding of the youth services and NGY base provided by Base 51	(0.200)	(0.180)	(0.180)	(0.180)
2	People	Early Help	Play & Youth Services - Excluding buildings	Reduction of the service to provide targeted youth provision only. All play services would cease and there will be a reduction in staffing.	(0.615)	(0.838)	(0.838)	(0.838)
3	People	Early Help	Play & Youth Services - Buildings only	Reduction of the Play and Youth buildings in line with a reduced service as above	0.000	(0.165)	(0.165)	(0.165)
4	People	Early Help	Children's Centres - Excluding buildings	The Early Help service will operate from only three Children's Centres across the City, with a reduction in staffing and early help offer to families	(0.332)	(0.449)	(0.449)	(0.449)
5	People	Early Help	Children's Centres - Building Only	Children's Centres operate from three centres. 6 Centres would close	0.000	(0.344)	(0.344)	(0.344)
6	People	Early Help	CAMHS City Wide Service	Working with the Clinical Commissioning Group and Public Health to transform Child and Adolescent Mental Health Services (CAMHS)	(0.215)	(0.215)	(0.215)	(0.215)
7	People	Children In Care	Agency Decision Maker (ADM) for Adoption and Fostering	Currently delivered by an external consultant this would be delivered in house within the senior management team	(0.019)	(0.019)	(0.019)	(0.019)
8	People	Strategy & Improvement	Management reductions in Strategy and Improvement	Reduction in management capacity within Strategy and Improvement section	(0.028)	(0.028)	(0.028)	(0.028)
9	People	Strategy & Improvement	Business Support	Savings linked to reductions in Play & Youth and Children's Centre provision	(0.200)	(0.200)	(0.200)	(0.200)
10	People	Targeted Family Support	Targeted support to children and families	Review and reconfiguration of Targeted Family Support and Edge of Care Services to consolidate and target the offer.	(0.309)	(0.309)	(0.309)	(0.309)

**Children and Young People Scrutiny Committee
25 November 2021**

Work Programme

Report of the Head of Legal and Governance

1. Purpose

- 1.1 To consider the Committee's work programme for 2021/22 based on areas of work identified by the Committee at previous meetings and any further suggestions raised at this meeting.

2. Action required

- 2.1 The Committee is asked to:
- a) note that the work programme is in the process of being reviewed in line with the recommendations of the Centre for Governance and Scrutiny's review of the scrutiny function; and
 - b) comment on how the work programme could be amended in line with these recommendations.

3. Background information

- 3.1 The purpose of the Children and Young People Scrutiny Committee is to provide robust scrutiny of issues and services relevant to the wellbeing and safeguarding of children and young people, in the light of recommendations from the Council's Ofsted Inspection April 2014, and the Jay and Casey Reports (Child Sexual Exploitation in Rotherham).
- 3.2 The Committee is responsible for setting and managing its own work programme to fulfil this role.
- 3.3 In setting a programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and a clear link to its roles and responsibilities. The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.
- 3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning. Changes and/or additions to the work programme will need to take account of the resources available to the Committee.
- 3.5 The current work programme for the municipal year 2021/22 is attached at Appendix 1. The Overview and Scrutiny Committee has agreed an action plan to respond to the recommendations of the Centre for Governance and Scrutiny (CfGS) review of the Council's scrutiny function. The recommendations included that scrutiny should be repurposed and focused on the financial and commercial challenges confronting the Council, service delivery within a tighter financial envelope and the risks involved achieving this at pace. The CfGS recommended that the scrutiny committee work programmes should be almost exclusively focused on topics that address and support the Council's recovery plan and any additional items should only be added where councillors are confident of scrutiny making an impact through its recommendations. In

addition, it was also recommended that agendas are limited to two substantive items. Therefore, the Committee's work programme is in the process of being reviewed in line with these recommendations. Committee members may wish to comment/ make suggestions for how the work programme is amended to accord with these agreed principles.

4. List of attached information

4.1 Appendix 1 – Children and Young People Scrutiny Committee 2021/22 Work Programme

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

5.1 None

6. Published documents referred to in compiling this report

6.1 None

7. Wards affected

7.1 All

8. Contact information

8.1 Jane Garrard, Senior Governance Officer
Tel: 0115 8764315
Email: jane.garrard@nottinghamcity.gov.uk

Children and Young People Scrutiny Committee 2021/22 Work Programme

Date	Items
27 May 2021	<ul style="list-style-type: none"> • Terms of Reference To note the terms of reference for the Committee • Primary School Exclusion and Family Support To review current data on school exclusions of primary aged children, the impact on families and support provided, the education provision for those excluded from school and what more can be done to reduce the number of permanent exclusions. • Overview of Children in Care/ Child Protection Reviewing Services To consider performance in Children in Care/ Child Protection, with headlines of progress made, changes undertaken, challenges that remain. • Work Programme 2021/22
29 July 2021	<ul style="list-style-type: none"> • Scrutiny of Portfolio Holder for Children and Young People To focus on improvement and recovery and present in detail on the budget for CYP services and how resources are being managed to reduce spend but achieve positive outcomes for CYP. Budget and spend is touched on in most items the Committee discusses and this will pull everything in relation to resources together in one item. • Independent Inquiry into Child Sexual Abuse To review progress in implementing outstanding actions from the action plan arising from the Independent Inquiry into Child Sexual Abuse • Work Programme 2021/22
30 September 2021	<ul style="list-style-type: none"> • Early Years Entitlement To review: <ul style="list-style-type: none"> - Sustainability of Early Years providers in light of the Covid-19 pandemic - Access to Early Years provision - Take up of Early Years entitlement, with a focus on awareness of opportunities and cultural issues

Date	Items
	<ul style="list-style-type: none"> • Update on progress to implement the Children’s Integrated Services Improvement Programme To: <ul style="list-style-type: none"> - review progress in implementing Improvement Programme - consider findings of the Ofsted focussed visit and response to those findings • Work Programme 2021/22
25 November 2021	<ul style="list-style-type: none"> • Secondary School Exclusions - discussion with the Regional Schools Commissioner and local Academy Trusts • Children’s Services financial pressures and transformation activity To scrutinise action being taken to address in-year financial pressures in relation to Children’s Services; consider proposals related to Children’s Services in the draft MTFP (as part of the consultation on the MTFP); and review progress in undertaking longer term transformation activity. • Work Programme 2021/22
27 January 2022	<p>THE AGENDA FOR THIS MEETING NEEDS TO BE REVIEWED IN LINE WITH RECOMMENDATIONS OF THE CFGS REVIEW OF SCRUTINY TO ENSURE A FOCUS ON THE COUNCIL’S RECOVERY AND IMPROVEMENT ACTIVITY AND A MAXIMUM OF 2 SUBSTANTIVE ITEMS PER MEETING</p> <ul style="list-style-type: none"> • Children with no recourse to public funds To review arrangements in the city for children and young people with no recourse to public funds and to explore support for registering citizenship for children and young people • How the Council engages with children and young people from Traveller families To review how the Council’s provides support and works with partners to meet the range of needs of children and young people from Traveller families • Virtual School Peer Review To review progress in addressing the areas identified for consideration in the Virtual School Peer Review, carried out in 2021 • Work Programme 2021/22

Date	Items
31 March 2022	<p data-bbox="577 236 1995 347">THE AGENDA FOR THIS MEETING NEEDS TO BE REVIEWED IN LINE WITH RECOMMENDATIONS OF THE CFGS REVIEW OF SCRUTINY TO ENSURE A FOCUS ON THE COUNCIL'S RECOVERY AND IMPROVEMENT ACTIVITY</p> <ul data-bbox="629 384 1865 619" style="list-style-type: none"> <li data-bbox="629 384 1865 555"> <p data-bbox="629 384 1599 416">• Speech, Language and Communication Services Progress Update To review progress in delivering a city-wide shared strategy which underpins a clear offer of embedded support for speech, language and communication services, with measurable impact, including looking specifically at issues of SLC in older young people and adults. Follow up from presentation and discussion to meeting 25 March 2021.</p> <li data-bbox="629 587 1037 619">• Work Programme 2022/23

Reserve items to Schedule:

1. Children's Safeguarding

To review specifically (a) the Council's awareness of where children reside in order to ensure children are safeguarded and receive appropriate support and services and (b) Child Sexual Exploitation (referral from Chair of O&S Committee)

2. How the Council works to support children and their parents

To review how well the Council co-ordinates, support for children and their parents across services and the impact on their lives (to include Children's Centres, Small Steps Big Changes, Public Health)

3. County Lines, particularly from an education focus

To consider the impact of County Lines on education (referral from Chair of O&S Committee)

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