



## **Nottingham City Council Children and Young People Scrutiny Committee**

**Date:** Thursday, 31 March 2022

**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

- |          |  |                |
|----------|--|----------------|
| <b>1</b> | <b>Apologies for absence</b>   |                |
| <b>2</b> | <b>Declarations of Interests</b>   |                |
| <b>3</b> | <b>Minutes</b>   | <b>3 - 6</b>   |
|          | To confirm the Minutes of the meeting held on 27 January 2022                  |                |
| <b>4</b> | <b>Nottingham City Safeguarding Children Partnership Annual Report 2020/21</b> | <b>7 - 42</b>  |
| <b>5</b> | <b>Children's Integrated Services Transformation Programme</b>                 | <b>43 - 50</b> |

In order to hold this meeting in as Covid-safe way as possible, all attendees are:

- asked to maintain a sensible level of social distancing from others as far as practically possible when moving around the building and when entering and leaving the meeting room. As far as possible, please remain seated and maintain distancing between seats throughout the meeting.
- strongly encouraged to wear a face covering when entering and leaving the meeting room and throughout the meeting, unless you need to remove it while speaking to enable others to hear you. This does not apply to anyone exempt from wearing a face covering.

- make use of the hand sanitiser available and, when moving about the building follow signs about traffic flows, lift capacities etc

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

Citizens attending meetings are asked to arrive at least 15 minutes before the start of the meeting to be issued with visitor badges

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at [www.nottinghamcity.gov.uk](http://www.nottinghamcity.gov.uk). Individuals intending to record the meeting are asked to notify the Governance Officer shown above in advance.

## Nottingham City Council

### Children and Young People Scrutiny Committee

Minutes of the meeting held at Loxley House, Nottingham on 27 January 2022  
from 10.00 am - 12.04 pm

#### Membership

##### Present

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

##### Absent

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

Councillor Cheryl Barnard	- Portfolio Holder for Children and Young People
Ailsa Barr	- Director of Children's Integrated Services
John Dexter	- Education Director
Gary Eves	- Head of Mental Health, Learning Disability & Children's Commissioning, Nottingham and Nottinghamshire Clinical Commissioning Group
Nick Lee	- Director of Education Services
Michelle Sherlock	- Designated Clinical Officer for SEND, Nottingham and Nottinghamshire Clinical Commissioning Group
Catherine Underwood	- Corporate Director for People
Janine Walker	- Head of SEND and Vulnerable Pupils
Jane Garrard	- Senior Governance Officer
Phil Wye	- Governance Officer

#### 63 Apologies for absence

None.

#### 64 Declarations of Interests

None.

#### 65 Minutes

The Committee confirmed the minutes of the meeting held on 25 November 2021 as a correct record and they were signed by the Chair.

**66 Ofsted and Care Quality Commission Special Educational and/ or Disabilities (SEND) Inspection**

Janine Walker, Head of SEND and Vulnerable Pupils, John Dexter, Education Director, Gary Eves, Head of Mental Health, Learning Disability and Children's Commissioning Nottingham and Nottinghamshire Clinical Commissioning Group and Michelle Sherlock, Designated Clinical Officer for SEND Nottingham and Nottinghamshire Clinical Commissioning Group, spoke to the Committee about the findings of the recent Ofsted and Care Quality Commission Special Educational and/or Disabilities (SEND) inspection and the action being taken to respond to those findings. They highlighted the following information:

- (a) The Children and Families Act 2014 included wide-ranging changes to services for children with Special Educational Needs and/or Disabilities (SEND), including a more holistic approach with contributions from health and social care. This inspection was to assess how Nottingham City has embedded those reforms.
- (b) The number of Education Health and Care Plans (EHCPs) in Nottingham City are below the national average but rising. Deprivation affects a significant number of families in Nottingham City and the more deprived wards have significantly higher levels of children and young people with SEND. There is also a significant cohort of refugee and asylum-seeking families.
- (c) The inspection took place between Monday 8 November and Friday 12 November 2021, and included meetings with children and young people, parents and carers, early years providers, clinical and medical officers, and education settings.
- (d) The inspection outcome is not a graded judgement but a published report letter giving a narrative judgement about how well the SEND reforms have been implemented for children and young people with SEND and their families, and identifying strengths and areas for development.
- (e) The inspection did not identify any significant weaknesses in Nottingham City's SEND provision that would require the inspectorates to issue a Written Statement of Action. For comparison, 80% of inspections during 2021 received a written statement of action, 50% of Nottingham's statistical neighbours received a written statement of action, and 62% of Core Cities received a written statement of action.
- (f) Many strengths were identified during the inspection in the areas of partnership working, leadership, early intervention, personal budgets, social and emotional support, and the Routes to Inclusion initiative.
- (g) A recommendation was made to improve commissioning arrangements. Appropriate plans are in place to develop a joint commissioning strategy in the near future but the current absence of an overall joint commissioning strategy limits the area's ability to use commissioning as a tool for improvement.
- (h) The report letter identified that educational outcomes for children and young people with SEND in Nottingham are improving but are still too low. Leaders are

driving necessary improvements, including training for staff, but some actions have been delayed by the pandemic.

- (i) The strategy for identifying, assessing and meeting the needs of children and young people with SEND is not communicated clearly enough, and a large proportion of parents do not understand or appreciate the strategy. Many do not know where to find information and guidance to improve outcomes for their children.
- (j) The findings of the inspection report will be aligned with future SEND plans, and the Joint Strategic Needs Assessment SEND Chapter will be refreshed to update the current self-evaluation framework and action plan. The SEND strategy and priorities will be reviewed and refreshed via co-production with all stakeholders including children with SEND and their families.
- (k) A local area communication strategy is being developed to improve co-production and engagement and ensure children, young people with SEND and their families have access to clear, up-to-date and relevant information, taking into account the needs of speakers of English as an additional language and the existence of digital poverty in some communities.

In response to questions from the Committee and in the subsequent discussion the following points were made:

- (l) There is a lower number of EHCPs in Nottingham City because more resources are available for children who do not have one compared to other local authorities. Pupils are assessed earlier and schools can access funding immediately, avoiding the administrative task of an EHCP.
- (m) The report letter identified that Nottingham does not provide enough short break provision. A 3 bedded unit is being commissioned for the most complex children and families experiencing crisis, and there are a range of short breaks available.
- (n) The proportion of excluded pupils with SEND is lower than the national average. This is in part due to the City's inclusion strategy and alternative provision available at some secondary schools. Based on evidence heard at from previous Committee meetings, some Committee members sought assurance about consistency between schools and supported a focus on getting all schools signed up to the inclusion model.
- (o) Some Committee members raised concern about whether parents understand the services and pathways available and how to access them. The Council and CCG acknowledged that communication of the range of support available for SEND pupils and their families needs to improve, particularly in areas of higher deprivation, for people who speak English as an additional language, or who experience digital poverty. Councillors and schools could both help with ensuring this communication is effective. Nottingham also has a commissioned specialist advice service.

- (p) Representatives of the Council and CCG said that they recognised the need to get a better understanding of what the issues and challenges are for parents so that this can be used to inform decision making about future provision.

The Committee welcomed the largely positive findings of the SEND inspection and the planning taking place to address areas identified for improvement. The Committee felt that communication with parents is particularly important, both in terms of hearing about their issues and challenges and ensuring parents know what services are available and how to access them; and decided to review progress in improving communications.

**Resolved to review progress in improving communication with parents about the strategy for identifying, assessing and meeting the needs of children and young people with SEND; where to find information and guidance to improve outcomes for their children; and the services available for children and young people with SEND.**

## **67 Families with No Recourse to Public Funds**

Will Hose introduced the report on services for families with 'No Recourse to Public Funds' (NRPF) who cannot access welfare benefits, homelessness assistance, social housing and, in some cases, employment. The following information was highlighted:

- (a) The Local Authority currently supports 13 eligible families (21 children) under the NRPF framework. The support offered to these families varies depending on their level of need: some are offered subsistence support in the form of weekly payments, whilst others may be offered accommodation and subsistence support.
- (b) The Local Authority receives no specific funding to support children and families with NRPF. The NRPF spend has been reducing year on year since 2017/2018. This is likely to be due to a reduction in families requiring support under the NRPF framework, coupled with improving processes to help progress settled status for families.
- (c) having a dedicated NRPF Specialist Family Support Worker ensures that cases are progressed swiftly and that families receive a consistent, high quality service. Duty Social Workers benefit from specialist advice and there is an agreed pathway to progress NRPF cases to ensure there is a positive outcome for families in a timely manner;

The Committee commented on the importance of this support for families and noted the efficient administration of support by the People Department. Committee members noted the costs of provision of this support to local authorities which, in their view, should be reimbursed by Government; and decided to discuss this with Executive councillors to explore opportunities for raising this matter with Government.

## **68 Work Programme**

**Resolved to note the work that is currently planned for the remainder of the 2021/22 municipal year.**

**Children and Young People Scrutiny Committee  
31 March 2022**

**Nottingham City Safeguarding Children Partnership Annual Report  
2020/21**

**Report of the Head of Legal and Governance**

**1 Purpose**

- 1.1 To receive evidence from the Safeguarding Children Partnership regarding work to safeguarding children in the City; scrutinise the work of the Partnership, including consideration of its 2020/21 Annual Report; and identify any issues or evidence relevant to the Committee's work programme.

**2 Action required**

- 2.1 The Committee is asked to:
- a) agree any comments or recommendations that it wishes to make to the Safeguarding Children's Partnership; and
  - b) identify any issues or evidence relevant to the Committee's work programme and how to take this forward.

**3 Background information**

- 3.1 Nottingham City Safeguarding Children Partnership is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. It provides the safeguarding arrangements under which the safeguarding partners and relevant agencies work together to co-ordinate their safeguarding services, identify and respond to the needs of children in the City, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.
- 3.2 The safeguarding partners responsible for the safeguarding arrangements under the Partnership are Nottingham City Council, Nottingham and Nottinghamshire Clinical Commissioning Group and Nottinghamshire Police. An Independent Scrutineer acts as a critical friend to the Partnership, encouraging reflection on practice. Other relevant agencies also support the Partnership.
- 3.3 There is a statutory requirement for the Partnership to publish an annual report highlighting work undertaken and plans for the future. The 2020/21 Annual Report is attached and representatives of the three statutory partners and the Independent Scrutineer have been invited to the meeting to discuss its contents with the Committee.

**4 List of attached information**

4.1 Briefing paper on the Nottingham City Safeguarding Children Partnership Annual Report 2020/21 from the Corporate Director of People, Director for Children's Integrated Services and Portfolio Holder for Children and Young People

4.2 Nottingham City Safeguarding Children Partnership Annual Report 2020/21

**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  
[jane.garrard@nottinghamcity.gov.uk](mailto:jane.garrard@nottinghamcity.gov.uk)  
0115 8764315

**Children and Young People Scrutiny Committee**  
**Thursday 31<sup>st</sup> March 2022**

**Item Name:** Nottingham City Safeguarding Children Partnership Annual Report 2020/21

**Corporate Director and Lead Officer:** Catherine Underwood, Ailsa Barr and John Matravers

**Lead Portfolio Holder:** Cllr. Cheryl Barnard

**1. Purpose:**

This report is a statutory requirement for the Nottingham City Safeguarding Children Partnership (NCSCP) to publish each year.

**Overview**

- This is the second annual report of the Nottingham City Safeguarding Children Partnership in its delivery model, covering 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021.
- The strategic lead responsibility for safeguarding is shared between three statutory partners; the Local Authority, Nottinghamshire Police and Nottingham and Nottinghamshire Integrated Care System and Clinical Commissioning Group
- The new safeguarding arrangements have been established and an Independent Scrutineer is in place.

**2. Information Only:**

This annual report reviews the work of the NCSCP for the period April 2020-March 2021. It highlights the key strands of work undertaken and our plans moving forward.

This is an important report as it highlights the work and challenges that we all face in protecting and supporting our Nottingham children.

**The Nottingham City Safeguarding Children Partnership will:**

- Listen to, hear and act on the voice of the child.
- Use performance data from across the range of services represented in the NCSCP to regularly and effectively monitor front line practice.
- Use multi-agency audits to improve safeguarding practice.
- Ensure that learning from child deaths, learning reviews and significant incidents is central to the work of the NCSCP.
- Embed learning and improvement activity so that impact may be captured.
- Monitoring through the multi-agency audit programme the application of locally agreed thresholds.
- Engage in partnership with children, parents/carers and front line staff as well as the wider community.
- Work effectively as a partnership to protect children from harm.
- Build working relationships between partners which support and encourage constructive challenge.
- Learn from local and national safeguarding practice to continually strive to improve the way children are safeguarded.
- Listen and respond to children and young people and adult victims and survivors of child abuse to inform how services are commissioned and delivered.

- Ensure services for children and families in Nottingham City support children and young people to stay healthy and happy and support parents and carers to provide the best possible care for their children.

### **Priorities**

The NCSCP identified the following six priorities in its business plan for 2020-2023.

**Priority One:** To ensure the voice and lived experience of children is integral to the development and delivery of services to children and families across Nottingham City.

**Priority Two:** Recognise and respond to the diverse population of Nottingham City's children, targeting work where necessary

**Priority Three:** To deliver the Nottingham City Safeguarding Children Partnership Neglect Strategy.

**Priority Four:** Tackling and reducing Child Exploitation: To further strengthen the partnership response for children and young people experiencing contextual risk factors, including child sexual exploitation, child criminal exploitation, County Lines, gangs, honour based violence, female genital mutilation and children who do not have access to education.

**Priority Five:** To understand the impact of Covid-19, paying particular attention to Domestic Abuse / Domestic violence and children and young people's mental wellbeing, but also learning from the positive impacts of changes in working practices.

**Priority Six:** Providing leadership and ensuring core duties are met in line with Working Together 2018 and other relevant legislation.

The report details work undertaken, progressed and achieved throughout the last year and the priorities for the following year.

### **The overarching key strategic priorities of the NCSCP are:**

1. Protecting Vulnerable Children and Young People with the objective of minimising the risks of harm to children and young people
2. Learning and Improving to ensure that children and young people influence the strategic planning on issues that affect them, that we learn from scrutiny of multiagency practice, and that practitioners have the skills and knowledge to be effective in their practice.
3. Leadership to ensure that NCSCP continuously improves on its effectiveness, has clear lines of communication, works strategically with partners, and has effective governance arrangements in place, which support a robust planned approach to its work.

The progression of the NCSCP Business Plan (2020-2023) continues to provide the focus for the partnership to achieve the above priorities. Much of the work undertaken in 2020/21 will continue in the year ahead with an emphasis on scrutiny and improved outcomes in the lived experience for our children, young people and their families. The safeguarding of children and young people is an ever changing environment with new and emerging challenges. This is truer than ever as challenges from the Covid-19 pandemic continue. This includes increased mental health concerns for children and health and education inequalities. The continued work of the NCSCP is critical in driving improved performance and outcomes in their daily lives for all of our children.

### **3. Proposal or Issue:**

This report is for information only as it is subject to the governance arrangements of the NCSCP.

### **4. Financial Implications:**

None

### **5. Legal Comments**

N/A

### **6. Procurement Comments**

N/A

### **7. Risk Management Considerations:**

Keeping children and young people safe is a key responsibility of Nottingham City Council and an effective safeguarding partnership is critical to addressing this.

### **8. HR and EDI Considerations:**

NCSCP's priority two sets out its commitment to ensuring safeguarding addresses the diversity of children in Nottingham.

### **9. Carbon Reduction and Sustainability Considerations:**

N/A

### **10. Input from Other Internal Departments:**

N/A

### **11. Next Steps**

Following formal sign off of this report by the three responsible partners for the NCSCP, the Annual Report shall be published.

This page is intentionally left blank



# Annual Report

2020/2021

Nottingham City Safeguarding Children  
Partnership



# Nottingham City Safeguarding Children Partnership

## Annual Report 2020/2021

### Contents

Foreword	2
Nottingham Overview – Local Context	4
The Nottingham City Safeguarding Children Partnership	4
What Local Data Tells Us About our Children	6
NCSCP Priorities	7
Covid-19	12
NCSCP Structure	15
NCSCP Subgroups	17
Cross-Authority Work	20
Education and Early Years DSL Networks	21
NCSCP Training	22
Independent Scrutiny	25
Looking Forward to 2021/2022	26
Glossary of Terms	27

# Foreword

We are pleased to present the second annual report of the Nottingham City Safeguarding Children Partnership (NCSCP) which covers the period from 1 April 2020 to 31 March 2021. It highlights the key strands of work undertaken and our plans moving forward.

The year was of course dominated by the Covid-19 pandemic. This meant extraordinary challenges for our children and families as lockdown has changed our way of life across the country and as the trauma of sickness and bereavement has been experienced. For organisations working together to safeguard children, it has meant that we have all had to adapt the way we work together in helping to protect children from abuse and neglect. Partnership working is more crucial than ever to keep children safe during these unprecedented times and the partners have put in place new ways of working in response. The partnership has sought additional assurance of these new ways of working and has sought to actively reflect and learn. It has been particularly important to ensure we have learned from national evidence during the pandemic, such as [Safeguarding children under 1-year-old from non-accidental injury](#).

We wish to remember all those who sadly lost their lives, and their loved ones, during these extraordinarily challenging times. We must pay tribute to Helen Blackman, the Director of Childrens Integrated Services in Nottingham City Council, who sadly passed away as a result of Covid-19 in March 2021, and her contribution to keeping children safe within our city. The impact of this pandemic has provided many challenges. However, the partnership has continued to progress its work and to improve the approach and response to safeguarding children and young people in Nottingham City. We truly appreciate the continuing extraordinary efforts of the citizens of Nottingham City and of our colleagues across the partnership who have worked so hard to keep children and young people safe during these difficult times.

Our sincere thanks to you all.

*Signature to be added.*

*Catherine Underwood, Corporate Director of People and Chair of the NCSCP*

*Signature to be added.*

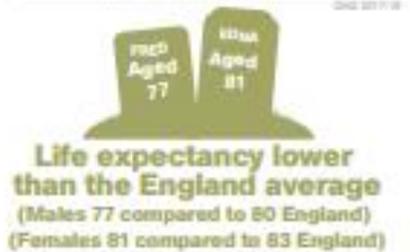
*Craig Guildford, Chief Constable of Nottinghamshire Police*

*Signature to be added.*

*Rosa Waddingham, Chief Nurse – Nottingham and Nottinghamshire Integrated Care System and CCG*

# Nottingham Insight

Source of Data: Census, 2011; Local Authorities; Statistics



Source: Census, Jun 2011

Source: MFL Survey, September 2010



Source: England, 2010/11



Source: Census



Source: DfE, 2010/11

Source: DfE, 2010/11

# 1. Nottingham Overview – Local Context

Nottingham continues to face many challenges which often impact adversely on our children and families. Nottingham ranks as the 11<sup>th</sup> most deprived of the 317 districts in England using the average score measure. Nottingham ranks as the 4<sup>th</sup> most deprived of the core cities.

**Headline Statistics** (source: ONS Mid-Year Population Estimates 2020):

- Total population - 337,100
- Working age population (16-64) - 235,400
- University students - 45,300
- Children aged 0-17 - 69,300

## An Overview of Nottingham's Population

- 30% of the population are aged 18 to 29. Full-time university students comprise about 1 in 8 of the population.
- The number of births had been on the rise until 2011. The numbers have slowly declined since then.
- The 2011 Census shows 35% of the population as being from Black and minority ethnic groups; an increase from 19% in 2001.
- Despite its young age-structure, Nottingham has a higher than average rate of people with a limiting long-term illness or disability.

## Further Information About Nottingham's Population

- Nottingham is ranked 11th most deprived district in England in the 2019 Indices of Multiple Deprivation (IMD), from 8th in the 2015 IMD.
- 34.2% of children and 25.8% of people aged 60 and over are affected by income deprivation.
- A higher proportion of people aged 16-64 in Nottingham claim some form of benefit than regionally and nationally.
- The unemployment rate remains higher than the regional and national average.
- Despite large numbers of students, Nottingham has a higher proportion of people of working age with no qualifications, compared with the national average.
- There are high levels of child poverty in the City with around a third of children and young people living in workless households.

# 2. The Nottingham City Safeguarding Children Partnership

The NCSCP is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. The NCSCP provides the safeguarding arrangements under which the safeguarding partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of children in Nottingham City, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.

The safeguarding arrangements have been developed to build on the strengths of the previous arrangements under the Nottingham City Safeguarding Children Board. Accountability for the effectiveness of safeguarding

rests with the safeguarding partners through the Strategic Leadership Group (SLG). The new arrangements provide a streamlined and improved framework for the safeguarding partnership to demand ever more positive outcomes for all of our children and young people. We have ensured that our arrangements are able to compliment those in Nottinghamshire County Council so that partners who work across the City and County benefit from consistent naming and structures where appropriate as well as cross authority working wherever possible.

Nottingham City Safeguarding Children Partnership's ambition is for all children and young people in Nottingham to be supported to grow up in a stable home environment that enables them to lead a healthy, happy and fulfilling life.

The Nottingham City Safeguarding Children Partnership will:

- Listen to, hear and act on the voice of the child.
- Use performance data from across the range of services represented in the NCSCP to regularly and effectively monitor front line practice.
- Use multi-agency audits to improve safeguarding practice.
- Ensure that learning from child deaths, learning reviews and significant incidents is central to the work of the NCSCP.
- Embed learning and improvement activity so that impact may be captured.
- Monitoring through the multi-agency audit programme the application of locally agreed thresholds.
- Engage in partnership with children, parents/carers and front line staff as well as the wider community.
- Work effectively as a partnership to protect children from harm.
- Build working relationships between partners which support and encourage constructive challenge.
- Learn from local and national safeguarding practice to continually strive to improve the way children are safeguarded.
- Listen and respond to children and young people and adult victims and survivors of child abuse to inform how services are commissioned and delivered.
- Ensure services for children and families in Nottingham City support children and young people to stay healthy and happy and support parents and carers to provide the best possible care for their children.



### **3. What Local Data Tells Us About the Safety and Wellbeing of Children and Young People in Nottingham**

The number of enquiries made to the Multi-Agency Safeguarding Hub (MASH) in this year was 19,756, compared with 22,413 the previous year. Enquiries to the MASH fluctuated more than is usually the case due to periods of lockdown. This drop in enquiries is largely attributed to enquiries from schools falling during those periods. However, towards the end of this year the numbers of enquiries have risen to pre pandemic levels.

#### **Child Protection**

As at 31<sup>st</sup> March 2021 596 children were subject to a Child Protection Plan in Nottingham, compared with 609 at the same point in 2020. Virtual conferences were introduced by the Child Protection Coordinating Service and their effectiveness was monitored and audited by the Quality Assurance section of the NCSCP as well as the Independent Scrutineer. The partnership responded positively to this new model and participation at reviews and conferences increased compared to previous years due to the ease of accessing online meetings.

91.9% of Initial Child Protection Conferences (ICPCs) in 2020/21 took place within timescales. This shows significant improvement compared to the figures of 66% in 2019/20. Child Protection Reviews (CPRs) in 2020/21 showed 91.6% were completed in timescales compared to 91% the previous year. This demonstrates that key child protection multi-agency frameworks not only continued to operate effectively but also improved

effectiveness in 2020/21. This demonstrates that children subject to protection plans continued to be protected.

## Children in Care

As of 31<sup>st</sup> March 2021, 684 children were in care compared with 656 on the same date in 2020. This does show an increase in the numbers of children coming into care but is consistent with regional and national indicators. The total number of looked after children in England has increased every year since 2008. In the last five years, the numbers of children in care has gone up by 10% and is growing faster than that of the UK child population. Approximately 63% of children in care are looked after due to abuse or neglect. Please click [here](#) to see a briefing from the NSPCC on children in care. Key findings from this include:

- Abuse and neglect are the main reasons that children are taken into care.
- Foster care is the most common placement type.
- The most common reason for a child to leave care is to return to their family.
- A number of children in care experience multiple care placements in a year.
- Children in care have below average outcomes across a range of measures, although they make better progress in some areas than children in need, a closer comparison group.

## Strategy Discussions

A new pathway for ensuring health, police and social care professionals attend strategy meetings, to make them compliant with Working Together 2018, is showing significant improvements. In 2020/21 the police attended 89% of strategy discussions. Health professionals attended 74% of strategy discussions. This gave us an overall performance of 70% compliance against statutory guidance. This shows an improvement in performance against the previous year. However, our target must always be 100% compliance in this area, therefore multi-agency strategy discussion training has been offered to all social care managers to promote good practice and improve compliance. We have also planned audit work to review non-compliant strategy discussions to identify future learning and quarterly meeting between health, police and social care are planned to continue to improve performance. Education, whilst not being required to attend strategy discussions to make them compliant, are recognised as critical to the effectiveness of the strategy discussions. Therefore, we shall continue to promote and involve education participation in all strategy discussions.

## 4. NCSCP Priorities

The NCSCP identified the following six priorities in its business plan for 2020-2023.

**Priority One: To ensure the voice and lived experience of children is integral to the development and delivery of services to children and families across Nottingham City.** The NCSCP engages with children, young people and families to inform its work and uses partner agencies existing consultation mechanisms to assist them with this.

Every child and every young person is a member of society. They live with family or carers in neighbourhoods, they learn together in school, play at home and in the community, and engage in culture, creativity, consumption and recreation using local services and amenities. Organisations such as local authorities and their partners provide services for these children and young people, and their families and carers, particularly those in need and/or where we have a statutory responsibility to safeguard and care.

So it is important that children and young people are consulted on the services they use, and have an opportunity to help shape future delivery through having their views listened to. Where appropriate and proportionate, they should also have the opportunity to be involved in creating better services, and organisations. Sharing views, expressing opinions and articulating ideas for change are qualities that make children and young people safer, healthier, happier and better skilled for life. These essential developmental benefits are accessed in part through active participation, in the context of the wider society and the child or young person's place in it.

Therefore, an implicit responsibility of organisations that provide services or amenities to children and young people is to work constantly to empower their users to participate meaningfully in decision-making, in whatever setting or domain they are in. This is a societal responsibility and should be seen as such by those organisations, in turn encouraging them to work in partnership and draw on shared resources to achieve better outcomes through a shared participative approach.

Children and young people engage with our services at multiple levels. Some do so more consistently or more intensively than others, depending on need. The more targeted and specialist services are usually used not by choice but through necessity and/or compulsion. Services therefore need to be responsive to different needs and inclusive, relevant, cost effective, meet users' needs, and be accessible. Services also need to welcome critical feedback and constantly be looking to improve, based in part on the insight they get from engagement with their users.

### The Different Contexts of Participation

The setting and context for participation changes depending on where the child is and what their needs are at the time we listen to them. Their individual, social and public participation needs require different understanding and approaches. Participation can take place

- at individual level, for example as with a child in care making their wishes and feelings known to the services that work with them, and taking part in planning for their own care and support
- in social environments, for example in a youth group, where young people can be encouraged to share their opinions and ideas for change, and empowered to create new activities and projects led by the young people themselves
- in more formal group settings and meetings with organisations, for example through co-creative activities which bring children and young people into the heart of the development of services and strategies, policies and plans

### Benefits and Barriers to Participation

The benefits of participation can include: benefits for children and young people; and benefits for parents and carers; benefits to organisations and services. These include:

- A feeling of ownership over the services they access
- Greater awareness of children and young people's rights
- Greater awareness of participation and decision making
- Benefits for projects, organisations and management boards
- Improved, better targeted and more effective services for children and young people, and their families
- It supports and complements service planning, development and evaluation.
- Meets user's needs more effectively
- Improved partnership working
- Best use of financial resources
- Meets government objectives and inspection processes

Involving children and young people and parents and carers in decision-making makes good sense but can become difficult for a variety of different reasons. Barriers may include:

- Children and young people and parents/carers not wanting to get involved.
- Lack of staff, resources, motivation or time within your organisation or project to involve children and young people and parents/carers
- Communication barriers such as language and cultural differences
- Lack of skills to listen, and work with children and young people and parents/carers
- Working flexibly with children and young people and parents/carers. Some issues are: access, time, venues etc.
- Lack of confidence in knowing how to involve children and young people and parents/ carers meaningfully
- Over enthusiasm by workers who believe they know what is needed and how it should be delivered due to their experience.

In summary, when we listen to the views of children and young people and involve them in decision-making, we learn more about what we have to do to support them to achieve good outcomes in life. We can design and deliver services that more closely meet their needs, and we can more openly share power and responsibility with them. This helps children and young people develop the skills and experience they need for their adult lives. Participation is at the heart of a successful childhood, and a successful adulthood too.

#### **Activity Undertaken:**

- Through multi-agency audit processes the NCSCP has received assurance that those working with children and young people are seeking and responding to their voices and lived experience.
- The voices and experience of young people influence the development of NCSCP safeguarding policies and procedures.
- Hearing the voice and lived experience of babies and infants are central to the work currently being undertaken by the Partnership, following the publication of the [National Child Safeguarding Practice Review Panel's 'Out of Routine'](#), a review of sudden unexpected death in infancy (SUDI).
- The NCSCP continues to strengthen its links with young people who receive services through the Children in Care Council and those groups who seek to represent young people in the City, for example the Youth Cabinet.
- The NCSCP continue to further develop its understanding of participation and coproduction by young people including their involvement in recruitment to key safeguarding posts within the City.
- Whenever a Child Safeguarding Practice Review or Rapid Review is undertaken, consideration is given to how best, where appropriate, to engage with children, parents and carers. They are supported to effectively contribute to the review. The findings from any reviews are explained to those involved on completion of the review and prior to any publication.
- When planning NCSCP multi-agency audits the Lead Auditor shall give consideration as to how children, parents and carers can be involved in the audit.

Here are some quotes from Nottingham City children and young people about their experiences of being in care.

#### *About care provision:*

“Care providers need to show they can help young people build relationships and encourage self-esteem and confidence.”

“Young people in care need positive challenge and boundaries. These are important for their development.”

*About skills for independence:*

“Managing money, learning to cook and wash-up, keeping yourself safe in the home, keeping your place hygienic and clean are all skills you need for living on your own.”

“Self-care is really important - #loveyourself.”

“Experiencing different places and travelling on your own is part of being independent”

*About being happy and healthy:*

“Things that makes children in care unhappy include feeling anxious, feeling like no-one is there to support you, having no emotion, and not knowing or being able to express your emotions.”

“Meeting up with someone else in care can make you feel more comfortable with your situation, and know you are not alone.”

“Being part of a club or activity group helps you to be part of something bigger than just yourself. You meet lots of young people and make friends!”

**Priority Two: Recognise and respond to the diverse population of Nottingham City’s children, targeting work where necessary.** This includes all children and young people with protected characteristics, for example, those from Black, Asian and minority ethnic backgrounds, children with special educational needs and disabilities (SEND) and young people from the LGBTQIA+ community.

**Activity Undertaken:**

- We continue to ensure that issues of equality and diversity are actively addressed across all aspects of the Safeguarding Partnership including the Strategic Leadership Group, Business Management Group and subgroups.
- We work in partnership with children and young people who have protected characteristics to ensure their views are incorporated into its work.
- We receive assurance that equality and diversity are included in partners’ quality assurance frameworks and areas for development are highlighted.
- We ensure that when developing or reviewing our policies and procedures they are in line with the Equality Act 2010 and other relevant legislation/guidance.
- We receive assurance that agencies are working well together to ensure that young people of a black and minority ethnic background are dealt with fairly and equitably through the criminal justice system.

**Priority Three: To deliver the Nottingham City Safeguarding Children Partnership Neglect Strategy.**

Child neglect has a lifelong impact on a person’s wellbeing, and it is vitally important that as a Partnership we do all we can to prevent it. Both the Nottinghamshire and Nottingham City Safeguarding Children Partnerships recognise that tackling neglect must continue to be a priority if we want to improve our children’s life chances and prevent poor outcomes later in life.

In the 2021/22 year the NCSCP, in partnership with the Nottinghamshire County Safeguarding Partnership, plan to produce a new [Child Neglect Strategy for 2021-2024](#). We have three objectives in doing this:

- Recognise – ensuring that neglect and the impact of neglect on children is understood and identified.
- Respond – ensuring that good quality, multi-agency support, and intervention is available and makes a difference for children experiencing neglect.
- Reflect and Review – ensuring that we work together with children, families, and communities to continue to monitor the impact of our work and further develop our partnership response.

The NCSCP also hopes to review completed partner action plans and monitor progress through the formation of a Joint Child Neglect Working Group in 2021/22. Furthermore, we will develop a comprehensive and clear set of measures which effectively demonstrate the impact of our work on neglect in the short and long term.

**Priority Four: Tackling and reducing Child Exploitation.** To further strengthen the partnership response for children and young people experiencing contextual risk factors, including child sexual exploitation, child criminal exploitation, County Lines, gangs, honour based violence, female genital mutilation and children who do not have access to education.

**Activity Undertaken:**

- The NCSCP aim to have a good understanding of the prevalence of child exploitation in the City by accessing available data and receiving regular updates from the CSE Coordinator, and from the newly established Cross Authority Tackling Child Exploitation sub-group, the Cross Authority Missing Children group and the Multi Agency Child Exploitation group (MACE).
- We receive assurance that agencies are working well together to identify and address the safeguarding priorities for children and young people in the City and to evaluate the impact of services on them.
- We receive assurance that agencies are working well together to identify the perpetrators of crime towards children and young people and to ensure they are dealt with appropriately through the criminal justice system.
- We ensure that policies and procedures for Child Exploitation remain up-to date and are informed by best practice and an evidence base.
- We coordinate our response with other groups such as the Police and Crime Commissioner (PCC) and the Crime and Drugs Partnership (CDP).

Contextual safeguarding is a complex area relating to risks from outside the home which may overlap. To help develop its approach to protecting children from those risks the NCSCP submitted a joint bid with Nottinghamshire Safeguarding Childrens Partnership (NSCP) and the Violence Reduction Unit (VRU) to the Tackling Child Exploitation Programme. The bid was successful and the Partnership has begun working with the Tackling Child Exploitation Programme which will support the partnership through facilitated sessions which focus upon exploration of local partner's experiences of current child exploitation and extra familial harm pathways and processes, geographically aligned governance arrangements and partnership working across the city and county landscape. Upon conclusion of this work the NCSCP and NSCP will form a Cross Partnership Contextual Safeguarding Strategic Management Group to take forward the learning from the bespoke support project.

**Priority Five: To understand the impact of Covid-19, paying particular attention to Domestic Abuse / Domestic violence and children and young people's mental wellbeing, but also learning from the positive impacts of changes in working practices.**

**Activity Undertaken:**

- Our audit and assurance work has and will continue to consider the impact of Covid-19 upon the welfare of children & young people so that emerging themes are identified.
- We seek assurance that children and young people receive early help and the necessary support to promote their emotional wellbeing.
- We seek assurance that children and young people living with domestic violence are identified at an early stage and receive the required services. Also that agencies are familiar with the Domestic Abuse Stalking and Harassment and Honour Based Violence (DASH) risk assessment tool and use it appropriately.

- We monitor the impact of any changes to service provision and support the retention of good practice developed during the Covid-19 pandemic through our Business Management Group (BMG) meetings.
- We ensure that those responsible for looking after children in settings away from home, including residential homes for children, foster carers and youth custody settings were, are, and continue to be engaged with safeguarding arrangements.

**Priority Six: Providing leadership and ensuring core duties are met in line with Working Together 2018 and other relevant legislation.**

**Activity Undertaken:**

- We continue to publish an annual report commenting on the effectiveness of safeguarding arrangements within Nottingham City.
- We continue to complete Rapid Reviews and Child Safeguarding Practice Reviews and then share learning from the reviews.
- We implement the learning from all national learning reviews.
- We aim to deliver multi-agency safeguarding training, in line with agreed Senior Leadership Group (SLG) priorities.
- We completed a Section 11 audit in 2020/21.
- We aim for the Quality Assurance subgroup to complete multi-agency audit work, in line with the priorities of the business plan, in 2021/22.

## 5. Covid-19

The NCSCP's response to the ongoing Covid-19 has been and will continue to be proactive and child focused. At the first Extraordinary BMG meeting in May 2020, the below themes arose are key areas requiring further monitoring and scrutiny throughout the Covid-19 pandemic.

- The effects of family breakdown as well as Domestic Abuse.
- The rise in hate crime.
- Vulnerable pre-school and out of school children.

Ahead of the second Extraordinary BMG meeting in June 2020, partner agencies produced Impact Assessments which the Independent Scrutineer summarised in a report which went to the SLG. A Covid-19 Recovery Risk Log was also produced and presented to the BMG and SLG.

Impact Assessments were completed by partner organisations to understand the implications of COVID 19, these focussed on:

- The impact of Covid-19 on children and families.
- Organisations abilities to maintain normal service.
- Any changes being implemented and details of how they are being communicated to children and families.
- Any negative impacts which may increase safeguarding risks and steps taken to mitigate them.
- Any positive impact of new working arrangements and how they are going to be taken forward.

At the BMG meeting in February 2021, the Independent Scrutineer (IS), presented a paper by the Children's Commissioner titled 'Too many at-risk children are still invisible to social care'. The report highlighted the reduced number (10% less) of social care referrals since the beginning of the pandemic as well as the

inconsistent response across local authorities in attempting to identify children at risk who are going undetected and not getting help. Another study (Protecting Children at a distance – Kings College London-December 2020) that revealed concern about children and parents no longer being seen routinely by universal health services, schools and other services, from maternity care through to the transition into adulthood.

The Children's Commissioner asked all local areas to urgently and proactively work to identify vulnerable children who were not coming to the attention of services as they would usually do. Our IS noted to the BMG that in Nottingham City referrals into children's social care requiring assessment were 9% fewer than in 2019/20 and those going into a child protection enquiry were 15% less than the previous year. Following the publication of the above mentioned report, our IS asked all partners to provide assurance that the issue of invisible children was being 'urgently and proactively' address within their organisations. All partners were able to provide the NCSCP/IS with relevant information by the given deadline. Below is a summary of the work done by our partner agencies in relation to invisible children:

### **Childrens Integrated Services:**

From March 2020-March 2021, colleagues from Social Care and Education met on a weekly basis to consider the needs to vulnerable children (including children in need, children on Child Protection Plans, children in care, children with special educational needs, children in alternative provisions, children without a school place, and children being home educated).

Considered the needs and visibility of non-statutory school age children. In relevant cases, nursery provision was offered, funded by social care and extended to cover school holidays.

Schools were instructed to notify social care when children open to social care on the third day of any unauthorised absence. An audit undertaken to ensure this was happening yielded positive results.

Early Help teams maintained the operation of three Children's Centres during the first lockdown. All Children's Centres remained open during subsequent lockdowns.

Where face-to-face interventions were not possible, alternative virtual visits and programmes were delivered successfully.

### **Base 51 (Voluntary):**

Young people of concern (including those living in temporary accommodation with their family, exposed to serious violence, history of self-harm of suicidality) were contacted by telephone on a weekly basis.

Youth Workers and Counsellors carried out risk assessments of the most 'at risk' young people known to Base 51.

Those with limited telephone access were provided with mobile phones, internet packages and even laptops in some instances.

Youth workers had presence in local parks.

One to one crisis support appointments (digital and face-to-face) resumed in August 2020 for the most vulnerable young people.

### **CityCare:**

All visits undertaken by the 0-19 service at CityCare were completed face to face where it was safe to do so. Before child health clinics were reinstated, visits were able to take place in 'safe spaces' away from the home. The ChatHealth text line was available for young people to use throughout the pandemic.

### **Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Companies**

Revised practice guidance was provided to all staff covering Child Safeguarding. This guidance noted the importance of continuing to gain information pertinent to child safeguarding.

Robust risk assessments and risk management plans were completed.

### **Education:**

Alongside Social Care, the Education Division conducted a weekly review of engagement and sought to ensure that all children were visible. All schools were linked to an LA officer to monitor their oversight of vulnerable children.

The Fair Access Team opened a contact line for families during lockdown to support parents eligible to send children to school.

During the first lockdown, we used a seconded Ofsted Inspector to project manage our contact with children, and the parents of children, who were permanently excluded from mainstream school. A weekly RAG rating of all permanently excluded students was undertaken by Raleigh Learning Trust.

Fair Access Protocol and Process was reviewed continually.

A fortnightly vulnerable children oversight process was established within Access to Learning to identify and monitor children not in education or at risk of becoming less visible to services.

### **Nottinghamshire Healthcare Foundation Trust**

The CAMHS have developed a care bundle to support children and young people with their families. This care bundle promotes active engagement. Staff were directed to undertake assessments within the family home wherever possible. If a home visit was declined, support was offered via phone or video.

The Head2Head service saw people in their homes. The service was flexible in offering telephone and video appointments if required.

The Healthy Families team promoted support available to children and young people via BBC Radio Nottingham 'Drive Time'.

### **Nottinghamshire Police:**

The number of Child Public Protection Notifications (PPNs) remained consistent, therefore the Police had no concerns that frontline officers were not identifying vulnerable children.

Children living with Domestic Abuse are listed and linked on the Domestic Abuse PPN (DAPPN) for sharing with other services.

The Managing Sexual Offenders and Violent Offenders (MOSOVO) Department introduced a Digital Monitoring Officer and ESAFE (a monitoring software licence) to identify vulnerable children that Registered Sex Offenders might be in contact with.

**CCG:**

The CCG held weekly meetings with Safeguarding Leads in all provider organisations. Emerging themes and concerns were identified.

The CCG Safeguarding team advised the response cells as expert advisors relating to safeguarding matters.

The Independent Scrutineer summarised that the NCSCP was provided with positive examples of how safeguarding partners worked together to identify children who may have fallen below the radar and become invisible to our agencies. The IS stated that Children’s Integrated Services and the Education Division’s work together was particularly noteworthy. Since this report was brought to BMG, the issue of ‘Invisible Children’ has remained firmly on the NCSCPs agenda. Any concerns highlighted through our assurance work, for example identifying ‘invisible’ babies will continue to be monitored throughout 2021/22 and going forwards.



## 6. NCSCP Structure

The term ‘**Safeguarding Partners**’ refers specifically to the following agencies:

- Health Clinical Commissioning Groups (CCG)
- Police
- Local Authority
- Schools/Education
- Community/Voluntary Service

The NCSCP continued to be overseen by the Senior Leadership Group and Business Management Group, the activities of which are outlined below.

### **The Senior Leadership Group (SLG):**

The SLG is chaired on a yearly rotation by one of the three safeguarding partners’ representatives. In 2020/2021 the SLG was chaired by the Corporate Director for People in Nottingham City Council, Catherine Underwood. The SLG is made up of those with lead responsibility for each of the safeguarding partners. The NCSCP Independent Scrutineer attends SLG meetings but is not a decision making member of the SLG. The SLG has overall responsibility for safeguarding arrangements.

- In 2020/21 the SLG had oversight of projects and pieces of work such as:
- The NCSCP’s operational response to Covid-19.
- The Harmful Sexual Behavior Action Plan.
- The NCSCP performance framework.
- The Childrens Integrated Services (CIS) Improvement Plan.
- The Child Death Review annual report (19/20).
- Cross-authority work including Tackling Child Exploitation.
- The NCSCP Business Plan (2020-2023).

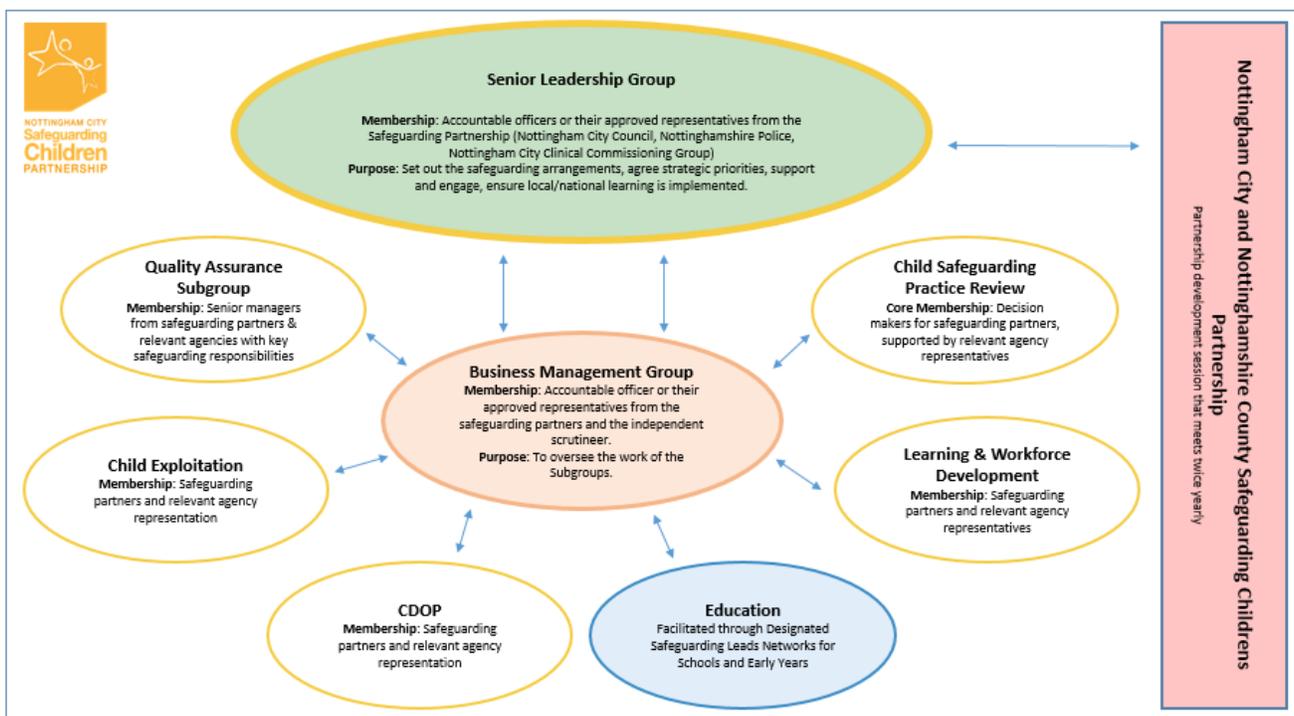
### **The Business Management Group (BMG):**

The BMG was chaired by the Corporate Director of People (DCS) from Nottingham City Council, Catherine Underwood, during the transition period to the new safeguarding arrangements. The BMG was due to be chaired by the Director of Children’s Integrated Services from October 2020 however, due to the unfortunate passing of Nottingham City Council’s Helen Blackman, the Associate Director for Safeguarding and Social Care at Nottingham Healthcare Foundation Trust, Julie Gardener, stepped in to chair BMG meetings in December 2020 and February 2021. Membership includes senior managers from the safeguarding partnership as well as relevant agencies that have responsibilities for safeguarding performance within their organization. The BMG scrutinises safeguarding effectiveness and coordinates improvement activity by developing action plans for themed areas of practice. The Local Authority elected member with portfolio holder responsibilities for children’s services, Councilor Cheryl Barnard, is a participant observer of the group.

‘Extraordinary’ BMG meetings were held in May and June 2020 specifically to test the NCSCP’s response to the Covid-19 circumstances, to provide partners with an opportunity to offer assurance regarding safeguarding systems in place during this period, to identify areas of concern/risk and to identify further actions required. At these meetings, updates were provided by each agency and full discussions were held.

In 2020/21 the BMG had oversight of projects and pieces of work such as.

- Covid-19 recovery plan and risk log.
- The CIS Improvement Plan.
- NCSCP performance reports.
- Cross-authority work, including Contextual Safeguarding and the Neglect Strategy.
- Harmful Sexual Behavior Action Plan.
- Safer Sleeping and the national CSPR report on SUDI.
- The Assessment of Sexual Harm Arrangements (ASHA) Panel annual report.
- The Multi-Agency Public Protection Arrangements (MAPPA) annual report.
- The NCSCP Business Plan, 2020-23.
- The Care Quality Commission (CQC) inspection of Nottingham University Hospitals (NUH) Trust.
- The conduct of Initial Child Protection Conferences (a report undertaken by the Independent Scrutineer).
- Invisible Children (a report undertaken by the Independent Scrutineer).
- The experience of children placed outside of Nottingham City with Child and Adolescent Mental Health services.
- Recruitment of the NCSCP's Independent Scrutineer and Training Officer.



## 7. NCSCP Subgroups

### Child Safeguarding Practice Review (CSPR) Subgroup

In the year 2020/21, this group was chaired by a DCI from Nottinghamshire Police. This chairing arrangement has provided consistency in the city, and in our cross-authority work as the same DCI also chairs the NSCP CSPR Subgroup.

The core membership of the group is made up of senior personnel from the safeguarding partners who act as decision makers for their organisations. Representatives from relevant agencies are invited to contribute to the group depending on the nature of the cases involved. The CSPR Subgroup has continued to meet on a regular basis throughout the year, with stable membership and good engagement from all statutory partners and local providers.

Activity of the subgroup has focused on the Safeguarding Partners statutory responsibilities to conduct reviews as set out in Working Together 2018. We have embedded the review processes developed in the previous year, monitored actions arising from reviews, challenged partners where appropriate and disseminated learning. Below is a summary of each area of activity.

#### **Rapid Reviews:**

In 2020/21 the NCSCP completed four Rapid Reviews. Every Rapid Review the NCSCP has undertaken has been completed within statutory timescales. Furthermore, all of the NCSCP's recommendations have been accepted by the National Panel. The National Panel have complimented the NCSCP on the quality of our Rapid Reviews and have identified us as being able to support other partnerships to produce reviews of the desired quality.

In all cases no recommendations were made for a Child Safeguarding Practice Review.

From the four Rapid Reviews conducted in 2020/21, we were assured that professional interactions amongst the partnership were effective and that recordings are of a good standard. Below is a list of all recommendations made to, and accepted by, the National Panel in 2020/21.

- That Nottingham City continue to work with Nottinghamshire to deliver on their response to the National CSPR in relation to SUDI to strengthen the local prevent and protect model.
- When and where appropriate and with parental agreement we will engage with the parents to build on our work with bereaved families to develop a stronger and better received safer sleep message.
- The Safeguarding Partnership engage in communications with the Child Death Team, Child Death Overview Panel (CDOP) and British Transport Police to see if communication can be strengthened in any way, when the age of the deceased individual

is in doubt.

- The Behavioral, Emotional or Mental Health (BEMH) team exceeded expected timescales to triage a referral. Work was identified to be undertaken to review processes when the volume of referrals exceeds capacity so that the team can complete the triage of all cases within 14 days.
- Childrens Social Care should ensure that all completed assessments are appropriately shared with the professional network who contribute to them.
- The National Panel continue to work with governing bodies on the implementation of the recommendations from the National SUDI CSCR and as part of this consider a national awareness raising campaign.

### **Quality Assurance and Multi Agency Audit Sub-Group**

The aim of the Quality Assurance and Multi Agency audit group is to provide assurance to the NCSCP in respect of the quality of safeguarding intervention for children and young people and the performance of agencies in carrying out their safeguarding function. The group meets eight times per year with, four of those meetings being dedicated to audit activity.

Agencies represented include Children's Integrated Services, Nottinghamshire Police, NHS Clinical Commissioning Group, other representatives from Health providers and Education leads. The meetings are chaired by the NSPCC which brings independence to the quality assurance process. The chair reports directly to the Business Management Group (BMG).

In 2020/2021, three multi-agency audits were completed. No audit was undertaken in quarter one due to lack of capacity in the context of the Covid-19 pandemic.

Audit activity included:

- Children in Need (highlighted as an area of practice improvement following the 2019 Ofsted inspection).
- Mental Health (at the request of partnership colleagues).
- Neglect (in order to test the impact of improvements being made in our response to neglect, given concerns highlighted in the previous year's neglect audit).

The findings from all audits have been shared with partner organisations through their QA Subgroup representative and through the BMG. From the three completed audits in 2020/21 we learnt that the following is working well in the NCSCP:

- Effective multi-agency working and information sharing.
- Early identification of risk.
- Child focused practice/voice of the child.
- Covid-19 response.
- Professional challenge and escalation.
- In the case of neglect specifically, our audit was able to show that where the newly introduced Neglect Toolkit was used it has been effective in supporting interventions. The overall ratings were much improved on the previous audit on neglect, indicating more consistent practice

and evidence of improved outcomes for children and young people. The issues of ‘drift’ or lack of progress that were identified in the 2019/20 neglect audit were not identified in this audit.

An audit programme for 2021/22 has been agreed. Mental health is again on the agenda in the form of a ‘mental health early help/younger children’ specific audit. Other audits scheduled are children exposed to domestic violence, pre-birth assessments and disproportionality within the criminal justice service.

The QA subgroup continued to produce its quarterly Performance Report. In our 2019/20 report we said that we wanted to improve the quality of the commentary within this. In 2020/21 our performance commentary and therefore analysis of said performance has improved. The performance of Child Protection Reviews and Child in Care Reviews in timescales have shown significant improvement against the previous year. Furthermore, the participation of children in their Child in Care reviews achieved 92% which is encouraging and now enables us to focus on the quality of that participation for the child/young person. We are continuing to monitor how our partner agencies complete their performance reporting work and plan to improve our processes further in 2021/22 through the use of a specially designed, intuitive and user friendly reporting template. Quarterly performance data is regularly made available to the BMG who provide further scrutiny. The QA Subgroup will continue to monitor the performance framework, present scrutiny and challenge where appropriate. This work will be supported by the Independent Scrutineer who has been invited to consider the work of the QA Subgroup and will attend a subgroup meeting as part of this work.

### **Cross Authority Learning & Workforce Development Group**

This group is responsible for multi-agency safeguarding children training and the provision of the inter-agency safeguarding children procedures. The group is currently chaired by the NSCP Service Manager for Partnerships. Membership of the group includes representatives from all safeguarding partners and relevant agencies.

## **8. Cross-Authority Work**

The Cross Authority Partnership meets twice a year and is attended by the SLG, other partner agencies, as well as representatives from other partnership boards and forums where identified as necessary. This promotes effective communication and engagement with a holistic ‘Think Family’ approach to safeguarding. Topics discussed by the Cross-Authority SLG included:

- Learning from Covid-19.
- Injuries to non-mobile babies and serious harm/death to young children.
- [National ‘It Was Hard to Escape’ review](#).

- National '[Out of Routine](#)' review.
- IICSA Action Plan.
- CDOP Annual Report (2019/20).
- Training.
- Tackling Child Exploitation.

In 2020/21 the NCSCP worked with the Nottinghamshire Safeguarding Children Partnership (NSCP) on two significant pieces of work, the Neglect Strategy and Contextual Safeguarding/Tackling Child Exploitation.

### **Neglect Strategy**

A [Nottingham and Nottinghamshire Child Neglect Strategy for 2021-2024](#) was developed and launched at a Joint Partnership Forum led by members of the SLG. The strategy identified three key objectives:

- Recognise: ensuring that neglect and the impact of neglect on children is understood and identified.
- Respond: ensuring that good quality, multi-agency support and intervention is available and makes a difference for children experiencing neglect.
- Reflect/Review: ensuring that we work together with children, families, and communities to continue to monitor the impact of our work and continue to develop our partnership response.

Partners are now developing action plans to take this work forward within their organisations.

### **Contextual Safeguarding**

Contextual safeguarding is a complex area of safeguarding relating to risks from outside the home which may overlap. To help develop our approach to protecting children from those risks the NCSCP submitted a joint bid with the NSCP and the Violence Reduction Unit to the Tackling Child Exploitation Programme. The bid was successful and the Partnership has worked with the Tackling Child Exploitation Programme which supported the partnership through facilitated sessions which focused on exploration of local partners' experiences of current child exploitation and extra familial harm pathways and processes, geographically aligned governance arrangements and partnership working across the city and county landscape.

The Project Learning Report can be found [here](#). A Cross Partnership Contextual Safeguarding Strategic Management Group has been formed and will take forward the learning from the Bespoke Support Project. The priority for the group is to develop a roadmap towards the integration of the response to child exploitation and extra-familial harm. The group has also been given responsibility for taking forward the learning from the National Child Safeguarding Practice Review Panel Report 'It's hard to escape'. The learning from this review also featured in a joint Partnership Forum in which John Drew, author of a Serious Case Review for Waltham Forest, provided a thought-provoking presentation on his findings which both Partnerships have been able to use in a number of seminars.

## 9. Education and Early Years DSL Networks

All schools (including independent schools, academies and free schools) and other educational establishments are designated as relevant agencies within the safeguarding arrangements.

The NCSCP engages with schools through representatives from the Advanced Designated Safeguarding Leads (ADSL) Group and termly Designated Safeguarding Lead (DSL) Network meetings.

The Schools DSL Network met in May and October 2020 and February 2021. The network events provide the opportunity for our Schools in Education Coordinator as well as invited guests to communicate safeguarding issues in schools and share good practice, both locally and nationally. All Schools DSL Network events in 2020/21 were held virtually via Microsoft Teams. While the decision to hold these events virtually was primarily due to government guidance, we found that the flexibility of online meetings suited the nature of the DSL Network. We experienced increased attendance at all Schools DSL Network meetings in 2020/21. In total, in excess of 400 DSLs attended these events.

In 2020/21 our Schools DSL Network events included items on a variety of safeguarding topics, including:

- The Impact of Covid-19 on Domestic Violence.
- Rail Safety.
- Honor-based Abuse.
- Forced Marriage and Female Genital Mutilation (FGM).
- Sudden or Unexpected Death in Infants.
- Joint Targeted Area Inspection on Mental Health.
- Changes to 'Working Together'.
- Keeping Children Safe in Education (KCSIE) Updates.
- VRU/Weapon Enabled Violence including Knife Crime and Serious Youth Violence.
- Online Safety.
- Private Fostering.
- Children Missing in Education.
- Elective Home Education.
- Remote Learning.
- Harmful Sexual Behavior.
- Learning from Rapid Reviews.
- The Local Authority Designated Officer (LADO) Process.
- Referrals to Childrens Integrated Services (CIS).

Early years settings engage in safeguarding arrangements through the Early Years Designated Safeguarding Leads Network which plans to meet three times per year. Unfortunately, due to Covid-19, only the network in Spring term of 2020 was able to go ahead. However, communication and close links with all Early Years providers was maintained with the partnership. The Early Years DSL Network in Spring 2020 was delivered via Microsoft Teams. 77 professionals, representing 69 childcare providers, attended the Early Years DSL Network. This means 87% of childcare providers in Nottingham City were represented at the event. The network included a presentation on Safer Sleeping. Childcare providers who did not attend were invited to a 'mop up session' to ensure 100% received the information. 155 Early Years professionals received training via 19 courses delivered by the NCSCP in 2020/21.

In 2021/22 we hope to further develop our relationship with DSLs by collating a central register of Nottingham City DSL's contact details and by collecting more meaningful data to help us understand which education settings are consistently engaging with the NCSCP. We anticipate that all large NCSCP events, such as the DSL Networks, will continue to be held virtually for at least part of 2021/22. However, we would like to return to holding at least one DSL Network event per year in person as soon as possible.

## 10. NCSCP Training

The CSPR subgroup again supported the 'Every Colleague Matters' (ECM) safeguarding event from 1<sup>st</sup> to 5<sup>th</sup> March 2021. This was an opportunity for the safeguarding partnership to disseminate key learning from completed or current reviews. Spaces for 460 colleagues from across the partnership were made available and attendance was excellent.

The sessions were facilitated by a range of colleagues from the NCSCP, CityCare Partnership, NHS, Small Steps Big Changes, The Violence Reduction Unit, Nottinghamshire Police and the Lullaby Trust. Many sessions were co-delivered by subgroup members and partnership colleagues involved in the rapid reviews, including school leaders in safeguarding. The program included the following sessions:

- Neglect. A priority for Nottingham City & the impact of the Covid-19 pandemic in relation to working with neglect.
- Harmful sexual behavior.
- Including and involving men in practice.
- Safer Sleep. Specifically covering 'what every worker needs to know'.
- Introduction the Nottingham and Nottinghamshire Violence Reduction Unit (VRU). Taking a public health approach to tackling serious violence by supporting children and young people.
- Effective strategy discussions where children are thought to be at risk of significant harm.
- Strengths based approaches in working in safeguarding with children and families.
- Learning from reviews – informing and implementing improvements in practice.
- Well-being for practitioners.

All sessions received either a 'good' or 'excellent' rating from feedback. Feedback indicated that attendees felt the sessions were very informative, insightful and cover important topics. Furthermore, attendees felt that sessions included a good balance of overviews, reminders and new insights. Attendees enjoyed the interactivity of sessions. Below are some examples of feedback given by attendees following the 2021 ECM event.

### **Neglect**

'A good way to get lots of different agencies and professionals together'

‘Being from early years setting it is good to know how we can work more closely with children’s health visitors and children’s centres. Thank you for such a good training session’

‘I thought the session was perfect and I feel confident in what I have learnt’

‘I will definitely be feeding back to my teams –thanks’

‘Thank you, good training and thought provoking’

‘The training was very interactive splitting up into different rooms and discussing the topic in more detail. I also enjoyed learning about different types of neglect such as lockdown neglect and disorganised neglect’.

### **Safer Sleeping**

‘This course was really informative and a topic that is so important to us as a nursery setting. The information and resources shared are a good tool for us to use when speaking with our parents’

‘People are never too old or too experienced to learn new and better ways of doing things in a safer way.’

### **Including and involving men in practice**

‘including men should be training rolled out to the whole service as I do believe they are overlooked in our practice’

### **Strength Based Approaches**

‘This training is always a useful reminder of reframing to strengths based thinking and approaches without being over optimistic, but having it at the base of our work. I found the cycle of change a great tool for use in recognising readiness for change and will start using this more in my practice to tailor communication and direct work and also in assessments’

### **Violence Reduction Unit**

‘anything that could enhance my involvement with vulnerable people is always worthwhile’

### **Learning from reviews**

‘Thank you, really good overview..., insight, refresher, new input from you all’

### **Well-being for practitioners**

‘This was a brilliant way to end the week, both for the ECM training and for the week in general. I enjoyed training with my 2 colleagues on the call, it was almost like being in the same room as them once again!’

‘Thank you all for your hard work and determination in delivering this week in such difficult circumstances’

A Safeguarding Training Officer was appointed in November 2020. They took up post on 1<sup>st</sup> March 2021. Therefore, going forward, we will deliver a detailed programme of training for all professionals in the NCSCP. The Safeguarding Training Officer has specifically outlined the following areas for development in 2021/22:

Develop a pool of local trainers who are able to deliver high quality safeguarding training to the Partnership.

Develop and published a Training Programme for the Partnership which includes:

- Introduction to Safeguarding
- Introduction to Signs of Safety
- How to Complete an Effective Multi-Agency Referral Form (MARF)
- Child Sexual Exploitation
- Grooming and the Police's Role
- Safer Sleep
- Effective Strategy Discussions

Create a web page containing a large collection of safeguarding training materials. Materials will include:

- Online Safety
- Attachment
- Safe Sleeping for babies
- Child Sexual Exploitation
- Anti-radicalisation
- Domestic Abuse and Violence
- Mental Health
- Forced Marriage
- Adverse Childhood Experiences
- Modern Slavery
- Child Trafficking
- Child Sexual Exploitation
- Child Criminal Exploitation
- Female Genital Mutilation

Streamline administrative systems ensuring greater productivity and effectiveness.

Create a range of posters and bite-sized learning information sheets on a range of topics. For example, safer sleeping, neglect and learning from local and national reviews.

Create links with Advanced Designated Safeguarding Leads (ADSLs) and the Nottingham School Trust regarding the joint and shared delivery of safeguarding training.

Support the delivery of the annual Every Colleague Matters conference.

Respond to post Covid-19 risks and needs by ensuring the training offer is current, contextual and responsive to our partners' needs. In particular, listening to the voice of the child and working with families where their engagement is reluctant and sporadic

Establish the cost of enhancing the e-learning opportunities for the city workforce, through joint funding/contributory funding of the current Nottinghamshire Partnership E-learning catalogue. Including feasibility and timescales.

Complete a review and assessment alongside the Nottinghamshire Partnership Safeguarding Training Team to establish what courses within their current programme could be delivered cross partnership.

Ensure learning identified from local and national reviews is effectively communicated through the Partnership via the NCSCP website and effective communication routes. Also ensuring other pertinent information is shared in a timely and appropriate way.

Work collaboratively with the NSCP on Effective Strategy Conversations, the Neglect Strategy, and safeguarding training for faith and sports groups.

Deliver new training sessions on the Effects of Drug and Alcohol Abuse on Children and Young People.

Work alongside other team members in ensuring there is improved training in the identification of Harmful Sexual Behaviour, Child Sexual Exploitation and Child Criminal Exploitation.

Methods of training and communication to be reviewed between the School and Education Safeguarding Coordinator and the Safeguarding Children Training Officer on how best to upskill safeguarding knowledge and practice for all persons to ensure the most robust and comprehensive measures are in place when supporting and educating our children and young people across the city.

To roll out the Safer Schools Safeguarding app to all Nottingham City schools.

## 11. Independent Scrutiny

The Independent Scrutineer is appointed by the safeguarding partners to act as a critical friend, encouraging reflection on practice and a determination to improving services. They provide an objective assessment of the effectiveness of the safeguarding arrangements including how they are working for children and families as well as practitioners.

The Independent Scrutineer acts as an advisor to the safeguarding partners regarding any responses by the National Child Safeguarding Practice Review Panel to the conclusion reached in Rapid Reviews.

The Independent Scrutineer undertakes annual audits of Rapid Reviews to provide assurance to the Strategic Leadership Group about the effectiveness of that process.

The Independent Scrutineer assists in resolving operational disputes through the escalation process.

The Independent Scrutineer supports stronger public engagement in local child safety issues and contributes to an improved understanding of the partnership's child protection work in the wider community and provides independent challenge to organizations on the effectiveness of their services in relation to safeguarding.

The Independent Scrutineer undertook work on:

- Analysis of Rapid Reviews.
- Community safety and safeguarding, including work with adults.
- The National Child Safeguarding Practice Review Panel's Annual Report.
- Analysis of the compliance of Section 47 strategy discussions.
- ICPC observation report.
- Covid-19 and invisible children report.

## 12. Looking Forward to 2021/2022

The overarching key strategic priorities of the NCSCP for 2021/2022 are:

1. Protecting Vulnerable Children and Young People with the objective of minimising the risks of harm to children and young people.
2. Learning and Improving to ensure that children and young people influence the strategic planning on issues that affect them, that we learn from scrutiny of multiagency practice, and that practitioners have the skills and knowledge to be effective in their practice.
3. Leadership to ensure that NCSCP continuously improves on its effectiveness, has clear lines of communication, works strategically with partners, and has effective governance arrangements in place, which support a robust planned approach to its work.

The chairing of the NCSCP will be undertaken by Craig Guildford, Chief Constable of Nottinghamshire Police in 2021/2022. The progression of the NCSCP Business Plan (2020-2023) continues to provide the focus for the partnership to achieve the above priorities. Much of the work undertaken in 2020/21 will continue in the year ahead with an emphasis on scrutiny and improved outcomes in the lived experience for our children, young people and their families. The safeguarding of children and young people is an ever changing environment with new and emerging challenges. This is truer than ever as challenges from the Covid-19 pandemic continue. This includes increased mental health concerns for children and health and education inequalities. The continued work of the NCSCP is critical in driving improved performance and outcomes in their daily lives for all of our children.

## 13. Glossary of Terms

ASHA	Assessment of Sexual Harm Arrangements
BEMH	Behavioural and Emotional Mental Health
BMG	Business Management Group
CAMHS	Child and Adolescent Mental Health Services
CCE	Child Criminal Exploitation
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CDP	Crime and Drugs Partnership
CIS	Childrens Integrated Services
CSE	Child Sexual Exploitation
CSPR	Child Safeguarding Practice Review
CQC	Care Quality Commission
DA	Domestic Abuse
DASH	Domestic Abuse, Stalking and Honour-based Violence
DCI	Detective Chief Inspector
DLNR CRC	Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Companies
DV	Domestic Violence
ECM	Every Colleague Matters

FGM	Female Genital Mutilation
HSB	Harmful Sexual Behaviour
ICPC	Initial Child Protection Conference
IS	Independent Scrutineer
IMD	Indices of Multiple Deprivation
MASH	Multi-Agency Safeguarding Hub
MACE	Multi-Agency Child Exploitation Group
MAPPA	Multi-Agency Public Protection Arrangements
NCSCP	Nottingham City Safeguarding Children Partnership
NHFT	Nottinghamshire Healthcare Foundation Trust
NHS	National Health Service
NSCP	Nottinghamshire Safeguarding Children Partnership
NSPCC	National Society for the Prevention of Cruelty to Children
ONS	Office for National Statistics
PCC	Police and Crime Commissioner
QA	Quality Assurance
RCPC	Review Child Protection Conference
SLG	Senior Leadership Group
SUDI	Sudden Unexpected Death in Infancy
VRU	Violence Reduction Unit

**Children and Young People Scrutiny Committee  
31 March 2022**

**Children's Integrated Services Transformation Programme**

**Report of the Head of Legal and Governance**

**1 Purpose**

- 1.1 To review progress of the transformation activity taking place, and planned for Children's Integrated Services.

**2 Action required**

- 2.1 The Committee is asked to:
- a) agree whether it wishes to make any comment or recommendation regarding the transformation programme at this stage; and
  - b) decide the focus, and timescales for future scrutiny of the transformation programme.

**3 Background information**

- 3.1 Over recent years the Committee has considered the challenges facing Children's Integrated Services and the improvement activity taking place to make improvements, with a particular focus on areas for improvement identified by Ofsted. The Committee has also discussed demand pressures with increasing numbers of children coming into care and increasing complexity of need; and the financial pressure arising from this and work taking place to address it.
- 3.2 At the Overview and Scrutiny Committee meeting in October 2021, councillors were advised that a key solution to the pressures facing the organisation is the transformation of services leading to different models of delivery, and that the Transformation Programme included a children's portfolio.
- 3.3 Attached is a briefing about the Children's Transformation Programme from the Corporate Director for People, Director for Children's Integrated Services and Portfolio Holder for Children and Young People. They will be attending the meeting to answer questions from the Committee about this.

**4 List of attached information**

- 4.1 Briefing paper on Children's Transformation Programme from Corporate Director for People, Director of Children's Integrated Services and Portfolio Holder for Children and Young People

**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  
[jane.garrard@nottinghamcity.gov.uk](mailto:jane.garrard@nottinghamcity.gov.uk)  
0115 8764315

## Report Children & Young People Scrutiny Committee Thursday 31<sup>st</sup> March 2022

**Item Name:** Children's Transformation Programme

**Corporate Director and Lead Officer:** Catherine Underwood Corporate Director for People Ailsa Barr Director of Children's Integrated Services

**Lead Portfolio Holder:** Councillor Cheryl Barnard

### 1. Purpose:

The purpose of the report is to provide an introduction to, and update on progress with the Children's transformation programme.

### 2. Recommendations

Children and Young People Scrutiny committee to consider progress of and proposals for Children's Transformation programme

### 3. Proposal or Issue:

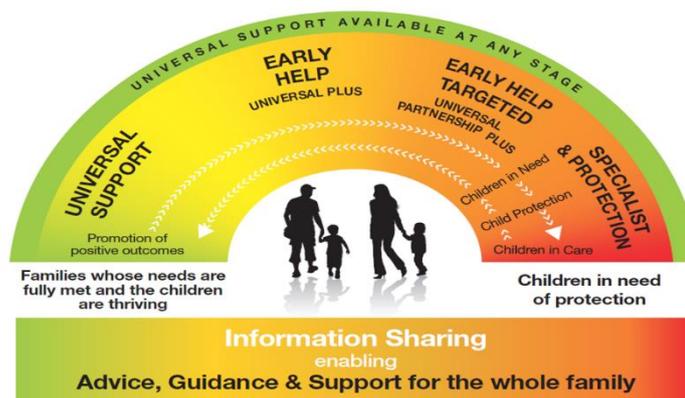
#### 3.1 Context

Providing support to children in need of care and protection, and their families, is one of the key priorities for Nottingham City Council. It reflects significant statutory responsibilities and reflects the Council's commitment to and ambition for the children in our city. The Council's Strategic Plan sets this out in the "Child Friendly City" priority.

As part of the Council's improvement journey, developed in response to the Non-Statutory Review of 2020 and the subsequent requirements, the Council is committed to delivering its statutory responsibilities and priorities within a clear medium term financial plan. This underpins the need for sustainable children's services which deliver outcomes for children and families within an affordable budget.

The transformation programme for Children's Integrated Services is founded on the principles of improving outcomes for children, learning from elsewhere and designing a solution which is right for Nottingham.

In March 2021 a report was presented to Children and Young People Scrutiny Committee detailing the Children's Integrated Service improvement programme following the Ofsted Inspection in 2018 and the Focused Visit in 2020. Following this report there was a subsequent Focused Visit in July 2021 and an updated improvement plan was developed. Transformation recognises and responds to this context of service improvement.



This diagram above is the Nottingham model of universal prevention, early help and specialist services. If needs cannot be met with universal services practitioners will need to consider early help and more targeted or specialist and protective support is required.

### 3.2 The diagnostic assessment of Children's Services:

A diagnostic assessment of the Children's Social Care service conducted from October to November 2021, which compared NCC service activities to similar councils elsewhere, identified:

- a number Children in Need (CIN) and Child Protection (CP) plans could have been prevented through an earlier intervention
- a number of CIN and CP plans ran on for longer than necessary
- a revised focus on early intervention would avoid children being taken into care
- there is scope to increase the number of children in foster care with a corresponding reduction in residential care
- there is potential to enable more children in care to leave care earlier than is currently enabled.

Moreover, this assessment demonstrated that the implementation of a service redesign programme, centred on improving outcomes for children supported by NCC, would also result in a significant reduction in forecasted expenditure growth currently assumed within the Medium-Term Financial Plan (MTFP).

The diagnostic process was undertaken through workshops reviewing cases to establish if the right outcomes were achieved and if not what were the barriers. This output formulated the proposals contained within the outline business case (OBC) and that through improved children's outcomes recurrent annualised gross financial benefits of £11.2m - £16.1m from the target and stretch programme respectively, can be achieved after an 8 year period when all workstreams are at maximum delivery benefit.

Following the diagnostic assessment a business case was developed for the proposed Children's transformation programme that would see Nottingham City Council (NCC) improve the outcomes, safety and experience of the children supported by NCC.

Due to the size, scale and pace of the transformation programme needed, NCC would need to procure an external delivery partner to provide the experience, expertise and capacity to deliver on the values set out in this document.

In conjunction with this requirement and after a rigorous diagnostic in October/November 2021 with Children's Services colleagues, further resource investment was identified for Children's specialists to support the delivery partner which has been updated further as the business case has developed.

To align to the current MTFP period, by the end of financial year 2025/26, the gross financial benefits from the target programme will be:

Annually - £9.3m and cumulatively - £20.7m.

This programme will also be a significant enabler on the Authority's journey to improve outcomes for children, young people and their families and therefore links positively with the children's improvement journey.

### 3.3 Supporting change

Due to the ambition and scale of change required, significant additional external resource will be needed to deliver the financial and non-financial benefits. This resource will provide the capacity and expertise needed and has been assumed as a cost throughout the OBC. This resource has also been assumed when calculating the risk assessment of this programme, any change to that assumption will impact the overall cost, savings and risk value.

External commissioning of resources would be based on the appropriate procurement process, post award contract management and necessary approvals.

## 4. The transformation programme:

### 4.1 The scope of the programme

The transformation programme is focused across all of Children's Social Care, from Early Help (EH) including Play and Youth (P&Y), through Child in Need (CIN) and Child Protection (CP) plans and all the way through to Children in Care (CIC). **Fundamentally the programme is designed to improve the outcomes of Nottingham's young people and families.** This will be achieved by working with practitioners across the service to design and implement a new operating model that will:

- **Help families stay together** more safely and with greater resilience using effective targeted interventions. This will significantly reduce the trajectory of growth of children in care of the Authority
- **Ensure the most timely and effective support is consistently provided from early help through CiN and CP.** This will be a significant driver of service quality and risk as well as reducing future establishment growth requirements

- **Reduce bottlenecks and improve processes** and ways of working to help practitioners spend more time helping young people, and gain greater satisfaction from their roles
- **Improve commissioning and recruitment processes** around residential and foster careers
- Support Nottingham on the journey to **establish consistent good practice** and the operating environment required to sustain this
- Work with supporting functions in the Authority including finance, data, HR and others to enable this ambitious change programme
- **Creating a legacy of change approach** and skills transfer to NCC to ensure the maximum sustainability of change is achieved

Improvement in these processes and practices will deliver the cost reductions referred to above.

## 4.2 Objectives and Outcomes

The objectives of the transformation programme business case are summarised in the table below and are based on full financial benefit by year 8 of the programme after 12-18 months of implementation. For each objective there is a target operational volume with associated financial opportunities. These are net of the resources identified in October/November 2021 and the project is expected to deliver within the range.

<i>Description</i>	<i>Target</i>
Avoidance of children coming into the care of Nottingham through better use of targeted, timely and effective interventions and familial placements as appropriate.	35 additional children supported per year
Safely support the children in friends and family placements to transition to SGO.	20 additional children supported per year
Successfully support more children per year to safely reunify.	4 more children reunifying per year
Reducing the delays experienced by children leaving care to reunification, adoption or SGO	5-week reduction in average duration
Effectively close plans first time to avoid future plans. Bringing repeat CIN / CP plans down with targeted, effective and understandable interventions	141 fewer (CIN) 89 fewer (CP) ...children needing our support each year
Increasing the visibility and control that we have around our plans, reducing durations to those of the most effective teams.	6-week reduction (CiN) 2-week reduction (CP) ...on the length of time children have to spend on a plan
Increasing the net number of foster carers (leavers and joiners)	11 additional foster carers per year
Increasing our block residential provision	10 additional block beds

NET BENEFIT BY YEAR 8	10.610
Add back Implementation costs	0.631
GROSS BENEFIT BY YEAR 8	11.241

### 4.3 Scope

The proposed project of work contains two elements:

The first is a transformation programme encompassing the previously stated objectives and the second is a further assessment looking into the area of special education needs (SEN) and Assisted School Transport (AST).

#### a) The transformation programme:

Considering the above objectives and opportunities identified through the Oct-Nov 2021 assessment, although subject to change, an indicative series of workstreams has been developed:

- **Pathways to permanence (SGO/reunification)** – Increasing the number of children supported to permanence through the SGO or reunification channels.
- **Edge of Care** – Supporting less children to require NCC care through increasing the number of children who can be supported with effective and targeted interventions.
- **Plan quality / duration** – Looking at the effectiveness of intervention and the management of our plans. This will also involve development and deployment of establishment modelling
- **Fostering** – Increasing the net number of foster carers with NCC Commissioning – Ensuring the correct capacity at improved unit costs exists, with full consideration of the operational changes to be delivered
  - **Supporting workstreams** – A number of enabling workstream will be required to support the programme and these will include working across functions such as management, BI, finance alongside looking at how the service distributes its skilled staff.

#### b) The SEN assessment:

A Diagnostic of the SEN service is proposed which will be akin to the Diagnostic of Children's Social Care undertaken already. This will identify opportunities to improve outcomes and ways of working and reduce cost.

There are **no benefits realisation captured for this at present**. This will be developed as the programme progresses.

## 5. Formal Consideration of Implications

5.1 The following implications of the children's transformation programme:

- Financial Implications
- Legal Comments
- Procurement Comments

- Risk Management
  - HR Considerations
- Are addressed within the following reports:

- Executive Board on 22 February 2022:
  - [MTFP 2022/23 to 2025/26 and](#)
  - [Childrens Social Care Service Redesign](#)
- City Council on 7 March 2022
  - [Budget 2022/23](#)

## 6. Next Steps

- 6.1 Transformation specification for procurement is completed and timescales for planning and implementation have been finalised.

It is anticipated that the Transformation Delivery Partner start delivery onsite in May 2022, subject to successful procurement exercise.

The table below outlines key dates and milestones for the next steps.

<i>Stage</i>	<i>Date</i>
<i>Invitation to Submit Initial Bid issue date</i>	<i>14/03/2022</i>
<i>Deadline for tenderer clarification requests</i>	<i>24/03/2022</i>
<i>ITSIB tender return date</i>	<i>28/03/2022</i>
<i>Negotiation round</i>	<i>04/04/2022</i>
<i>Invitation to Submit Final Bid (ITSFB) issue date</i>	<i>11/04/2022</i>
<i>ITSFB tender return date</i>	<i>19/04/2022*</i>
<i>Contractor outcome notification by</i>	<i>25/04/2022</i>
<i>Contract start date</i>	<i>May 2022</i>