



Nottingham City Council Children and Young People Scrutiny Committee

Date: Thursday, 3 November 2022

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

Place: LB 31-32, Loxley House, Station Street, Nottingham, NG2 3NG

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

- 1 Committee Membership Change**
To note that Councillor Cate Woodward has been appointed to fill a vacant seat on the Committee
- 2 Apologies for absence**
- 3 Declarations of Interests**
- 4 Minutes** 3 - 8
To confirm the minutes of the meeting held on 28 July 2022
- 5 Ofsted Inspection of Children's Services** 9 - 30
- 6 Work Programme** 31 - 34

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

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Nottingham City Council

Children and Young People Scrutiny Committee

Minutes of the meeting held at Ground Floor Committee Room, Loxley House, Station Street, Nottingham, NG2 3NG on 28 July 2022 from 10.00 am - 12.10 pm

Membership

Present

Councillor Carole McCulloch (Chair)
Councillor Maria Joannou (Vice Chair)
Councillor Maria Watson
Councillor Phil Jackson

Absent

Councillor AJ Matsiko
Councillor Shuguftah Quddoos
Councillor Georgia Power

Colleagues, partners and others in attendance:

Declan Barker	- Project Manager, Holiday Activity Fund
Councillor Cheryl Barnard	- Portfolio Holder for Children, Young People and Schools
Jennifer Hardy	- Programme Manager, Holiday Activity Fund
Nick Lee	- Director of Education
Graham Moran	- Chief Executive, Nottingham Forest Community Trust
Matt Smith	- Marketing and Communications, Nottingham Forest Community Trust
Karen Smith	- Evolve Nottingham
Jane Garrard	- Senior Governance Officer

9 Committee Membership Change

The Committee noted that Councillor Nayab Patel had been removed as a member of the Committee.

10 Apologies for absence

Councillor AJ Matsiko – personal
Councillor Georgia Power - personal
Councillor Shuguftah Quddoos - leave

11 Declarations of Interest

None

12 Minutes

The Committee confirmed the minutes of the meeting held on 9 June 2022 as an accurate record and they were signed by the Chair.

13 Holiday Activity Fund

Councillor Cheryl Barnard, Portfolio Holder for Children, Young People and Schools, Nick Lee, Director of Education, Jennifer Hardy, Programme Manager, and Declan Barker, Project Manager attended the meeting to speak to the Committee about the Holiday Activity Programme. Graham Moran, Chief Executive, and Matt Smith, Marketing and Communications, from Nottingham Forest Community Trust spoke about the role of the Trust as lead partner, supported by Karen Smith from Evolve Nottingham. During their presentation and in response to questions from the Committee the following points were discussed:

- a) The Holiday Activity Fund is provided by the Government to local authorities to provide free holiday activities and food for children and young people eligible for free school meals. 15% of the funding can be used to provide activities and food for other vulnerable groups.
- b) In Nottingham 24 days of delivery is taking place during 2022. The funding is intended to cover the main holiday periods and Government has agreed that, in Nottingham, this can include the October half term which is a two week holiday period for the City.
- c) The funding is allocated to Nottingham Forest Community Trust (NFCT), as lead partner, Area Based Grant leads and through an open bidding process to which schools, local community organisations etc can apply.
- d) Between 2021 and 2022 there was increase in the proportion of funding to Area Based Grant leads reflecting recognition of the importance of providers having local links and local knowledge, and the benefits of provision that links to existing and ongoing activities in local communities to provide continuity for children and families.
- e) The Open Bidding process was advertised through Nottingham Community and Voluntary Service (NCVS), Neighbourhood Managers, mailing lists of organisations that have expressed interest or previously been involved and information was also provided to ward councillors. NFCT offered support to organisations, particularly smaller groups who are likely to have less capacity, with developing and writing bids. As lead partner, NFCT focuses on commissioning local organisations rather than delivery itself and therefore it is important for all organisations to feel involved and engaged.
- f) It is important that good governance processes are followed in the allocation of funding in order to minimise risks and therefore it isn't possible to allocate funding to organisations who didn't meet the criteria, including the deadline for applications.
- g) There has been no negative feedback about the Open Bidding process, although it is acknowledged that organisations may be reluctant to complain about the organisation funding them. It is acknowledged that there are challenges for some community infrastructures in engaging effectively and it is intended to strengthen this through local networks. Evolve Nottingham has set up an independent scrutiny panel to provide a mechanism for grassroots organisations to say what works best for them, to discuss targeting and specialist requests and for them to provide feedback on how things can be improved. There is a budget to

compensate organisations for their involvement with this as it is recognised that voluntary sector organisations can't be asked to do everything for free.

- h) In the first year, the programme was relatively isolated but from this year the ambition is to shape the programme around what is best for Nottingham in the medium to long term with links to youth engagement activity, work to reduce youth crime etc. This is difficult given the tight parameters of what the funding can be used for, which are set by Government. The City is challenging the Government on this, but also looking at levering in resource beyond the Government funding so that the programme can do more and be more sustainable.
- i) There are approximately 45,000 school aged children in the City with 36.7% eligible for free school meals. There is nowhere near enough funding for them all to attend the programme and the Council also recognises that eligibility for free school meals is not necessarily an indicator of need. Therefore, the Council makes full use of the 15% funding for other groups.
- j) The Council has to provide data returns to Government on use of the funding, including who attended the programme. This data is broken down by primary, secondary age, free school meals and special education needs and disability. Providers are asked to indicate the percentage of attendees who are eligible for free school meals, which can be difficult if parents don't declare it.
- k) All providers have places for children and young people with special educational needs or disabilities (SEND), mostly at the lower levels of need. Parents are asked to indicate need and work will then take place to try and meet that need. There has been an increase in budget for SEND specialists from £80,000 in 2021 to £208,000 in 2022, but in 2021 it was very difficult to get suitably qualified people and specific requests were made to reach out to specialist teachers to see if they would be willing to work during the holidays, and the programme is trying to engage link workers who are already embedded in systems. Another factor is transport to activities and this is another reason why provision in local communities close to home is important. NFCT is working with Area Based Grant leads to upskill on SEND provision and the new Project Manager will be working with smaller organisations to offer more in terms of SEND provision.
- l) It is not always appropriate for a child with more complex needs to attend mainstream sessions and therefore some specialist provision is through Special Schools. It is important that parents have confidence in the level and quality of SEND provision and involvement of Special Schools can also help with this, but this relies on them being willing to deliver provision during the holidays when they traditionally would not be operating. One of the challenges is the lack of market for specialist provision particularly for those with complex needs and a bid has been made to the Department for Education to improve the short breaks market, which would help with this.
- m) It is acknowledged that provision for those with SEND is not perfect but the programme is learning on how and where to improve.

- n) It is important that the programme can be sustained beyond the period of Government funding and this requires other sources of funding to be identified. Other funding sources that are not bound by the same Government funding criteria will also enable the programme to be developed to better meet the specific needs of Nottingham. For example, the programme aims to have impact beyond provision of social activities and food, by linking to the work of the Violence Reduction Unit and provision of education and training.
- o) For next year the intention is to map providers and activity sessions to shape the bidding process and try and ensure hot spots and times identified by the Violence Reduction Unit are covered appropriately. At the moment there are nine holiday clubs funded for 168 hours with highly skilled practitioners that specifically target those at risk or involved with anti-social behaviour. Broken Barriers Building Bridges in the City also refer into activities. Feedback from the Violence Reduction Unit will be used to shape the programme strategy going forward.
- p) One of the challenges for the programme is access to venues and facilities. Schools, especially secondary schools that have lots of space, are ideally situated within local communities but some have been reluctant to open up to local communities and/or provide access to facilities for free/ at a price that only covers cost. Any money that is spent on venue hire reduces the amount available for activities and food. Those schools do not seem to recognise the benefits of the programme for their pupils, and also for the schools themselves in terms of the knock-on impacts on pupil engagement and development during the holiday period and the benefits of developing links with the Football Club.
- q) As part of its work, NFCT invests in local facilities for which there is a need, for example the Forest Sports Zone and Birchover Park. It works with large organisations such as the FA, Premier League, Tesco, Wilkos etc to bring in resources to the City. It has a long term presence in the City which will help the programme to be sustainable.
- r) Evolve Nottingham is putting together a programme to upskill local people into employment, for example after school provision, and then support them to also deliver provision as part of the holiday activity programme. One of the aims is to engage a different cohort of people who would not normally be involved.
- s) There is a mix of activities provided as part of the programme including rugby, boxing, creative arts, dance, drama, virtual reality, rock climbing, football, cycling and arts and crafts.
- t) The programme aims to keep every child 'in' and not exclude children or young people from involvement. To this end, providers can receive training on trauma informed practice, sensory integration, ADHD, safeguarding, de-escalation techniques etc, and there is background support available to deal with any situations that arise. The involvement of local organisations experienced in working with young people from the local area and who understand the local need and context will help with this.
- u) The provision of healthy food happens on a huge scale both for consumption during the sessions and also in terms of food hampers with essential items.

From this year the aim is to use Nottingham-based food providers local to the activity venue and support is being given to sandwich shops etc to scale up provision for this period, and potentially throughout the year to provide food for other schemes. Distribution of raw ingredients and prepared food is a significant logistical challenge and social value has been added through the involvement of some ex-forces personnel involved with Nottingham Forest Football Club, who have experience in logistics and have been able to gain employment for this purpose.

- v) The programme is promoted and advertised by NFCT in a variety of ways including direct contact with those who have previously attended; word of mouth; social media; videos; printed flyers; signage at venues; and the provision of marketing and communications material and a toolkit to community organisations help them promote their activities. One of the challenges is effectively targeting older teenagers who can often be reluctant to sign up. There is scope to utilise the 'reach' of Nottingham Forest football players for this. The Council also promotes the programme through ward newsletters, Arrow magazine and directly with schools.
- w) Evolve Nottingham has spoken directly with teams of social workers in the City about the programme and asked them to pass on information about the programme to families that they are working with. Family Support Workers in schools with the highest proportions of children eligible for free school meals have also been asked to encourage families most in need to access the programme. Schools have been asked to identify 'just about managing' families who may benefit from accessing the programme but some schools have been reluctant to do this, and it is acknowledged that there can be a stigma associated with being identified for such programmes. This is one of the reasons why a more universal programme would be better. Committee members suggested that referrals could be taken from local food banks and that ward councillors are likely to know of families in need, although the challenge is that Government funding criteria is that the majority of participants must be eligible for free school meals.
- x) It is acknowledged that the electronic booking system could be a challenge for those with digital access difficulties and the programme tries to be flexible about this and will manually sign up individuals if necessary.
- y) Consideration is being given to creating a dedicated booking site for which eligible and targeted families can be given a code to book on.
- z) Independent evaluation of the programme is taking place. Nottingham Trent University is the lead partner in undertaking the evaluation and will be engaging with children and young people, parents and carers and providers through a range of surveys, visits and focus groups. The findings should be available in 2023.
- aa) Over the short term, plans for development of the programme include looking at what else could usefully be provided for families e.g. English lessons, health and social care provision/ access; developing the voluntary and community sector to be successful in bidding for funding; and developing strategic steering groups in issues such as activities, food, education and SEND.

- bb) As Nottingham has now been identified as a Priority Education Investment Area, there is now a place at which Academy Trusts can be held to account on a place-based basis. The development of this programme will be taken to that conversation space.
- cc) Over the longer term, plans for the programme include contributing to public health approaches around activities and food; and driving private investment to ensure the programme is sustainable over the long term. Evidence from the independent evaluation will be useful in demonstrating the impact and benefits of investment. Some Committee members raised concern about the potential fickleness of private investment and risks associated with this.
- dd) A Committee member suggested that it would be good to do a play celebration event at the end of each summer to celebrate the people and organisations who deliver play and other associated activities each year.

14 Work Programme

The Committee noted its work programme for the remainder of municipal year 2022/23.

**Children and Young People Scrutiny Committee
3 November 2022**

Ofsted Inspection of Children's Services

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To consider the findings of the Ofsted Inspection of Children's Services and the action being taken/ proposed to address arising issues.

2 Action required

- 2.1 The Committee is asked:
- a) if it wishes to make any comments or recommendations in relation to the response to the findings of the Ofsted Inspection of Children's Services; and
 - b) how it wishes to approach future scrutiny of this issue, including focus and timescales.

3 Background information

- 3.1 In July 2022, Ofsted carried out an inspection of the Council's Children's Services. The report was published in September and a copy is attached. The report and inspection findings were considered by Executive Board at its meeting on 20 September, at which it confirmed a commitment to improving children's services and delivering consistently good social care to children and young people, and noted the action that has been taken so far and that an improvement plan is being developed.
- 3.2 The Portfolio Holder for Children, Young People and Schools and Director for Children's Integrated Services will be attending the meeting to discuss how the Council is responding to the findings of Ofsted and plans for improvement. They have submitted a written paper which is attached.

4 List of attached information

- 4.1 Paper on the Ofsted Inspection of Children's Services from Portfolio Holder for Children, Young People and Schools, Corporate Director for People and Director of Children's Integrated Services
- 4.2 Ofsted Inspection of Nottingham City local authority children's services July 2022

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 Ofsted Inspection of Nottingham City local authority children's services
July 2022

6.2 Report to, and minutes of the meeting of Executive Board on 20
September 2022

7 Wards affected

7.1 All

8 Contact information

8.1 Jane Garrard, Senior Governance Officer
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Meeting Title	Children and Young People's Scrutiny Committee
Report Title	Ofsted Inspection of Children's Services
Meeting Date	3 rd November 2022

Corporate Director(s)/Director(s):	Catherine Underwood, Corporate Director for People Ailsa Barr, Director for Children's Integrated Services
Portfolio Holder(s):	Councillor Cheryl Barnard
Report author and contact details:	Sam Morris Head of Children's Strategy and Improvement Ailsa Barr, Director for Children's Integrated Services

Summary of issues:

The report provides the Board with the report published by Ofsted of its Inspection of Nottingham's Children's Services. It reflects the findings, the journey of improvement in the services and the next steps to secure sustainable improvements for children.

Delivery of children's services is a significant statutory duty for the council and a priority for the whole Council. The inspection by the regulator, Ofsted, provides an important assessment of the impact of services in terms of outcomes for children. There are formal regulatory consequences of the inspection outcome which need to be addressed. It is essential that the council takes the actions necessary to achieve the sustainable improvements required for children.

Recommendation(s):

1. Children and Young People Scrutiny Committee consider the findings of Ofsted's inspection of Children's Services.
2. Children and Young People Scrutiny Committee confirm its commitment to improving Children's Services and its ambition for Nottingham Children's Services to be delivering consistently good social care services to children and young people.
3. Children and Young People Scrutiny Committee note the actions taken since inspection and the next steps
4. Children and Young People Scrutiny Committee note the development of an Improvement Plan and associated resource requirements.

1. Background

- 1.1 Children's Services represent some of the most important responsibilities of a council and as such are subject to a very robust regulatory regime. The services have been on a journey of improvement and the inspection is a significant benchmark for the council.
- 1.2 Ofsted's Inspection of Local Authority children's services focus on the effectiveness of local authority services and arrangements:

- to help and protect children
- the experiences and progress of children in care wherever they live, including those children who return home
- the arrangements for permanence for children who are looked after, including adoption
- the experiences and progress of care leavers

1.3 The inspection also evaluates:

- the effectiveness of leaders and managers
- the impact they have on the lives of children and young people
- the quality of professional practice

1.4 The Inspection is unannounced and takes place over three weeks. The first week takes place off site where Ofsted review a suite of very detailed information about the service, including our self-assessment and performance data. Weeks two and three involved 6 inspectors working on site, understanding in detail our work with children and families.

1.5 Judgement gradings are inadequate, requires improvement, good and outstanding. Overall effectiveness will be limited to inadequate where the experiences of children who need help and protection are judged to be inadequate.

1.6 Nottingham’s Inspection of children’s services took place between 4th – 22nd July 2022. The outcome of the inspection was:

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Inadequate
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Inadequate (limited by the grading within the domain of children in need of help and protection).

1.7 The report was published on 5th September. A copy of the inspection report can be found at [Ofsted | Nottingham City Council](#).

1.8 The inspection provides an assessment of the current quality of service delivery and clarity regarding the areas where services need to improve to ensure the provision of consistently good services for children and young people in Nottingham City.

1.9 The report is clear that whilst some progress has been made against previous priority actions, this progress has been too slow, and some other areas have deteriorated. This means that children in Nottingham City do not yet receive a consistently good service

and for some children at risk of harm this is not recognised quickly enough. The majority of children wait too long for decisions to be made regarding next steps when information is received in the multi-agency safeguarding hub (MASH), this means that some children who have met threshold for social care intervention wait up to six weeks to be seen by a social worker.

- 1.10 The inspection feedback identified that the new leadership team is beginning to have a greater impact on practice through clarity on the expectations of all staff, and a developing culture that promotes good practice through high support and high challenge. However, the feedback was also clear that the scale of required improvements remains substantial, and the pace of change needs to quicken for all areas of the service to provide safe and consistently good services for children.
- 1.11 Children's Services are on an improvement journey. At an Ofsted Focused Visit in February 2020, although a grading is not provided, inspectors noted systemic failures and issued 2 priority actions and 4 areas for improvement. The progress that has been made is reflected within the report. The Children's Service's improvement plan will take a whole system approach to secure improvements and consistency of practice across a child's journey.
- 1.12 The inspection report references the improvement plan that was put in place to address the priority areas for improvement but notes the challenging context in which the Local Authority and its Children's Services was operating that has meant progress has been slow. It notes that elected members and the chief executive remain committed to improving the quality of children's services, despite the local authority's financial challenges. Further investment has been agreed to increase capacity to manage the demand and improve outcomes for children.
- 1.13 During this visit Inspectors noted the new senior leadership team and the enthusiasm and momentum to drive forward the changes needed. They feel that the new senior management team has a sound understanding of the challenges it faces and has already delivered some improvements and positive culture shifts. They note a new, knowledgeable Director of Integrated Children's Services is now in post, along with a committed new leadership team and acknowledge that this is beginning to have a greater impact on practice. They state there is clarity on the expectations of all staff, and leaders are developing a culture that promotes good practice through high support and high challenge.
- 1.14 However, they also note that the scale of required improvements remains substantial, and the pace of change needs to quicken for all areas of the service to provide safe and consistently good services for children.
- 1.15 The inspection feedback and report provide clarity regarding specific areas for improvement in the service. The feedback demonstrates that Nottingham is capable of delivering tangible improvements which make a difference for children; however, it is explicit that the pace of change has been too slow. It is now essential that the improvement work quickens to ensure sustainable progress across service delivery as it is this that will bring meaningful improvement which will make a positive difference for children. This in turn will mean that the council can be assured that its statutory duties in respect of children's services are not only met but are being delivered confidently with a focus on good outcomes.

1.16 The inspection outcome and findings are significant to the Safeguarding Children's Partnership. Partnership engagement is key to ensuring effective and robust multi-agency safeguarding arrangements and so will be integral to contributing to and supporting the improvements that are needed.

1.17 It is clear that our ambition must be that the services we deliver for children and young people in Nottingham are consistently good.

1.18 The inspection identified 8 specific areas for improvement:

- Effectiveness and timeliness of responses to children's needs when first presented to the multi-agency safeguarding hub (MASH).
- Management oversight and direction of front-line work and the local authority designated officer (LADO).
- Social work capacity so that social workers and first-line managers can respond effectively to children in need of help and protection, and that children in care have greater consistency of social worker.
- Placement sufficiency for children in care and those with complex needs.
- The service response to care leavers aged 21 and over.
- The service response to young people who are aged 16/17 years who present as homeless.
- The quality and timeliness of return home interviews.
- Oversight of children missing from education and those who are electively home educated.

2. Key messages relating to improvements needed in the service

2.1 There are significant challenges within the Multi Agency Safeguarding Hub (MASH) which have created a backlog in decision making for children meaning that for some children who need a social worker are waiting too long to be seen. There are some complicated systems within the MASH which are compounded by the volume of information sent to the MASH by partner agencies where parental consent has not been sought. This means that staff in MASH spend time seeking parental consent to proceed which causes delays in decision making.

2.2 The Local Authority Designated Officer (LADO) team which responds to allegations against professionals needs strengthening meaning that there is better evidence of clear management oversight and that threshold decisions regarding this area of safeguarding are well recorded.

2.3 Consistency and quality of management oversight and supervision needs to improve across all service areas. Supervision needs to be reflective, show professional curiosity and drive forward assessments and plans for children.

- 2.4 Advice and guidance to children aged 16/17 who present as homeless needs to be strengthened to ensure suitable accommodation is provided to children in a timelier way which will ensure effective support is provided to a vulnerable cohort of children.
- 2.5 Where children go missing from home, return home interviews need to be timely and assessments and outcomes need to be strengthened so that they effectively contribute to the child's safety plan. This will mean that the service is using information from missing from home interviews to support effectively intervention and planning with children to reduce future risks.
- 2.6 There needs to be greater understanding and oversight for our children missing from education so as there is a fuller understand of any risks and clarity that appropriate safeguarding outcomes are considered.
- 2.7 Stability of our workforce is essential to support children forming trusted relationships with social workers. The amount of change in the workforce currently adversely affects children's ability to build and sustain those much-needed trusted relationships.
- 2.8 Assessments for children in long term foster care need to be consistently updated. This will ensure that plans address their needs and they receive the support that they need at the appropriate time.
- 2.9 More life story work needs to be completed with children who do not have an adoption plan. This will allow them to understand their history, their journey into care and are able to develop a sense of identity and feel proud of who they are.
- 2.10 All looked after children are appointed an Independent Reviewing Officer (IRO) who works independently of the child's social worker. Their role is to chair looked after child review meetings and monitor the care the child is getting and making sure that the care plan meets their needs and agreed actions are completed. IROs are not consistently monitoring children's circumstances in between formal reviews and are not escalating any concerns about progress, which means the effectiveness of the IRO oversight in ensuring children's needs are being met is not as robust as it could be.
- 2.11 Placement sufficiency is a challenge. There are occasions where a regulated placement (foster or residential) cannot be identified for a child and this results in emergency arrangements being made. This means that some children who would need a regulated placement are being placed in unregulated placements. Inspectors found that Senior managers are aware of children in such placements and maintain good oversight of these children.
- 2.12 Each local authority should ensure that all care leavers are informed of their rights and entitlements, which is contained in a document called 'the local offer'. Whilst the majority of care leavers are informed of their rights and entitlements, the published

local offer is outdated and needs to be updated. The updated local offer needs to be clear as to the rights and entitlements for care leavers aged 21-25 to ensure their needs are being met and they receive the support to which they are entitled, to enable a successful transition into adulthood.

3. Key Messages related to areas of progress or strengths in practice

- 3.1 Once children are allocated to a social worker, assessments are timely, risks to children's safety and wellbeing are fully understood by all partners and appropriate action is taken to reduce risks to children. Children are visited appropriately, and direct work is undertaken with the family to understand the child's experiences and ensure that work is focussed on addressing risks and improving outcomes for the child.
- 3.2 Where children's circumstances are not improving clear authoritative action is taken to take children into care to secure their welfare and ensure they do not remain too long in neglectful conditions.
- 3.3 Social workers develop strong relationships with children and their families and understand the needs of the children they work with. This allows children and families to build a trusted relationship which enables the social worker to understand the child's circumstances and work more effectively to reduce the risks to the child.
- 3.4 Where children are at risk of exploitation their assessment recognises the risks to their safety and plans to address these are appropriate. These are updated as risks change, enabling appropriate action to mitigate risks to be taken.
- 3.5 Where children need to be placed for adoption, they are now being matched with adopters more quickly and siblings are being adopted together. This allows children to achieve stability and maintains their sibling relationship and support network. There is good working with Adoption East Midlands to support this effective matching of children to adopters. Long term fostering opportunities are ensuring children receive good quality consistent care as they would do from a birth parent.
- 3.6 Family time is carefully considered and takes account of children's views, ensuring children maintain family ties in a supportive way following a full assessment of risks.
- 3.7 The emotional and mental health needs of children in care are being met. They can access direct support and counselling to support them with their emotional and mental health.
- 3.8 Unaccompanied asylum-seeking children (UASC) often have differing practical and emotional support needs given their experiences prior to their arrival in the UK. The support offered is appropriate and tailored to their individual needs, offering emotional and practical support to aid their transition.
- 3.9 Care leavers are allocated a personal advisor when they are 17.5 years old. This allows time for positive relationships to be built prior to them turning 18, which means that they have a trusted adult to support them move into adulthood. This has allowed many care leavers to build long standing relationships with their personal advisor and gives them a person they can turn to when they need support. Most care leavers understand their rights and entitlements and so can tap into appropriate support when they need it.

- 3.10 Care leavers are supported to access accommodation suitable to their needs – whether this be remaining with their former foster carer in a Staying Put arrangements, semi independent accommodation to provide additional support that they may need, or their own tenancy. This ensures care leavers are appropriately supported with a transition into independent living at a pace that suits their needs.
- 3.11 Partnership working at a strategic and operational level are positive and seek to provide the best outcomes for children and young people.

4. Next Steps

- 4.1 Children's Services have an improvement plan and are revising it to address the eight areas of improvement as well as other areas of focus identified within the inspection report to continue to secure whole system improvement. Delivering the improvements set out in the plan will be a priority for the council.
- 4.2 We will submit our Improvement Plan to Ofsted as required, within 70 working days of the publication of the inspection report.
- 4.3 Ofsted will undertake Monitoring Visits – short inspection activity focused on a specific area – between now and the next inspection. We can expect 3 or 4 each year.
- 4.4 Two inspectors will usually carry out each monitoring visit, which will last for 2 days. The focus of the visits will be upon areas where improvement is most needed, but Inspectors will also check that performance in other areas has not deteriorated. The on-site activity will usually focus upon the experience of children and young people within the area being inspected. A summary of the inspection findings will be given at the end of each visit.
- 4.5 Ofsted inform the Department for Education (DfE), as the improvement agency, of the outcome of the inspection outcome, which will determine the approach to improvement assurance which it will require.
- 4.6 The Council's self-assessment reflected clarity about the need to continue to improve Children's Services. Actions were in train prior to inspection and further action has been taken following the inspection:
- Revising the Children's Services improvement plan to strengthen activity to address the areas of improvement.
 - The Children at the Heart Improvement Board will be chaired by an Independent Chair commissioned through the Department for Education to provide a level of independence and challenge to the delivery of the improvement plan.
 - As noted in the inspection report, the service has accelerated its change and improvement work within the Multi Agency Safeguarding Hub (MASH). Front line worker capacity has been increased and additional resources have been secured to increase service manager capacity to drive and oversee the work of the team and ensure consistency in application of thresholds and decision making.
 - Secured additional resources for the Missing from Home team to enable timely return home interviews and quality assessments that feed into a robust safety plan.

- Commenced a review of the Local Authority Designated Officer (LADO) arrangements.
- A recruitment and retention package has been agreed to stabilise the workforce, reduce reliance on agency social workers and reduce workloads.
- Secured places for all social work Team Managers to complete the Pathways leadership programme. This will be delivered by Frontline who have been awarded a delivery contract by the DfE to support social work leadership programmes. The programme will empower leaders to model and develop excellent social work practice and leadership in others and is centred on developing knowledge, skills and expertise against the 4C leadership capability framework (expanding capacity, maintaining curiosity, providing clarity, managing complexity).
- A training package for the newly formed Head of Service group and action learning sets for service managers will be delivered over the Autumn through money secured from the Department for Education. These will focus on how to improve quality and performance in a social work environment.

Inspection of Nottingham City local authority children's services

Inspection date: 11 – 22 July 2022

Lead inspector: Andy Waugh, Her Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Inadequate
The experiences and progress of children in care and care leavers	Requires improvement to be good
Overall effectiveness	Inadequate

Services for children who need help and protection are inadequate because there are serious failures, leaving children at continued risk of harm when they are first presented as in need of support.

In February 2020, a focused visit found there were areas for priority action in Nottingham around support for children with child protection or child-in-need plans. Since that visit, progress has been slow and uneven, hampered by the impact of the COVID-19 pandemic and the tragic death of a senior manager. There has been some improvement in the areas identified for priority action, although practice remains too inconsistent. Other services have deteriorated, particularly responses when children are first presented as potentially in need of help and protection. These services are too slow to identify and respond to risks of harm to children. Management oversight and supervision remains inconsistent and is not supporting social workers effectively. There has been a high level of staff turnover for children in care. Children aged 16 and 17 who present as homeless do not always have their needs met by the local authority.

In the last six months, a new senior management team has been established for children's social care. This team has a sound understanding of the challenges it faces and has already delivered some improvements and positive culture shifts. Senior management oversight of vulnerable children has been strengthened through a

range of panels and monitoring systems. A quality assurance framework is embedded across the service, with an understanding of what constitutes good practice. Early permanence for children through adoption is a significant area of improvement. The recruitment and retention of workers is being appropriately prioritised.

What needs to improve?

- Effectiveness and timeliness of responses to children's needs when first presented to the multi-agency safeguarding hub (MASH).
- Management oversight and direction of front-line work and the local authority designated officer (LADO).
- Social work capacity, so that social workers and first-line managers can respond effectively to children in need of help and protection, and that children in care have greater consistency of social worker.
- Placement sufficiency for children in care and those with complex needs.
- The service response to care leavers aged 21 and over.
- The service response to young people who are aged 16 and 17 who present as homeless.
- The quality and timeliness of return home interviews.
- Oversight of children missing from education and those who are electively home educated.

The experiences and progress of children who need help and protection: inadequate

1. Weaknesses in the MASH are significant, widespread and systemic. Risk of harm is not always recognised, leaving too many children with insufficient protection. Some children who have met the threshold for social care intervention wait up to six weeks to be seen by a social worker. The majority of contacts in the MASH are delayed and not processed within timescales appropriate to the risks and needs of children.
2. Management oversight is not effective when applying thresholds to safeguard children, and it is not providing social workers with direction or overseeing how quickly contacts are progressed. However, once children are allocated, most social workers understand thresholds well and apply them appropriately for the majority of children.
3. Parental consent is not consistently obtained by partners in order to allow safeguarding information about children to be shared. Complicated systems in the MASH contribute to delays because partners do not respond to social workers' requests for information in a timely way. For some children, this takes up to 16 days. A significant number of children experience repeated contacts and referrals before they get the help they need.

4. Where allegations of significant harm are first presented, decision-making within the MASH is not as timely as it needs to be, leaving some children in situations where they are at continued risk of harm and without safety plans.
5. The emergency duty service social workers do not have consistent management oversight and supervision. Social workers mostly respond effectively to the needs of children out of hours, but on occasions lack professional curiosity in order to ensure children are protected.
6. Most children and their families benefit from a comprehensive offer of early help services. However, not all children receive early help support at the right time, with many waiting too long for targeted support. Managers are not consistent in applying thresholds for children to step up and down between early help and children's social care.
7. Despite the delays in transferring from the MASH to duty teams, when children are allocated a social worker, strategy discussions take place when required and assessments are completed in a timely way. Strategy discussions are well recorded, with the right thresholds applied. Multi-agency discussion leads to effective information-sharing and analysis of risk. This includes consideration of family history and the next steps for intervention.
8. Most children are visited at levels relating to need. Outcomes following Section 47 enquiries are appropriate, leading to decisions and actions that reduce risks and ensure children are protected. Safety planning takes place for most children.
9. The majority of assessments have a clear purpose and rationale for intervention. Assessments address the risks and concerns and explore the impact for children. Direct work provides valuable insights into children's experiences. Where children are part of a large family, they are considered individually. Parents' views and family history are understood. Analysis of all the information addresses the concerns and risks and informs what needs to change. For some children, the neglect toolkit informs assessments. However, it does not always result in an overall analysis or contribute to actions.
10. The threshold decisions to proceed to the initial child protection conference are appropriate. Partner agencies contribute to analysis of risk, resulting in a clear rationale for decisions. Most plans are comprehensive, with immediate actions to improve children's circumstances, and are consistently reviewed and updated at core groups.
11. For children who are supported through child-in-need planning, where concerns are escalating, child protection enquiries are appropriately initiated. Children's needs are well considered in child-in-need and child protection plans. These plans include wishes and feelings, and they are written so that the child can understand them. Families have a clear understanding of the support they will receive and how it needs to be sustained. Most plans are reviewed within timescales. However, for some children, delays in circulating initial plans and meeting minutes impact on the new plans being progressed in a timely way.

12. Arrangements to manage allegations against professionals by the designated officer are overcomplicated. The service has an area of vulnerability because non-social work qualified staff are involved in gathering information in respect of child protection referrals in a complex and specialist area of safeguarding. This is further compounded by an absence of management oversight and effective tracking of referrals.
13. The overall quality and frequency of supervision is variable in duty and fieldwork teams. Team managers provide oversight and guidance at the point of allocation. However, for some children, written records are copied from previous supervision sessions, with no reflection on children's circumstances. Actions lack timescales to monitor progress and effectiveness of assessment. Where supervision is better, it is more reflective, detailed and focused on the needs and experiences of children.
14. When children's lives are not improving, children benefit from early authoritative decisions to escalate into pre-proceeding and care proceedings. Senior managers ensure effective review of the pre-proceedings stage of the Public Law Outline (PLO) through panels, which provides tight tracking to minimise drift and delay for children. Letters before proceedings are mostly clear and identify effectively the individual risks to children, as well as their needs.
15. Social workers establish positive working relationships with children and their families and have a good understanding of their needs. They are persistent when engaging parents to build relationships, which enables better participation with plans and improved outcomes for children. Social workers are skilled at gathering the views of children, using a range of age-appropriate tools.
16. The daily domestic abuse triage meeting is well attended by most partners, enabling effective information-sharing and prompt decision-making in respect of next steps. This ensures clear direction as to what needs to happen immediately in order to safeguard children. However, the absence of information from midwifery and schools prevents a full assessment in respect of some children.
17. Workers in the whole life disability team are committed to the children they work with. Child protection work is effective in making disabled children safer and improving their circumstances through multi-agency working, including regular core groups which monitor the progress of the child.
18. Arrangements for children who are privately fostered are managed effectively. Once in placement, children are visited regularly. A dedicated panel provides effective oversight of privately fostered children. This ensures that children continue to live with carers who can meet their needs.
19. Children who are aged 16 and 17 who present as homeless are not consistently provided with appropriate advice or options. Once children have been assessed, there is a lack of urgency from both the social housing provider and the local

authority in providing suitable accommodation that meets their needs. This lack of accommodation increases some children's existing vulnerabilities.

20. Children who are at risk from criminal and sexual exploitation receive detailed assessments in which risk factors are identified and effective analysis of the impact of criminal and sexual exploitation on young people and their families is provided. Multi-agency meetings and subsequent planning lead to plans that effectively reduce risks to children. Plans are reviewed regularly, with actions being updated in recognition of changes in children's circumstances. For some older children who are at risk of exploitation, there are issues of placement sufficiency, which has an impact on the ability of workers to keep them safe. This means that some children are left too long in situations when they have been assessed as needing to enter care.
21. For children who have been missing, return home interviews are not held consistently, or in good time. Return home interviews have often been recorded without sufficient analysis of the circumstances and with outcomes that are not specific to the child. Hence, return home interviews do not contribute effectively to children's safety plans. Children currently do not have access to a wide range of adults who they can relate to and share their experiences.
22. The local authority does not have suitable oversight for all children who are missing from education. Staff are unclear about the whereabouts of young people when attending part-time timetables. There has been a significant rise in the numbers of children being electively home educated, and the local authority has oversight of all these children. However, for some children, risks are not fully understood because safeguarding is not routinely considered when completing assessments.

The experiences and progress of children in care and care leavers: requires improvement to be good

23. Most children only come into care when it is necessary and in a timely way. For others, however, there has been some delay, meaning that some children had been living in neglectful circumstances for too long.
24. When children are unable to live with their parents or wider family or friends, alternative permanence options are considered concurrently. As a result, children who require permanence through adoption are being matched more quickly than they previously were. Brothers and sisters have been successfully adopted together, and the use of fostering for adoption placements has given some babies stability and security from the earliest opportunity. Sensitive direct work with children and their prospective adopters is helping to ensure positive and smooth transitions to permanence. Some children also achieve permanence through long-term fostering. These children are receiving consistent care from committed carers, and they are experiencing the quality of support as they would from a good parent.

25. Some children are living with their parents under care orders, where there has been drift in planning for the discharging of care orders. Consequently, children have been living with statutory intervention and with a level of uncertainty about their future for too long.
26. Too many children in care have experienced too many changes of social workers, including times when they are visited by duty workers. This has affected children's opportunities to form trusting relationships with their social worker and complete meaningful direct work. Some children have been able to develop positive and trusting relationships when their social worker has remained consistent.
27. Too many children who are in long-term foster homes do not have an up-to-date assessment of their needs, thus hindering effective planning to ensure that children are receiving the right support at the right time. There is not sufficient life-story work being undertaken with children who do not have an adoption plan to help them to understand their journey into care, develop their sense of identity or help them to feel proud of who they are.
28. The review of children's plans mostly takes place within statutory timescales, and minutes are sensitively written to children to help them understand the outcomes and plans. Independent Reviewing Officers (IRO) do not consistently monitor children's circumstances in between reviews. Escalation processes are currently not effective in demonstrating impact or positive change for children because of concerns raised by the IROs.
29. Family time is carefully considered, and takes place based on children's views and an analysis of risk. Children are supported to take part in a range of leisure and social activities. Children told inspectors about the range of fun activities and social experiences they enjoy while living in their foster placements, which have enhanced their confidence and self-esteem.
30. The virtual school is ambitious in ensuring that most children in care make good educational progress at school or other provision. Most children achieve well relative to their starting points. The virtual school works in close partnership with schools to ensure that vulnerable children receive the right provision. For a small number of children, learning takes place full-time in unregistered provision. Sometimes, low levels of attendance are not prioritised as concerns and the voice of the child is not captured fully enough.
31. The emotional and mental health needs of children in care are appropriately met in Nottingham. Many children in care and their carers are benefiting from both direct support and consultation to help improve their emotional and mental well-being.
32. The help and support provided to children in care who go missing and who are at risk of exploitation is variable and is impacted by the quality and consistency of social workers relationships with children. In stronger work, multi-agency

packages of support are safeguarding children effectively. For some children, when practice is weaker, there is a lack of clarity in respect of safety planning and a lack of opportunity to learn and plan from return home interviews.

33. Support for children who arrived in the UK as unaccompanied asylum-seeking children (UASC) is tailored, supportive and recognises their need for a range of practical and emotional support. This includes a specific looked after children's nurse to support UASC.
34. Most children in care live in stable placements that meet their needs. There are sufficiency challenges, particularly for children with the most complex needs. This has resulted in a small number of children under 16 living in unsuitable and unregistered children's homes while placement searches continue. These placements are unlawful. Senior leaders are aware of these children and maintain effective oversight.
35. High staff turnover in the fostering service has impacted on the quality of work, resulting in foster carers having limited training opportunities and inconsistent support from supervising social workers. There is a shortfall in the number of foster carers being recruited, which affects the local authority's ability to be able to provide care for children within the local area.
36. There is effective working together with the regional adoption agency (Adoption East Midlands), which enables effective matching of children to adopters. Adopters are provided with the required training throughout their adoption journey, and post-adoption support is organised and specific to individual need. Adopters are provided with life-story books, which will help them and their children to understand their adoption journey.
37. The Children in Care Council provides some children and care leavers with an opportunity to share their views on services they receive. However, the council is underdeveloped, with only nine children attending regularly. This limits the capacity for children and young people to influence service development and co-production in Nottingham city.
38. Care leavers are allocated a personal adviser (PA) six months before they reach the age of 18, enabling them to begin to build a relationship before they leave care. Care leavers, some of whom have complex needs, are reassured when they transition into adulthood that there is a trusted person who can help and to whom they can turn, if needed. Most care leavers benefit from long-standing relationships with dedicated PAs who establish enduring relationships with them.
39. The majority of care leavers are informed of their rights and entitlements. The offer of support and entitlements are outlined for care leavers, although it has not been updated since 2018. The local offer does not confirm the statutory requirement to provide a PA to support care leavers post-21 years of age. The

local authority is not consistently fulfilling its duty to care leavers post-21 years of age.

40. Risk assessments for care leavers are not consistently reviewed. Some PAs are managing high-risk situations without the benefit of regular supervision, or appropriate staff care, including lone worker health and safety risk assessments.
41. Pathway plans are regularly updated. A new pathway plan template enables the engagement of care leavers in planning next steps, but this is not consistently happening. Some pathway plans are, therefore, completed without the benefit of co-production, and sometimes language lacks sensitivity and empathy.
42. Care leavers are supported to access accommodation that meets their needs. A significant number are benefiting from living in staying-put arrangements. Managers work closely with the housing department, providing appropriate identity documents to create accounts for care leavers to bid for, and, where necessary, they are facilitating direct housing offers. Care leavers can move into their own tenancies; if they encounter challenges, they are supported to return to semi-independent provision, allowing them access to further support.
43. Some care leavers are successfully undertaking university courses. The care leavers team works closely with specialist employment officers to enable care leavers to meet with local employers to discuss their futures. The processes to support young care leavers in post-16 education are inconsistent. For many, the review of their personal education plans does not happen frequently enough, including for those most vulnerable to not being in education, employment or training.

The impact of leaders on social work practice with children and families: requires improvement to be good

44. In response to the areas for priority action identified in the focused visit in February 2020, leaders and senior managers developed a service-wide improvement plan as well as a plan to manage the subsequent pandemic. The service and its members then experienced the impact of the sad passing of their Director of Children's Integrated Services (DCIS). Corporately, the local authority also faced significant financial challenges with the council, being the subject of a section 114 notice (Local Government Finance Act 1988) in December 2021. Within this challenging context, slow progress was made against the areas for priority action and, while some services improved, others deteriorated.
45. A new, knowledgeable DCIS, along with a committed new leadership team, is beginning to have a greater impact on practice. There is clarity on the expectations of all staff, and leaders are developing a culture that promotes good practice through high support and high challenge. However, the scale of required improvements remains substantial, and the pace of change needs to

quicken for all areas of the service to provide safe and consistently good services for children.

46. In November 2021, significant shortfalls were identified in the MASH following a diagnostic report. Backlogs in the system meant that children's needs had not been responded to for significant periods of time, and some children were not appropriately safeguarded. Senior managers responded by altering some systems to improve the timely response to all children referred to the service. This, in effect, created a further backlog in the MASH, as more children were identified whose circumstances needed to be assessed. In May of this year, senior managers responded further by recruiting a team of qualified staff to manage the continuing demand at the front door. However, inspectors found the additional resources, alone, have not been effective in ensuring a timely and safe response to children who have met the threshold for a service. This includes some children who are at risk of significant harm.
47. During the inspection, leaders acknowledged that the level of delay and impact for children was unacceptable at the front door. In response, managers completed a significant amount of audit activity to ensure children's needs had been appropriately assessed. In addition, structural and systemic changes in the MASH, planned for August 2022, have been brought forward.
48. The quality of supervision and management oversight remains inconsistent across services and is not an effective process for the timely progression of children's assessments and plans. The poor application of threshold decisions by some managers leaves too many children in situations of unassessed risk, with their needs not fully understood.
49. Elected members and the chief executive remain committed to improving the quality of children's services, despite the local authority's financial challenges. Further investment has been agreed to increase capacity to manage the demand and improve outcomes for children.
50. There are positive working relationships with partners at a strategic and practice level that work together to achieve the best outcomes for children. The judiciary and the Children and Family Court Advisory and Support Service reported effective working relationships with the local authority, which ensures timely court proceedings and enables children to achieve permanence at the earliest opportunity. The application of the PLO has improved significantly.
51. The corporate parenting board is attended by social care staff and elected members, with partners only attending to share specific information. It is difficult to measure the impact the board has on service delivery and development because children's views are not consistently recorded. Leaders have acknowledged that the board is underdeveloped, and they are currently reviewing its functions to ensure that there is a greater commitment from partners to children in care and care leavers.

52. Senior managers understand the ongoing challenges regarding sufficiency of placements for the most complex children and young people. An ambitious sufficiency plan is in place, with funding secured to recruit more foster carers, along with block commissioning residential and semi-independent placements to increase placement capacity. However, the plan is at an early stage of implementation and is yet to demonstrate the impact it might have for children.
53. Senior managers welcome scrutiny from partners and peers in order to provide opportunities to reflect on current service delivery and make improvements to frontline practice. The chosen model of a strength-based approach has been implemented but requires further embedding for it to be consistently effective in supporting families. A career pathway has been developed for social workers through mentoring with heads of service and encouraging peer support.
54. A performance and quality management framework is beginning to provide managers with an effective oversight of the service. Consequently, managers have an improved grip on the service and a better understanding of practice. Audit activity provides evidence that managers and staff have an understanding of what good practice looks like. However, audits are not consistently used to improve individual practice or learning for the whole service. The local authority's self-evaluation mostly demonstrates a sound understanding of the service's effectiveness and impact on children. However, there remained shortfalls at the front door that were not fully understood.
55. The improvement plan implemented in response to the areas identified as requiring priority action has resulted in incremental improvements in the services delivered to children and families. The pace of change is slow, and practice in some areas of the service remains variable.
56. Senior managers are appropriately focused on the need to drive forward recruitment and retention, motivating current staff with an enhanced financial package, and reducing the reliance on agency social workers in order to stabilise the workforce. Although recently reducing, workloads for some social workers remain too high. For less experienced social workers, they have manageable workloads.
57. Team managers do not provide consistent oversight of key decision-making. Supervision is too variable, and there are gaps in frequency. The level of reflection and ability to consider impact on children is inconsistently recorded.
58. The staff that inspectors have spoken to are positive about working in Nottingham City and show a commendable loyalty to the children of Nottingham. Some social workers told inspectors that they feel valued and expressed their pride in working for Nottingham City and their drive to improve children's experiences. Workers remain committed to doing their best to support children in Nottingham.



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**Children and Young People Scrutiny Committee
3 November 2022**

Work Programme

Report of the Head of Legal and Governance

1. Purpose

- 1.1 To consider the Committee's work programme for 2022/23 based on areas of work identified by the Committee at previous committee meetings, the informal meeting of the Committee to scope its work programme for the year ahead and any further suggestions raised at this meeting.

2. Action required

- 2.1 The Committee is asked to note the work that is currently planned for the municipal year 2022/23 and make amendments to this programme as appropriate.

3. Background information

- 3.1 The purpose of the Children and Young People Scrutiny Committee is to carry out the statutory overview and scrutiny function in relation to matters affecting children and young people.
- 3.2 The Committee is responsible for setting and managing its own work programme to fulfil this role.
- 3.3 In setting a programme for scrutiny activity, the Committee should aim for an outcome-focused work programme that has clear priorities and a clear link to its roles and responsibilities. The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.
- 3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning. Changes and/or additions to the work programme will need to take account of the resources available to the Committee.
- 3.5 The current work programme for the municipal year 2022/23 is attached.

4. List of attached information

- 4.1 Appendix 1 – Children and Young People Scrutiny Committee 2022/23 Work Programme

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

- 5.1 None

6. Published documents referred to in compiling this report

- 6.1 None

7. Wards affected

7.1 All

8. Contact information

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Children and Young People Scrutiny Committee 2022/23 Work Programme

Date	Items
9 June 2022	<ul style="list-style-type: none"> • Implementation of agreed budget savings for 2022/23 To review progress in implementation of budget savings relating to Children’s Integrated Services and the development of transformation of children’s centres and play and youth services. • Family Hubs To look at the possible future of family hubs and associated service design. • Work Programme 2022/23
28 July 2022	<ul style="list-style-type: none"> • Holiday Activity Programme • Work Programme 2022/23
3 November 2022	<ul style="list-style-type: none"> • Children’s Integrated Services Improvement – Ofsted Inspection To consider the findings of the Ofsted Inspection of Children’s Integrated Services and the action being taken/ proposed to address any arising issues • Work Programme 2022/23
1 December 2022	<ul style="list-style-type: none"> • Nottingham City Safeguarding Children Partnership Annual Report 2021/22 (tbc – subject to publication) To receive evidence from the Safeguarding Children Board regarding work to safeguard children in the City; scrutinise the work of the Board, including consideration of its 2020/21 Annual Report; and identify any issues or evidence relevant to the Committee’s work programme. • Children’s Integrated Services Transformation To review progress with the transformation programme • Medium Term Financial Plan

Date	Items
	<p>To consider the in-year position; review progress in implementation of agreed savings for 2022/23; and consider budget proposals for 2023/24</p> <ul style="list-style-type: none"> • Work Programme 2022/23
26 January 2023	<ul style="list-style-type: none"> • Youth Justice To review improvements that have been made in relation to the Youth Justice Service, with a focus on responding to the findings and recommendations of HMIP Inspection of Youth Justice Services • Child Exploitation (focus to be determined) • Work Programme 2022/23
30 March 2023	<ul style="list-style-type: none"> • Changes to Children’s Centres and Play and Youth Services To review how services are working and the impact of changes. • SEND To review progress in responding to the issues raised in the review of SEND, with a focus on communications and engagement with parents and families • Work Programme 2023/24

Additional information/ evidence:

- Written briefing on outcomes of expressions of interest in operating vacant childrens centres and youth centres

Other issues suggested:

- Implications of the Independent Review of Children’s Social Care
- Development of Early Help Strategy