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**Nottingham
City Council**

Nottingham City Council Children and Young People Scrutiny Committee

Date: Thursday, 1 December 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

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

Director for Legal and Governance

Governance Officer: Jane Garrard

Direct Dial: 0115 8764315

- | | | |
|----------|---|---------|
| 1 | Apologies for absence | |
| 2 | Declarations of Interests | |
| 3 | Minutes | 3 - 10 |
| | To confirm the minutes of the meeting held on 3 November 2022 | |
| 4 | Childrens Services Transformation Programme | 11 - 18 |
| 5 | Work Programme | 19 - 22 |

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 LB 31-32 - Loxley House, Station Street, Nottingham, NG2 3NG on 3 November 2022 from 10.00 am - 12.20 pm

Membership

Present

Councillor Maria Joannou (Vice Chair)
Councillor AJ Matsiko
Councillor Shuguftah Quddoos
Councillor Phil Jackson
Councillor Georgia Power
Councillor Cate Woodward

Absent

Councillor Carole McCulloch
Councillor Maria Watson

Colleagues, partners and others in attendance:

Councillor Cheryl Barnard - Portfolio Holder for Children, Young People and Schools
Ailsa Barr - Director of Children's Integrated Care
Sam Morris - Head of Strategy and Improvement
Catherine Underwood - Corporate Director for People
Jane Garrard - Senior Governance Officer

15 Chair

In the absence of Councillor Carole McCulloch, Vice Chair Councillor Maria Joannou chaired the meeting.

16 Committee Membership Change

The Committee noted that Councillor Cate Woodward had been appointed as a member of the Committee.

17 Apologies for absence

Councillor Carole McCulloch – unwell
Councillor Maria Watson - personal

18 Declarations of Interests

None

19 Minutes

The minutes of the meeting held on 28 July 2022 were approved as an accurate record and signed by the Chair.

20 Ofsted Inspection of Children's Services

Councillor Cheryl Barnard, Portfolio Holder for Children, Young People and Schools, Catherine Underwood, Corporate Director for People, Ailsa Barr, Director of Children's Integrated Services, and Sam Morris, Head of Strategy and Improvement, attended the meeting to discuss the recent Ofsted inspection of children's services. They gave a presentation highlighting the following information:

- a) Children's services are some of the most important statutory responsibilities of the Council and therefore are subject to a robust and rigorous regulatory regime, which focuses on the effectiveness of services. The effectiveness of children's services is of importance to the whole Council.
- b) The inspection took place over three weeks in July and included the sharing of the Council's self-assessment. Initial feedback was provided to the Council and the report was published on 5 September.
- c) The Council was judged to be 'Requires improvement to be good' in the domains of the impact of leaders on social work practice with children and families and the experiences and progress of children in care and care leavers and 'Inadequate' in the domain of experiences and progress of children who need help and protection.
- d) While the outcome of the inspection judgement as 'Inadequate' is disappointing, the Council considers that overall the report is balanced detailing where improvements need to be made but also recognising where progress has been made and areas of strong practice that can be built on. It is recognised that due to the grading for the domain of children in need of help and protection, the rating for overall effectiveness could not be any higher, despite the higher rating for other domains.
- e) Ofsted identified eight specific areas for improvement:
 - i. Effectiveness and timeliness of responses to children's needs when first presented to the Multi Agency Safeguarding Hub (MASH) – there are significant weaknesses in this area, with decision making needing to take place much more swiftly.
 - ii. Management oversight and direction of front-line workers and the local authority designated officer
 - iii. 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 – this was recognised as a challenge in Ofsted's previous focussed visits. A changing workforce has an impact on the consistency of relationships for children in the Council's care.
 - iv. Placement sufficiency for children in care and those with complex needs – the main challenge for the Council is finding the right arrangements and other local authorities are also having difficulty with this.

- v. The service response to care leavers aged 21 or over – the Council needs to ensure that information provided to care leavers is clearer and works to support them.
 - vi. The service response to young people who are aged 16/17 years who present as homeless – the Council needs to make sure that accommodation needs are progressed promptly.
 - vii. The quality and timeliness of return home interviews
 - viii. Oversight of children missing from education and those who are electively home educated
- f) It is acknowledged that children do not yet receive a consistently good service and some children at risk of harm are not responded to quickly enough. Children are also waiting too long for decisions to be made about the next steps for them when information is received by the Multi Agency Safeguarding Hub.
- g) The scale of improvement required is substantial and the pace of change needs to quicken. This is challenging within the Council's current difficult operating context but Ofsted did note the impact of the new leadership team on practice.
- h) The Service is now revising its Improvement Plan, which will be submitted to Ofsted within the required 70 working days from publication of the report (early December). The Plan will reflect the wider development of the Service in addition to the areas identified for improvement by Ofsted.
- i) It is anticipated that Ofsted will under 3 – 4 monitoring visits a year, each focusing on a specific area. It is likely that the first visit will be in spring 2023.
- j) The Department for Education has a role in relation to improvement and has issued a formal notice about how it sees the type of intervention. As agreed prior to the inspection, the Council is working with an Improvement Advisor who will be chairing the Children at the Heart Improvement Board and working with the Council on improvement. The Department for Education will be providing some support with resourcing.
- k) The Council has met with the Department for Education and Ofsted who have confirmed that the Council understands what is needed and that it has commitment to improve.
- l) Delivery of the Improvement Plan will be monitored by the Children at the Heart Improvement Board. The terms of reference and membership of this Board have been revised and it will now be independently chaired to add rigor.
- m) Although the Improvement Plan is still being revised, work has already started on addressing the issues raised by Ofsted.
- n) Front line worker capacity in the MASH has been increased by eight additional posts and an additional service manager has been appointed. This will help to improve the application of the threshold within the MASH resulting in more timely outcomes. These posts are currently being filled by a mix of permanent

and agency workers and the service manager is an experienced agency service manager. The aim is to recruit to these posts permanently.

- o) The Service has reviewed the response when children are missing from home and additional resource is being made available to better understand data and improve the timeliness and quality of return home interviews.
- p) A review of the local authority designated officer arrangements has started and a new colleague has been appointed to that role.
- q) A recruitment and retention package for social workers has been agreed to stabilise the Service and reduce the reliance on agency workers. The aim is to try and attract and retain those with experience. The package was introduced in the summer and over 83% of the eligible workforce has taken it up and this is helping to provide stability from within. The next stage is to make progress with external recruitment.
- r) Places have been secured for all social work team managers to complete the Department for Education Pathways Leadership Programme. This will provide opportunities for managers to network and learn from managers in other areas of the country.
- s) The ambition is that at the next full inspection, the Council will demonstrate that Nottingham's children's services are unequivocally 'good' and will also be confidentially demonstrating some outstanding elements of practice.

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

- t) While the Ofsted judgement was disappointing, it was not surprising. The last full inspection was in 2018 and from focussed visits in early 2019 and 2020 it was clear that services had deteriorated and needed considerable improvement. In response, an action plan was put in place and improvements were brought forward over the next 12-18 months focussed on the specific areas identified during these focussed visits, including the response to those privately fostered and support for children at risk of experiencing neglect because processes to support pre-work were not always effective. While these areas have improved since 2020, they can still improve further.
- u) At the end of 2021 the Council worked with the Department for Education to engage Essex County Council (rated Outstanding) to support the Council's improvement. Essex reviewed the Council's 'front door' arrangements and diagnostics showed the need for improvement, so the Council was aware of this and actively working on making improvements. It was clear that the volume of work triaged at the 'front door' was significant. There have been improvements to reduce the volume but this has not yet been as successful as the Services needs it to be and, at the time of the inspection, Ofsted found that decision making was still not timely enough. Further work has taken place since the inspection.

- v) One of the questions asked by Ofsted in relation to leadership was whether the Council understood its current position and the Service was able to describe its journey of improvement to inspectors.
- w) There could be learning on making sure information is provided to the Committee in support of effective scrutiny taking place.
- x) The inspection report recognises the difficult context that the Council is currently operating in and this has impacted on the service and the pace of improvement.
- y) The inspection report recognises the commitment to and quality of social work carried out by front line workers and that improvements have been made to assessments and understanding the needs of children. However, it is acknowledged that 'enablers' are really important in supporting good social work practice. A focus on use of technology, for example, is happening across the Council and is one of the next significant steps for the Service.
- z) During the week in which the report was published, five sessions were held with staff (four of which were held in-person) to talk both about the report and its findings and how staff feel. The sessions were attended by the Portfolio Holder and staff were assured that their commitment and loyalty was recognised by Ofsted, that the report's findings are not reflective of front-line staff not working hard enough and that improvement is about creating the right environment for staff to practice in. The sessions were well received by staff, who were unsurprisingly disappointed in the inspection outcome, and the overwhelming response was enthusiasm for contributing to improvement. What needs to change and how is now being discussed in more detail with staff. The Portfolio Holder added that in the previous week she had spent the day with the MASH Team who are now on top of work, have a new grading system in place and are keen to make further improvements. It was positive to see good staff morale within the Team and they understand that the Ofsted judgement was not about them as individuals. The Portfolio Holder commented that she was reassured by that visit and will be visiting other areas of the service on the same basis.
- aa) After the first focussed visit by Ofsted, staff articulated that they felt things were done to them rather than with them. The Service is keen to take a different approach and get their feedback on things that are working well, areas for improvement and ideas for change. Developing a culture of doing things 'with' people will be a key part of continuous improvement by the Service and commitment to engage in this is testament to the front line staff. These new approaches taken by leadership, which are supportive yet challenging, were described in the Ofsted report. The culture needs to be across all tiers of the Service with accountabilities in all directions.
- bb) One area of work started before the inspection is giving managers and staff better access to data and performance information, for example daily information to help them structure their time and work. Front-line practitioners have fed back that this has been really useful. It also helps managers have clear sight of caseloads and whether they are manageable. In addition to

data, managers are also encouraged to listen to when staff say that they feel really busy, even if the data suggests that a caseload is manageable, and support them accordingly.

- cc) Feedback from staff is broadly that they feel supported, listened to and that the Service is moving the right direction. However, Ofsted did comment that supervision is not always as effective or timely as it could be and that will need addressing.
- dd) There were concerns that repeated contacts take place before response is provided. A prompt is now built into processes requiring a response after a certain number of contacts regardless of the nature of those contacts.
- ee) The Local Government Association has recently supported a review of the Corporate Parenting Board and, based on that, work is taking place to review the membership of the Board, how it engages with children and young people and the format of its meetings. One aspect of this is the engagement of partners, which is currently limited.

The meeting adjourned at 11:05am.

The meeting resumed at 11:10am.

- ff) The Council is working with Essex County Council as a Sector Led Improvement Partner because Essex has a well-developed programme of support and is a large authority that is able to support others alongside delivering its core business. The Council was initially curious about its 'fit' with Essex but feedback from frontline staff and managers has been positive and Essex has helped to identify areas for improvement and provide support in making those improvements. Their input has been both supportive and challenging and the overall impact has been positive, so the Council will continue to work with them. The Council is open to working with other local authorities as opportunities allow and has informal links with peers.
- gg) In terms of improving the quality and timeliness of return home interviews, work is underway to understand the issues relating to this. Not all those missing from home are at risk of exploitation but many of those at risk of exploitation do go missing for periods. It is important for the Service to understand this from the individual and City perspective. The Council is working with partners to identify what needs to improve and also improve internal quality assurance on the return home interview process. It is also important to improve oversight arrangements and changes will be made to case management so that information on those missing from home is more visible. It will take time to make changes to case management systems but the practice response can be changed sooner once the best way of responding has been determined. Actions on this will be included in the Improvement Plan.
- hh) In January, there were only two qualified social workers working in the MASH. All other staff were differently qualified. By April, based on the diagnostic carried out by Essex County Council, it had been identified that the MASH

needed more qualified social workers alongside those differently qualified. This was because of changes in long-standing staff. Therefore, in April it was agreed to increase the establishment by eight additional social workers. The aim of increasing capacity was to respond to a growth in enquiries while dealing with the backlog of cases and ensuring the right skill mix in the team. However, it was a challenge to fill the posts. Permanent social workers in other teams were asked if they would like to transfer to the MASH but there was no interest in doing so and managers did not want to force staff to work in a role that they didn't want to do. There was also a concern that transferring staff from Fieldwork Teams and Children in Care Teams to temporarily support the MASH would have a detrimental impact on the existing relationships built between social worker and child. It would also not necessarily have resulted in having the right skills within the MASH. Therefore, it was necessary to bring in a team of agency workers experienced at working in a MASH in order to have the service fully staffed. The use of agency workers enabled a swift response while posts are recruited to permanently. The experience of the agency workers has also helped in bringing forward ideas for improvement. It is thought that existing staff were initially reluctant to take up roles in the MASH because they did not understand the role and how they would work, but the MASH is now 50% staffed from other areas of the Service. Plans are in place that all staff work in the MASH for 6-9 months and then go back to the Duty Team so that over a period of 3 – 4 years everyone will work in the MASH for a period. This will provide opportunities for staff and learning that they can take back to the Duty Team. The Corporate Director assured the Committee that having agency workers in the MASH was not critical to the Ofsted judgement. Bringing in agency staff to work in the MASH enabled cases to be dealt with quicker but there was not opportunity to fully deal with the backlog and get on top of work fully before the Ofsted inspection.

The Committee noted the positive comments about front line staff commitment, loyalty and good social work practice in the Ofsted report. The Committee commented on the importance of all staff feeling well supported, and welcomed the new emphasis on proactively communicating and engaging with staff at all levels of the Service, including in identifying areas for improvement and helping to shape those changes.

The Committee discussed its role in relation to improvement and encouraged an openness in the sharing the information and also expressed an interest in hearing reflections of front-line staff. The Committee requested sight of the refreshed Improvement Plan and will give consideration to scheduling 'deep dive' reviews into particular areas of the Plan, possibly based around the eight specific areas for improvement.

Resolved to review the Children's Services Improvement in January and agree an approach to scrutiny of its delivery.

21 Work Programme

The Committee discussed its work programme for the remainder of municipal year 2022/23. It noted that the Nottingham City Safeguarding Children Partnership Annual Report 2021/22 will not be available for consideration at the next meeting and will

therefore be rescheduled to the meeting in January. The Committee also noted that due to changes in the budget timetable, consideration of the Medium Term Financial Plan will also need to be rescheduled for the meeting in January. Following on from discussion earlier in the meeting about the Ofsted inspection of children's services, the Committee felt that it would be timely to review the Improvement Plan in January. As a result of these changes, items currently scheduled for consideration in January will be rearranged.

Resolved to:

(1) consider the following items at the Committee's meeting in December 2022:

a. Children's Services Transformation Programme

(2) consider the following items at the Committee's meeting in January 2023:

a. Children's Services Improvement Plan

b. Medium Term Financial Plan – Children's Integrated Services and Education

a. Nottingham City Safeguarding Children Partnership Annual Report 2021/22

**Children and Young People Scrutiny Committee
1 December 2022**

Children's Services Transformation Programme

Report of the Head of Legal and Governance

Purpose

- 1.1 To review progress of the Children's Services Transformation Programme.

2 Action required

- 2.1 The Committee is asked:
 - a) if it wishes to make any comments or recommendations in relation to the Transformation Programme; and
 - b) how it wishes to approach future scrutiny of this issue, including focus and timescales.

3 Background information

- 3.1 In March the Committee received an introduction to, and update on progress with the programme of transformation taking place across all children's social care services. It heard about the diagnostic assessment that had been carried out in 2021 and that, based on that assessment, a business case had been developed for a transformation programme to improve the outcomes, safety and experience of children, as well as having a positive financial impact on the Council's Medium Term Financial Plan. The scope of the transformation programme is across all children's social care. The Committee was informed that due to the size, scale and pace of transformation required, an external delivery partner was needed to provide the necessary experience, expertise and capacity to deliver transformation and, at the time of the last report to the Committee, procurement of that delivery partner was underway.
- 3.2 Given the importance of the transformation programme for both the Service and the Council, the Committee agreed to regularly review its progress.
- 3.2 The Director for Children's Integrated Services and Children's Delivery Lead for Transformation will be attending the meeting to provide an update on progress of the transformation programme. A written paper is attached.

4 List of attached information

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

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 Report to, and minutes of the meeting of the Children and Young People Scrutiny Committee held on 31 March 2022

7 Wards affected

7.1 All

8 Contact information

8.1 Jane Garrard, Senior Governance Officer
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0115 8764315

Report Children & Young People Scrutiny Committee Thursday 1st December 2022

Item Name: Children's Transformation Programme

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

Report author: Chad Thompson, Children's Services Transformation Delivery Lead

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 Children's Transformation programme

3. Context of Programme:

3.1 Context of Pre-Programme Period

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 has been further reinforced by an Ofsted inspection of Nottingham City Council's Children's Services in July 2022 which judged the council's Children's Services to be 'Inadequate'. These have both underpinned 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.

3.2 The diagnostic assessment of Children's Services:

A diagnostic assessment of the Children's Social Care service was conducted from October to November 2021. This process was informed by detailed

workshops with practitioners where the journeys of individual children were anonymised and reviewed to consider where the opportunities lay for improving outcomes. Alongside that, there was significant analysis of activity data and benchmarking with appropriate comparator authorities. Key headlines for identifying improvement opportunity were:

- 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 workshops reviewed 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 work streams 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 council.

3.3 Supporting the Change:

Due to the size, scale and pace of the transformation programme needed, NCC identified it 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. Transformation investment was agreed in the MTFP.

A competitive tender process took place between March-April 2022, which resulted in the Newton Europe being appointed as Transformation Delivery Partner.

It was initially anticipated that the Transformation Delivery Partner would start delivery onsite in May 2022. However, contracting delays and the full Ofsted inspection of Children's Services in July led to delay. Work began during August 2022 and a re-profiled programme of delivery has been agreed.

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 Youth (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

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 in brackets). These are net of the resources identified in October/November 2021 and the project is expected to deliver within the range.

Description	Target (Financial Equivalent)
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 (£4.770m)
Safely support the children in friends and family placements to transition to SGO.	20 additional children supported per year (£0.580m)
Successfully support more children per year to safely reunify.	4 more children reunifying per year (£0.540m)
Reducing the delays experienced by children leaving care to reunification, adoption or SGO	5-week reduction in average duration (£0.730m)
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 (£0.900m)
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 (£0.940m)
Increasing the net number of foster carers (leavers and joiners)	11 additional foster carers per year (£1.800m)
Increasing our block residential provision	10 additional block beds (£0.350m)
NET BENEFIT BY YEAR 8	10.610
Add back Implementation costs	0.631
GROSS BENEFIT BY YEAR 8	11.241

4.3 Programme Plan and Approach

The children's transformation programme will comprise of two phases; the 'Design, Prototype, and Trial' phase, and the 'Implementation and Sustain' phase.

'Design, Prototype, and Trial' phase (November 2022 – Spring 2023): to develop frontline-led, new ways of working that are tested and measured to demonstrably deliver the best outcomes for children and families in Nottingham

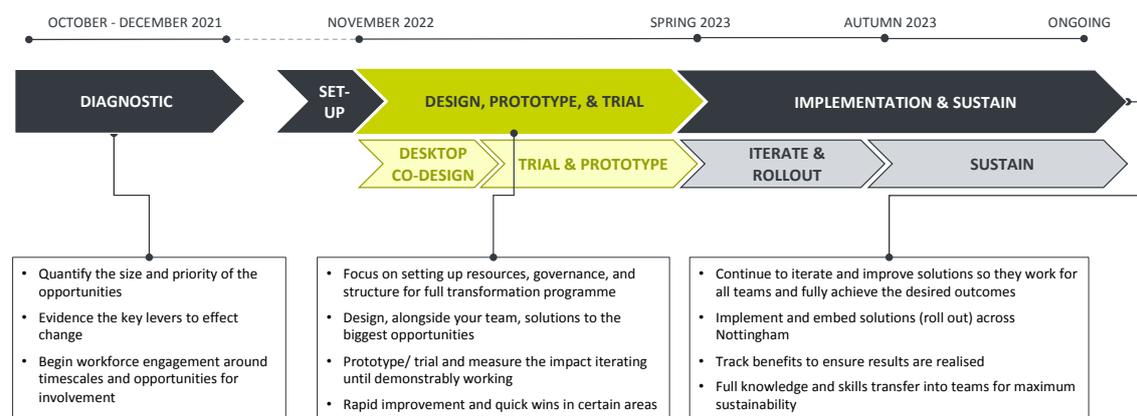
and as a consequence, achieve a lower overall cost and/or reduced demand growth to the Council. This will specifically involve work in one geographic area of the city with selected teams to develop, measure, test and iterate new ways of working until we are confident that they will deliver the total target benefit.

The outcome of the design phase set the vision for the future transformation of the services and confirmed the opportunities identified in the diagnostic assessment. It also refined the solution to deliver those opportunities, prepared the organisation for change, and set up an implementation plan for rollout to all districts across the city.

‘Implementation and Sustain’ phase (Spring 2023 – Winter 2023/2024): takes the newly designed tools, practices and processes and iterates them with the remaining locality teams to ensure they work seamlessly together, continuing to improve them to deliver the target operational and financial benefits. By the end of the implementation phase, the new ways of working will be in place, sustainable new levels of performance will have been achieved and teams in the service will have the ability to build and improve on them over the long-term.

Programme Expected Timescales

What does this next 12-18 months look like?



4.3 Within Children’s Services designated colleagues will act as Design Leads who will work alongside Newton Europe on co-production. These individuals will share practice experience, relationships, local knowledge, and great ideas to ensure the successful design and delivery of the transformation programme. Their key responsibilities will include:

- Develop in depth understanding of practice, process and culture relating to their workstream.

- Leadership of the workstream, influencing the prototype teams to change the way they work.
- Develop a workstream plan to design, test and iterate a new way of working.
- Report progress against the plan, escalating risks and opportunities.
- Develop and implement a method of measuring impact of the trials.
- Engage with and support teams as they test and iterate new ways of working.
- Coordinate with other Design Leads to ensure the new ways of working are complementary.

4.4 Revised Programme Benefits Timeline

With the delay to the start of the programme delivery from May 2022 to November 2022 described in 3.3, this has resulted in the overall benefits timeline being delayed by the same period. Therefore the cumulative benefit delivered over the MTFP will be £10.61.

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 The children's transformation programme will move into the 'Design, Prototype, and Trial' phase as outlined in 4.3.

Future reporting back to the committee will describe progress against both operational plans and expected financial benefits plans.

**Children and Young People Scrutiny Committee
1 December 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

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

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"> • Children's Integrated Services Transformation To review progress with the transformation programme • Work Programme 2022/23
26 January 2023	<ul style="list-style-type: none"> • Children's Integrated Services Improvement Plan To review the Improvement Plan, as refreshed following the Ofsted Inspection of Children's Services. • Medium Term Financial Plan – Children's Integrated Services and Education

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"> • Nottingham City Safeguarding Children Partnership Annual Report 2021/22 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. • Work Programme 2022/23
30 March 2023	<ul style="list-style-type: none"> • Education Investment Area To review the progress in activity taking place with multi-agency trusts to improve educational standards under the Education Investment Area programme • 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
- Child Exploitation
- 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