



## Appendix 2- Somerset Children's Trust – Children & Young People's Plan (CYPP) Executive Summary

### ***Progress as at: end March 2017***

#### **Overall**

At the end of Quarter 4 (January to March 2017) the Somerset Children's Trust (SCT) received reports from its 7 Improvement Programmes that reflect achievements at the end of the first year and the progress toward its outcomes, especially areas where actions will feature in next year's activity. There are positive messages as new services embed, more information and training is delivered across our workforce and partners, new partnerships form and systems and processes improve.

Ongoing challenges across the Improvement Programmes centre around resources – especially staffing, capacity and funding.

Whilst each programme's issues will be addressed individually later in this summary, the Trust should note the progress as follows:

#### **PROGRESS DURING Q4:**

- The full launch of new services within the Children & Adolescence Mental Health Service (CAMHS) services – Single Point of Access, Enhanced Outreach and Community Eating Disorder Service
- Implementation of the new Improving Mental Health and Emotional Well-Being in Schools service
- Commencement of the development of the Early Help Integrated hubs in each district
- Somerset County Council (SCC) recruitment processes are working well and attracting quality candidates into Children's Social Care
- More customer usage of Somerset Choices, the online portal providing information and advice for families and professionals
- Evidence of stronger partnerships in the voluntary, community and social enterprise sector (VCSE), as evidenced in the Somerset State of the Sector survey.
- Further recruitment and training around the Infant Nutrition programme
- New Tuning into Kids training roll-out
- Further promotion of the Parenting Offer alongside a number of unfunded community groups being established to support parenting projects i.e. Taunton Solo Parents Group.
- Procurement of the new Phoenix Child Sexual Abuse (CSA) service
- Schools continue to receive good or better judgements, both in comparison to the south west and nationally

- Closer working with the Regional Schools Commissioner which may result in additional funding
- The development of a new project to decrease the number of school exclusions; especially for more vulnerable children
- A successful Special Educational Needs & Disabilities (SEND) careers fair in Yeovil - "Choices for Life" - attended by over 350 young people
- Additional funding obtained from Education Funding Agency(EFA) for post 16 students with Education, Health and Care Plans (EHCP)
- Quality assuring the Team around the School model
- Strengthening the relationships between local district Early Help (EH) Boards and the strategic EH Commissioning Board
- Improved EH Assessments (EHA) and the implementation of the EH Case Management System.

Identified slippage, issues and risks for the SCT Executive to consider fall under the following themes :

#### RESOURCES:

- Parenting resources are not yet launched via the Healthy Somerset website;
- Continued inability to recruit psychologists to Children Looked After Emotional Health and Wellbeing team; the Education Psychology Service is providing an interim service
- The low volume of conversions of SEND statements to EHCPs due to staff priorities and sickness
- 78% of Somerset VCSE report risks of sustainability due to funding cuts
- The Health and Well Being sub group highlighted the incapacity of the Clinical Commissioning Group (CCG), G.P.s, education and midwifery to engage with Improvement Programme 2; also the postponement of the STP work for maternity and child health due to an immediate issue of getting into financial balance.
- There is a gap in provision of services for overweight children with co-morbid or multi co-morbid conditions which affects 125 children
- The membership of the Workforce Board is being reviewed in order to fully align to the CYPP

#### PROCESS:

- The final phased roll out of digital Universal Credit in South Somerset did not complete in March 2017 although is due to complete in April 2017
- The implementation of the electronic Early Help Assessment has been re-scheduled to start work in September 2017

#### NEW PROJECTS:

- The launch of the Infant Feeding Strategy is delayed in order to link to the launch of an e-learning module
- A peri-natal mental health service is delayed until the next round of funding applications open

#### INFORMATION:

- There is still no available data around families being able to manage debt and access benefit advice; neither Department of Work and Pensions (DWP) or Citizen's Advice Bureau (CAB) have been able to provide data. This means therefore the SCT cannot assess the impact of activity and evidence the outcome in the CYPP that families can manage their debts and access benefits. At the Somerset Financial Inclusion Board December meeting a key priority was identified as being financial literacy and budgeting for young people, particularly the most vulnerable groups of young people. There have been issues of Care Leavers falling into debt due to lack of support around the processes of accessing Universal Credit. CABs around the county have now worked with around 3000 children and young people on financial literacy in schools and colleges, youth and community groups and trained over 60 front line staff. This has exposed the lack of knowledge our young people have. As one young person stated, "the population of Britain could get into so much debt that our quality of life as a country would be lower and our status as an advanced country would deteriorate".
- Our Information Sharing protocols may not support a true Think Family culture.

#### Emerging work for next quarter:

- Nominations being received for the Somerset Star celebrations as part of National Volunteer week in June
- Somerset Choices – discussions with partners to review requirements for providing information, advice and guidance to families and practitioners
- Public health are compiling an annual calendar of campaigns to use in newsletters and share with partners
- The Infant Feeding Strategy will be published following the May elections
- The National Child Measurement Programme is now underway with 100% of eligible schools engaged
- To appoint clinical staff to the Children Looked After Emotional Health and Wellbeing posts
- Consultation on an integrated perinatal mental health care pathway has been drafted by the Perinatal and Infant Mental Health (PIMH) Steering Group and will be circulated to stakeholders
- Gloucestershire County Council will be carrying out a Peer Review of services supporting children and young people with SEND using the Ofsted/Care Quality Commission framework
- Focus on work around analysing exclusion, home education and reduced timetable data

- Review of the Combined Budgets of the Dedicated Schools Grant and beyond.
- Continue to prioritise work in relation to SEND provision and funding
- To commence a review of Pupil Referral Unit provision
- Decisions around vision and service model of integrated Early Help hubs will be taken post-election.
- Develop Adolescent Strategy
- Development of Somerset's Personalisation approach
- SSCB to commission a bespoke multi agency audit to test out consistency of application of thresholds at point of MASH referral
- Somerset Family Outcomes Framework to be approved by Early Help Board at June 2017 meeting
- Establishment of a multi-agency Think Family task and finish group to develop and agree a protocol.
- Further work on establishing membership of the Workforce Development Board, ensuring membership reflects the multi-agency Think Family Protocol.

***Decisions Required:***

- ***That the SCT Executive approves the progress for all 7 programmes at the end of year 1***

***Governance Arrangements***


This is the final quarter of reporting against the first year of the plan and covers the period January to March 2017. The seven improvement programme action plans are now actively used and monitored within the nominated delivery groups. The Partnership Business Manager and her team supports the groups and the SCT Executive and Board in monitoring activity across all 7 programmes to ensure the impact of the CYPP is realised by attending Boards and other relevant meetings; meeting individuals in our partnerships to discuss specific or general actions required to move the work forward and to ensure the quality and timeliness of reporting.

The first annual report of the progress and impact of year 1 of the CYPP will be published during June 2017. The Children's Trust Board has met twice in 2016/17 with health and parenting as its meeting themes.


Action plans for 2017/18 have also now been developed with partners and each delivery group.

The Scrutiny Committee for Policies, Children and Families receive quarterly reports on the 7 improvement programmes and a monthly update specifically on programme 6 *Achieving effective multi-agency support for more vulnerable children and young people and developing an excellent children's social work service*. Five member champions work alongside the chairs of the delivery groups in support of the 7 improvement programmes which strengthen the impact of the programmes and provide advocacy for each of the groups at point of scrutiny.


### 1. Supporting children, families and communities to become more resilient

<b>Current Status:</b>	<b>Green</b>	<b>Status Trend:</b>	
<b>Reason for current status:</b>	Good progress with most areas turning green in Quarter 4. Most notable achievements are in the areas of well publicised public health campaigns, more personal, social, health and economic training in schools, better promotion of parenting programmes, good collaboration between partners and the voluntary, community and social enterprise sector and the emerging work in the West Somerset Opportunity Area. Due to a redesign of Somerset Choices, there was a slight decrease in new visits to the site; however, repeat visits have increased. At the end of the year we were not able to gain data around numbers of families accessing benefit advice and debt management support.		


### 2. Promoting healthy outcomes and giving children the best start in life

<b>Current Status:</b>	<b>Amber</b>	<b>Status Trend:</b>	
<b>Reason for current status:</b>	Good progress has been demonstrated many of the actions within the CYPP plan are either in progress or have been completed. More progress can be demonstrated when recruitment of schools in health and wellbeing initiatives including ASSIST commence, schools are signed up to the PSHE accredited course beginning in November 17, initiatives are embedded within the infant feeding and nutrition strategy and comparable data is available e.g. immunisations.		


### 3. Improving emotional health and wellbeing

<b>Current Status:</b>	<b>Amber</b>	<b>Status Trend:</b>	
<b>Reason for current status:</b>	<p>The majority of actions and targets have been achieved by April 2017. Notable achievements include new services in specialist Children and Adolescent Mental Health Services (CAMHS) that have now been launched (Single Point of Access, Community Eating Disorder Service and Enhanced Outreach Service). The new Improving Mental Health and Emotional Wellbeing in Schools service has been procured and is in the implementation phase. In addition a service to support children who have experienced sexual abuse is now being implemented; this service is called the Somerset Phoenix Project, working alongside professionals and supporting children, young people and families affected by sexual abuse. We have not yet recruited two psychologist posts to the CLA emotional health and wellbeing team, however, interviews are underway in April 2017.</p>		

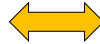
### 4. Building skills for life

<b>Current Status:</b>	<b>Amber</b>	<b>Status Trend:</b>	
<b>Reason for current status:</b>	<p>Good progress at the end of Quarter 4 with some actions still rated at amber going over in to Year 2. Most significant achievements are 42 schools inspected in this quarter result in the county having 92.2% of schools rated good or better which compares favourably to the national average of 88% and the south west average of 90.1%. The transition work is progressing robustly for students coming up to post 16 , especially vulnerable learners, in order to decrease our Not in Education, Employment or Training (NEET ) figures in Somerset , and provide a positive and aspirational pathway for our school leavers.</p>		


### 5. Providing help early and effectively

<b>Current Status:</b>	<b>Green</b>	<b>Status Trend:</b>	
<b>Reason for current status:</b>	<p>Good progress has been made in Quarter 4 and there is now a real focus on developing the model of integrated early help hubs for year 2. There will be an additional focus on partnership access to Professional Choices which host a number of "Tools To Do The Job" including the Who's Who guide, Virtual Meeting Rooms and Early Help Assessment's. Other notable achievements are the launch of the Early Help Case Management System in getset at the end March which is a significant collaborative project that will really support getset staff in more effective case management and freeing up more time to work with families.</p>		

### 6. Achieving effective multi-agency support for more vulnerable children and young people and developing an excellent children's social work service

<b>Current Status:</b>	<b>Amber</b>	<b>Status Trend:</b>	
<b>Reason for current status:</b>	<p>Good progress at the end of Quarter 4 with some actions still rated as amber going over in to Year 2. There has been significant progress in appointing permanent staff in Bridgwater office and First Response teams, who will both be over 70% permanent staffed by June 2017. However, there remain challenges in recruiting permanent staff to South Somerset and Taunton safeguarding teams in particular. There has been an increased number of contacts from partner agencies which has increased the number of referrals to Children's Social Care, thus increasing workloads temporarily. The Edge of care work is progressing more slowly than anticipated due to difficulty in recruiting staff and the need to integrate this work into a wider Adolescent strategy. Placement stability remains a concern for children who have been looked after for more than 2 and half years. An in depth review of placement stability is being undertaken to identify how best to support longer term placements. The inability to appoint to the Assistant Director Quality Assurance continues to impact on senior management capacity across the partnership. We have not yet recruited psychologist posts to the CLA emotional health and wellbeing team, however, interviews are underway.</p>		

## 7. Embedding a think family approach across the workforce

<b>Current Status:</b>	<b>Amber</b>	<b>Status Trend:</b>	
<b>Reason for current status:</b>	The workforce dashboard has been completed and signed off but still requires embedding. This will be monitored more closely in 2017/18. Work is underway to revise and realign the Think Family approach via the establishment of a multi-agency Task and Finish group. Recruitment processes are working well and attracting quality candidates.		



## Somerset's Children and Young People's Plan 2016-2019

### Seven Improvement Programmes Key Risks for 2016/17

CYPP Programmes	Key Risks	Impact	Mitigation
<b>1. Supporting children, families and communities to become more resilient</b>	<b>Risk that the Somerset partners will not be able to keep pace with the improvement activities</b>	<ul style="list-style-type: none"> <li>Concerns regarding Police capacity to manage workflow and respond to joint enquiries in a timely manner</li> <li>Refer-on culture deeply embedded amongst Somerset services</li> </ul>	<ul style="list-style-type: none"> <li>SCC Senior Leaders providing leadership (&amp; support) across the partnership and driving the agenda.</li> <li>Increased culture of multi-agency collaboration and critical friend challenge at Strategic levels</li> <li>Progress is reported through the Safeguarding Board and Children's Trust.</li> </ul>
<b>2. Promoting healthy outcomes and giving children the best start in life</b>	<b>Pressures in the NHS could lead to a lack of capacity / focus to improve the outcomes for vulnerable children</b>	<ul style="list-style-type: none"> <li>Capacity of CCG to Commission Children's Services</li> <li>Health capacity for children looked after and their carers</li> <li>Reduced capacity within prevention and early intervention programmes</li> </ul>	<ul style="list-style-type: none"> <li>CYPP engagement events in hospitals to engage critical parts of the health community being led by health.</li> <li>Senior Health lead appointments have been made and commenced in January 2017</li> <li>Concerns and progress are being reported to the Health and Wellbeing Board</li> <li>Exploring increased specialist medical capacity through the Regional Adoption Agency initiative</li> </ul>
<b>3. Improving emotional health and wellbeing</b>	<b>Risk that the 'CAMHS transformation plan' does not deliver sufficient</b>	<ul style="list-style-type: none"> <li>Delays in recruiting to key NHS posts</li> <li>Limited NHS partnership with Schools</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Parenting Board taking leadership in monitoring progress</li> <li>Senior leaders engaging with CCG Commissioners and providers to progress</li> </ul>

CYPP Programmes	Key Risks	Impact	Mitigation
	<p><b>transformation to ensure early help and preventative activities are prioritised for all vulnerable groups in particular children looked after</b></p>		<p>developments and monitor performance</p> <ul style="list-style-type: none"> <li>• Concerns and progress are being reported to the Health and Wellbeing Board</li> <li>• LA match resourcing support to develop a specialist team for children looked after.</li> <li>• Multi Agency Complex Cases Protocol</li> <li>• Implementation of new support to schools by Somerset Partnership commissioned by CCG</li> </ul>
<p><b>4. Building skills for life</b></p>	<p><b>Risk that Schools do not improve the outcomes for vulnerable groups – children look after, special educational needs and children in receipt of pupil premium</b></p>	<ul style="list-style-type: none"> <li>• Schools achieving well overall in outcomes / inspection judgements despite overall poor outcomes for vulnerable pupils</li> <li>• Excellent local practice by some schools not shared by others because of weak partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• LA leading the education strategic vision is giving priority to schools to focus on school improvement &amp; pupil outcomes and not structural redesign</li> <li>• Investment by the LA in Somerset Education Partnerships to provide 'critical friend' support to all head teachers</li> <li>• Challenging school providers in relation to pupil outcomes</li> <li>• Strengthening the role and capacity of the Virtual School Head</li> <li>• Roll out of the Team around the School model to encourage multi-agency support to schools where they are best placed to meet child's needs, in particular vulnerable groups</li> <li>• West Somerset Opportunity Area</li> </ul>
<p><b>5. Providing help early and</b></p>	<p><b>Risk that the Somerset</b></p>	<ul style="list-style-type: none"> <li>• Refer-on culture deeply</li> </ul>	<ul style="list-style-type: none"> <li>• SCC Senior Leaders providing leadership</li> </ul>

CYPP Programmes	Key Risks	Impact	Mitigation
effectively	partners will not be able to keep pace with the improvement activities	embedded amongst Somerset services	(& support) across the partnership and driving the agenda <ul style="list-style-type: none"> <li>• Increased culture of multi-agency collaboration and critical friend challenge at Strategic levels</li> <li>• Progress is reported through the Safeguarding Board and Children's Trust</li> <li>• Development of multi-agency tools which aid collaboration and joint working including a collaboration platform to enable better quality sharing of information in a secure way, and the simplification of Early Help processes to aid engagement and ownership</li> </ul>
<b>6. Achieving effective multi-agency support for more vulnerable children and young people and developing an excellent children's social work service</b>	<b>Risk that improvements will not be sustained and consistency of social work practice will remain a cause for concern</b>	<ul style="list-style-type: none"> <li>• Recent increase in demand and difficulties of recruitment led to dip in morale</li> <li>• Inconsistent practice amongst staff</li> <li>• Permanent staff not always clear about 'good' practice</li> </ul>	<ul style="list-style-type: none"> <li>• Managers taking action to control work</li> <li>• QPRM monthly meetings</li> <li>• Case Audits</li> <li>• Briefing events led by senior leaders on the journey travelled</li> <li>• Showcasing good practice</li> </ul>
<b>7. Embedding a think family approach across the workforce (year one focus is on developing the permanent social care</b>	<b>Risk that permanent social work vacancies are not filled at fast enough pace and an over reliance on</b>	<ul style="list-style-type: none"> <li>• Level of locums in some teams is too high</li> <li>• Seasonal difficulties in recruiting experienced locums</li> </ul>	<ul style="list-style-type: none"> <li>• Plan in place to achieve 75% permanent staffing</li> <li>• ASYE support by designated Consultant Social Work posts</li> <li>• Focused recruitment activity for</li> </ul>

CYPP Programmes	Key Risks	Impact	Mitigation
workforce)	recruitment of ASYEs	<ul style="list-style-type: none"> <li>• Neighbouring LA responding to their own difficulties with higher social work salaries</li> </ul>	<p>Experienced Social Workers</p> <ul style="list-style-type: none"> <li>• Increasingly mature response by managers in terms of balancing pressures and maintaining quality</li> <li>• Clarity provided to multi-agency workforce of desired values and behaviours necessary to deliver the plan</li> <li>• Using the IR35 changes as an opportunity to convert locums to permanent staff</li> <li>• Looking after our own events focussed on resilience of the workforce</li> </ul>