Somerset Children's Trust – Children & Young People's Plan (CYPP) Executive Summary

Progress as at: end June 2017

Overall:

Year two of the Children & Young People's Plan 2016 – 19 (CYPP) commences with ambitious and robust action plans that reflect the good progress made in Year One, focusses on embedding developments from year one, and lays out the challenges to ensure the Somerset Children's Trust (SCT) meets the outcomes agreed in the CYPP.

The action plans were produced by Programme Leads in consultation with their steering bodies and wider consultation with senior management, via workshops and team meetings. These discussions included learning from the challenges presented in year one in order to improve our ability to evidence progress via the use of data, incorporating the voice of the child and seeking relevant case studies.

During this period, actions for this year were also determined by the Ofsted monitoring visits, the appointment of a new interim head of Special Educational Needs and Disabilities (SEND) and a peer review of SEND provision in Somerset. Additionally, following local elections, the new Corporate Parenting Board membership was formed and their priorities for the next quadrennium have been set. As a consequence, any additional actions arising from these events have been incorporated into year two action plans and some early progress can be reported in Quarter 1.

In order to bring the voice of children, young people, their families and the workers supporting them, into our reporting of the CYPP we amalgamated the new SCT local Business Champions with the county Board of Practitioner's meetings for a more robust and effective method of communication from an operational perspective. This has been complemented with the launch of the CYPP newsletter 'The Journey' which received much positive feedback. Work has now commenced on the next quarterly issue.

Progress During Q1:

Each programme has set out its achievements for quarter 1 in their individual action plans and highlight reports. An analysis of these early achievements shows that they fall into four themes for consideration.

Information & Resources:

- An on-line parent/carer tool kit has been launched
- Early help resources for emotional health and well-being are now being mapped
- 30 staff have been trained in perinatal and infant mental health awareness
- The new CAMHS services are now fully functional
- A national public health campaign around sugar ran in every primary school
- Teachers across the county have undertaken Personal, Social, Health and Economic (PSHE) Continuous Professional Development (CPD) training
- A number of apprenticeship and employer engagement discussions and events have taken place
- Training from the Institute of Family Therapy training has been commissioned for leadership in Children's Social Care
- There is growth of multi-agency use of Professional Choices as a tool to do the job

Resilience in our children, young people, their families and the people who support them:

- Our schools' performance remains strong
- The Team Around the School model has achieved its target reach and is embedding quality assurance
- Our Year 11 Children Looked After (CLA) all have identified destinations for their future education
- A further successful 45 Troubled Families have achieved their outcomes this quarter bringing the project total to date to 274
- An increasing number of volunteers and volunteering opportunities have been created
- Further opportunities for children, young people and their families to participate especially in the areas of emotional health and well-being and SEND
- Work on the better identification of young carers and the support they require is commencing
- Multi-agency training on the Tuning into Kids and Tuning into Teens is taking place
- Emotion Coaching, Mental Health First Aid and other training is taking place in schools
- Fewer pregnant women are smoking at delivery
- A successful recruitment campaign means that there are now more lay breast feeding champions in Somerset.

SEND:

- 9 SEND priorities have been identified following the recent peer review by Gloucestershire County Council which focus on:

1. Joint Commissioning
2. Health Engagement
3. Transitions
4. Participation
5. Early Help for SEND
6. Statutory Assessment
7. Complex Cases
8. School Improvement
9. OFSTED Preparation

Approaches:
- There will be a major focus in year two on the plans towards developing early help hubs (or family hubs) through joint working between public health nursing and getset services
- The Early Help Case Management system has been implemented in getset
- 29 councillors have undertaken Corporate Parenting training resulting in 10 members on the Board and 2 members on each of the Board sub-groups
- Mapping work has commenced to identify early help mental health resources
- A multi-agency Pre-birth Protocol has been written for ratification by the Somerset Safeguarding Children's Board (SSCB)
- A Neglect strategy and action plan has been written and awaiting ratification
- A Missing protocol has been revised including improved return home interview processes
- A Think Family multi agency workshop took place in June and 4 sub-groups are now taking the work forward
- The Workforce Strategy is now in place for Children's Social Care and job adverts out for new social workers in 2 districts.

Quarter One reporting has identified a number of slippages, issues and risks aligned to the themes of resilience, capacity and approaches.

There is a problem obtaining fuel poverty data as there is no longer a national focus on fuel poverty and so no data collection. However, the

Strategic Housing Group are working to determine what data sets they hold that evidence the level of household poverty and its effect on children and young people. Additionally, it has not been possible to re-visit homes where child safety equipment was previously fitted to assess its effectiveness.

Recruitment issues continue and have been identified in programme 3 regarding vacancies for children and young people mental health workers. There have been issues in obtaining relevant data especially where measures/standards have changed making year on year comparison impossible or confusing. Programme 2 identified that more time is required to get a Service Level Agreement (SLA) in place with Support Services for Education (SSE) regarding High Needs Budgets for vulnerable learners.

Partnership engagement continues to be challenging however, there is evidence across all 7 programmes of a growing pattern of multi-agency working.

Programme 6 highlights that, despite efforts and ongoing strategic focus, there is a lack of placement capacity nationally which is impacting on sufficiency locally. The Corporate Parenting Board has asked for an analysis of out of area placements data to determine the reasons that prevent our children looked after from living in Somerset.

Finally, there is stronger representation of children, young people, their families and the people who support them in our CYPP reporting, especially through the emerging Participation Workers Network.

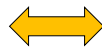**Emerging work for next quarter:**
- Focus on the 9 priorities for SEND
- West Somerset Opportunity Area strategy to be published
- Mental health training in schools continues
- A self-harm steering group to be established and action plan drafted
- Distribution of funding for Achieving Excellence for All activities
- A review of performance targets at end of Key Stage Assessments and any required revisions to targets proposed
- The engagement and consultation regarding the proposed model of Family Hubs to be launched
- Following scoping and an options paper, the Adolescent Strategy to be developed
- Ongoing work with schools to improve the Troubled Families caseload data sharing

- Follow up of Think Family Workshop to progress the multi-agency protocol
- Joint review of effectiveness of Emergency out of Hours Service
- The implementation of the Neglect Strategy
- A business case to be raised to increase capacity in the Virtual School to incorporate post 16 CLA.

Decisions Required:

- That the SCT Executive approves the progress for all 7 programmes at the end of year 2 quarter 1

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

Current Status:	AMBER	Status Trend:	⟺
Reason for current status:	This quarter has already shown some positive actions with the publication of the parenting offer and significant work towards increasing volunteering capability. Work has started on personalisation and mapping early help for emotional health and well-being. Ongoing work continues on improving the local offer and developing the West Somerset Opportunity Area action plan and partnership board. Some slippage on this programme is due to the lack of fuel poverty figures and we await alternative poverty measures to be determined. The impact of the positive activity in this programme will not be reflected for some time; therefore, the status remains at amber.		

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

Current Status:	AMBER	Status Trend:	⟺
Reason for current status:	Quarter 1 has seen some positive achievements for Programme 2 especially around information – the new Parent and Carer toolkit is live, training on parenting skills has taken place in early years settings and schools and professional		

development for teaching staff has been delivered. Better support for new parents regarding breastfeeding support, smoking cessation advice and perinatal and infant mental health is in place. This programme will have high level involvement with Programme 5 regarding the proposed new Family Hubs and further progress will be reported via the Early Help Board through the year. Additionally, actions arising from the SEND Health group will be commenced and reported in the year. These two high level actions mean that the rating of the progress to date remains at Amber. Reported slippage this quarter is in regards to the failure to revisit homes that were previous equipped with Child Safety Equipment and the re-visit opportunity has now passed.

3. Improving emotional health and wellbeing

Current Status:	AMBER	Status Trend:	⟷

Reason for current status:	Although the Single Point of Access is now fully operational, the Community Eating Disorder Service is meeting its access and waiting time standards, the online Kooth counselling service has been launched and the Enhanced Outreach Service is operating 12 hours daily, this programme remains rated at Amber. However, future reporting will reflect the ongoing training in schools and communities, mapping work around community resources and the outcomes of increased participation opportunities. Some of this work will require vacancies to be filled and evidence of outcomes will be supported with work on establishing a data dashboard. This will highlight issues such as duplication or gaps in provision arising from the impact of not joining up health, education, social care and other sectors such as the voluntary and community sector.

4. Building skills for life

Current Status:	AMBER	Status Trend:	⟷

Reason for current status:	There are some notable successes at the beginning of year 2 for Programme 4 especially in the areas of early years settings' and schools' performance and the Team Around the School model which has now reached its target to be in place across all schools in the county. However, there is still much work to do regarding better outcomes for vulnerable

learners and although the work has commenced under the remit of the new interim head of SEND, this programme commences year 2 at Amber. Future arrangements of High Need funding through the Support Services for Education (SSE) is reporting slippage due to the Service Level Agreement (SLA) not yet being in place. This programme has highlighted the concern around the number of pupils with SEND being excluded on fixed term and permanent exclusion and the reasons behind the increasing numbers of families choosing to home educate. These issues will be addressed and progress reported in future papers.

5. Providing help early and effectively

Current Status:	AMBER	Status Trend:	
Reason for current status:	The majority of the action plan relates to new actions and embedding new developments, neither of which can yet be evidenced by improved outcomes. However, significant work is now underway on the proposed early help (family) hubs, the adolescent strategy and young carers support. In particular, the development of the family hub model and the transformation programme it requires to deliver them will pose some risk which will be monitored closely by the Early Help Board, and through SCC governance arrangements. Additionally, the SEND priorities offer a challenge around a comprehensive and co-ordinated early help offer for children with SEND. Therefore the programme remains at Amber and will report on progress of the new activities in due course.		

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

Current Status:	AMBER	Status Trend:	
Reason for current status:	The programme has evidenced achievements in resilience and relationships training for social care staff; it has commissioned leadership training due to commence in the Autumn and the launch of the multi-agency protocol. However, there are many other activities around staff recruitment, retention, training, resilience and support that will be ongoing through Year 2 therefore the programme commences as an Amber rating.		

7. Embedding a think family approach across the workforce

Current Status:		Status Trend:	
	AMBER		⟷
Reason for current status:	The Think Family Workshop took place in June involving a good range of partners. Engagement was good and a desire to move forward was evident. Four multi-agency task and finish groups have been established to set the pace towards establishing a Think Family protocol. However, due to the capacity of all partners to engage the timelines set for this activity are unable to commence until late Summer. Additionally, the Workforce Development Board's data dashboard has been able to evidence that the target of 60% permanent workforce set for year one has increased to 77%. Conversely, average caseloads have risen to 15.9 against a target of 14 and staff turnover has increased from 12% to 14.2%. With more work needed to address these concerns this programme remains at Amber.		

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

Seven Improvement Programmes Key Risks for 2017/18

CYPP Programmes	Key Risks	Impact	Mitigation
1. Supporting children, families and communities to become more resilient	**Risk that the Somerset partners will not be able to keep pace with the improvement activities**	• Concerns regarding Police capacity to manage workflow and respond to joint enquiries in a timely manner • Refer-on culture deeply embedded amongst Somerset services	• SCC Senior Leaders providing leadership (& support) across the partnership and driving the agenda. • Increased culture of multi-agency collaboration and critical friend challenge at Strategic levels • Progress is reported through the Safeguarding Board and Children's Trust.
2. Promoting healthy	**Pressures in the NHS**	• Capacity of CCG to	• Senior Health lead appointments have been

CYPP Programmes	Key Risks	Impact	Mitigation
outcomes and giving children the best start in life	**could lead to a lack of capacity / focus to improve the outcomes for vulnerable children**	Commission Children's Services • Health capacity for children looked after and their carers • Reduced capacity within prevention and early intervention programmes	made and commenced in January 2017 • Concerns and progress are being reported to the Health and Wellbeing Board • Exploring increased specialist medical capacity through the Regional Adoption Agency initiative
3. **Improving emotional health and wellbeing**	**Risk that the 'CAMHS transformation plan' does not deliver sufficient transformation to ensure early help and preventative activities are prioritised for all vulnerable groups in particular children looked after**	• Delays in recruiting to key NHS posts • Limited NHS partnership with Schools	• Corporate Parenting Board taking leadership in monitoring progress • Senior leaders engaging with CCG Commissioners and providers to progress developments and monitor performance • Concerns and progress are being reported to the Health and Wellbeing Board • LA match resourcing support to develop a specialist team for children looked after. • Multi Agency Complex Cases Protocol • Implementation of new support to schools by Somerset Partnership commissioned by CCG
4. **Building skills for life**	**Risk that Schools do not improve the outcomes for vulnerable groups – children look after, special educational**	• Schools achieving well overall in outcomes / inspection judgements despite overall poor outcomes for vulnerable pupils	• LA leading the education strategic vision is giving priority to schools to focus on school improvement & pupil outcomes and not structural redesign • Investment by the LA in Somerset Education Partnerships to provide 'critical

CYPP Programmes	Key Risks	Impact	Mitigation
	needs and children in receipt of pupil premium	• Excellent local practice by some schools not shared by others because of weak partnerships	friend' support to all head teachers • Challenging school providers in relation to pupil outcomes • Strengthening the role and capacity of the Virtual School Head • 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 • West Somerset Opportunity Area
5. **Providing help early and effectively**	**Risk that the Somerset partners will not be able to keep pace with the improvement activities**	• Refer-on culture deeply embedded amongst Somerset services	• SCC Senior Leaders providing leadership (& support) across the partnership and driving the agenda • Increased culture of multi-agency collaboration and critical friend challenge at Strategic levels • Progress is reported through the Safeguarding Board and Children's Trust • 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
6. **Achieving effective multi-**	**Risk that improvements**	• Recent increase in demand	• Managers taking action to control work flow

CYPP Programmes	Key Risks	Impact	Mitigation
agency support for more vulnerable children and young people and developing an excellent children's social work service	**will not be sustained and consistency of social work practice will remain a cause for concern**	and difficulties of recruitment led to dip in morale • Inconsistent practice amongst staff • Permanent staff not always clear about 'good' practice	• QPRM monthly meetings • Case Audits • Briefing events led by senior leaders on the journey travelled • Showcasing good practice
7. Embedding a think family approach across the workforce (year one focus is on developing the permanent social care workforce)	**Risk that permanent social work vacancies are not filled at fast enough pace and an over reliance on recruitment of ASYEs**	• Level of locums in some teams is too high • Seasonal difficulties in recruiting experienced locums • Neighbouring LA responding to their own difficulties with higher social work salaries	• Plan in place to achieve 75% permanent staffing • ASYE support by designated Consultant Social Work posts • Focused recruitment activity for Experienced Social Workers • Increasingly mature response by managers in terms of balancing pressures and maintaining quality • Clarity provided to multi-agency workforce of desired values and behaviours necessary to deliver the plan • Using the IR35 changes as an opportunity to convert locums to permanent staff • Looking after our own events focussed on resilience of the workforce