



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

Progress as at: end September 2017

1. Overall

This report gives an update on the period July to September 2017 (Quarter 2) of year 2 of the Children & Young People's Plan 2016 – 2019 (CYPP). There has been some good progress with significant pieces of work underway, some actions completing ahead of target date and some slippages. Reporting this month has been against a background of senior staff changes and preparations for Children's Social Care and SEND Ofsted inspections.

At this halfway point of the CYPP the executive is reflecting on the strength of the partnership to deliver the full 3 year plan. Based on the values and behaviours set out in the CYPP around the commitment of everyone who works with children, young people and families to achieve our seven improvement programmes, the children's trust delivery groups are self-evaluating partnership working against the areas of collaboration, commitment to ownership of actions, organisation and evidence of the voice of the child, young person and their families and carers in our work. The view is that we are still developing as a partnership and there is a need to see greater ownership of the plan, increased pace and greater aspiration for our children and young people.

The Partnership team is working more closely with the data management team and the team's skills and understanding is improving.

However there are still issues of partners missing reporting deadlines, and a lack of ownership of some actions.

Further work will be undertaken in Quarter 3 by individual boards and groups to consider what more needs to be done to promote better partnership working.

In order to prepare fully for year 3 SCT has agreed a partnership 1 day workshop in early 2018 that includes all SCT Executive members, improvement programme leads and action owners to produce the year 3 plan. This event would also start to consider forward planning the next CYPP from 2019 onwards.

2. Achievements and Target dates were met on the following programmes:

- Transition planning arrangements for children with long term conditions and illnesses moving to adult services has now been determined in the co-produced Choices for Life strategy; leading to an improved process and including the voice of the child.
- Work on self-harm reduction is underway with a task and finish group established.

- The roll out of the Talent Academies for the 14 – 16 vocational curriculum has commenced.
- The development of the new Family Support Service and proposals for the future of children's centre buildings is now out for consultation until December 2017.
- The Institute of Family Therapy Systemic leadership and supervision training is underway and masterclasses for social workers with leading academics now in place.
- The target date for sustaining Troubled Families has been met as this is now embedded in the getset service delivery and outcomes are monitored through the Families Outcomes Framework. Some progress has been made on the Think Family outcomes with a co-produced strategy now directing this work and continued collaboration with agencies involved in working with vulnerable families.

3. Slippage on Target Dates, reported Issues and Risks

- Programme 1 reports slippage on redefining and improving the SEND local offer; the delay in target date is because a new web platform is being developed which is due to complete in Quarter 4.
- Submissions of bids to NHS England for specialist perinatal services has been postponed to November 2017.
- The Early Help Board has identified issues around partner engagement and understanding around the agreed processes and framework in place for Early Help; this is being addressed by establishing ongoing communications activity and utilising the EH data dashboard to identify organisations that need help in embedding early help.
- Programme 7 identifies the risk of insufficient collaboration on the Think Family work which means progress is slow, combined with not yet having a clear communications strategy for Think Family.
- Average caseloads for social workers have risen from 16.8 to 17.05 since last quarter.
- The report also highlights concerns around getset family support workers and social worker recruitment and retention.

4. The Executive should be aware of quarter 3 planned activity that will be reported on as follows:

- The Early Help Board will be considering the feedback and final proposals from results of Family Support Services and Children's Centres consultation ending 1st Dec 2017.
- Programme 2 will be reporting on decisions to be made following public health consultation on the end of the Healthy Eating, Physical Activity and Weight Management contract.
- Programme 3 will continue to develop data flows across services and complete Self-Harm Action Plan draft.
- The Clinical Commissioning Group will be undertaking a review of maternity and paediatric services.
- The Somerset Education Partnership Board (SEPB) will be monitoring Team Around the Schools who will be piloting the support to

pupils subject to multiple fixed term exclusions. Additionally they will implement revised arrangements for Schools Causing Concern Group and a complete review of funding and management arrangements for Parent Family Support Advisors (PFSA) for 2018/19 academic year, for Programme 4.

- The impact of Family Group Conferences to support children to remain in their families/communities will be evaluated.
- The Workforce Board will be completing the Think Family Strategy for wider partnership discussion and developing a business case to consider implementation of the Department for Communities & Local Government (DCLG) approved Whole Family Working training for Programme 7.


Decisions Required:


- That the SCT Executive notes the progress for all 7 programmes at the end of year 2 quarter 2.
- That the SCT Executive approves the proposal for a partnership workshop in early 2018 to prepare for year 3 action plans, assess the health of the children's trust partnership and start to consider preparation for the next CYPP.



1. Programme 1 – Supporting children, families and communities to be more resilient

Delivery Group : Early Help Strategic Commissioning Board



Delivery Group Interim Chair :Philippa Granthier, Assistant Director, Commissioning & Performance, SCC

Current Status:	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	Status Trend:	
Reason for current status:	The majority of actions are due for completion in March 2018 and have reported sufficient progress towards their targets to be able to state a status trend of GREEN. However, it should be noted that actions personal budgets, a Charter Mark for Inclusive Communities and a plan to strengthen advocacy for parents are still in an embryonic position. An improved web platform is being developed for the SEND Local Offer. The West Somerset Opportunity Area Action Plan was published in late Autumn 2017 and this will support the priority for children, families and communities to be empowered with the tools, skills and information to help themselves; however, the long term outcomes of this programme will not be fully		

	<p>evident by the end of next year.</p> <p>At this halfway point of the Children and Young People's Plan (CYPP) the Early Help Strategic Commissioning Board is well established and meeting monthly in order to cope with the demands of this programme and programme 5. However, it requires more ownership of the programme and a motivation to continue to drive the early help agenda in members own organisations. The Board has talked about the partnership understanding of early help and is developing a stronger communication strategy for practitioners to be confident in their use of the process, the framework and the Tools to do the Job.</p> <p>As this Board also holds responsibility for Priority 5 of the SEND intervention work, membership was reviewed in May 2017 and additional agencies are now represented through the Board.</p>		
<p>2. Programme 2 – Promoting Healthy Outcomes and giving children the best start in life Delivery Group: Children & Young People Health & Wellbeing Group Delivery Group Chair: Alison Bell, Consultant in Public Health</p>			
<p>Current Status:</p>	<p>This Programme is currently rated as being on track to meet target dates for all actions by March 2018</p>	<p>Status Trend:</p>	
<p>Reason for current status:</p>	<p>There have been some positive achievements in Quarter 2 especially the launch of the public consultation on Family Support Services and Children's Centres; evidence of the positive impact of a systems approach to parenting; the co-produced Choices for Life strategy and several successful further training programmes - perinatal and infant mental health pathway and breastfeeding volunteers; and a further decline in women smoking at the point of delivery. There was little slippage against the plan this quarter – a delay in the timeline for bids to NHS England's specialist perinatal services funding; and therefore, progress can be shown as a status trend of GREEN.</p>		
<p>3. Programme 3 – Improving Emotional Health & Wellbeing Delivery Group: Commissioning Group for Children & Young People's Mental Health, Emotional and Psychological Wellbeing Delivery Group Chair: Deborah Howard – Head of Joint Commissioning, CCG</p>			

Current Status:	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	Status Trend:	
Reason for current status:	This programme shows a status trend of GREEN as there have been some successes against target, notably the Schools Health and Resilience Education (SHARE) service is now implemented; there is increased training and support available for parents; the Child and Adolescent Mental Health Services (CAMHS) participation is operating well, work around self-harm reduction is now underway following the establishment of a Self-Harm Reduction Task and Finish Group. Some slippages have occurred – no central data dashboard yet established and the new psychologists for the Emotional Health and Wellbeing team are not yet in post.		
4. Programme 4 – Building Skills for Life Delivery Group: Somerset Education Partnership Board (SEPB) Delivery Group Interim Chair: Dave Farrow, Head of Outcomes and Sufficiency, SCC			
Current Status:	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	Status Trend:	
Reason for current status:	This programme shows a status trend of GREEN due to the following reasons: Provisional outcomes suggest that at KS1 and KS2 outcomes in Somerset schools have improved but this is mirrored nationally; for KS1 Somerset's performance is slightly above the national average but is slightly below at KS2 and revised assessment arrangements at KS4 mean it is not possible to compare performance against previous years and national data is not yet published. The report on the impact of 2016/17 funded activities in schools not yet reported to SEPB and the revised priorities and activities for Programme 4 not yet agreed by SEPB. Finally, progress on the service level agreement (SLA) with Support Services for Education (SSE) for High Needs Budget funded activities is delayed.		

5. Programme 5 – Providing help early and effectively Delivery Group: Early Help Strategic Commissioning Board Delivery Group Interim Chair: Philippa Granthier, Assistant Director, Commissioning & Performance, SCC			
Current Status:	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	Status Trend:	
Reason for current status:	<p>Quarter 2 shows no slippage on the programme and some early completions. Currently, progress against actions due to complete in March 2018 show sufficient activity to rate the status trend as GREEN.</p> <p>The Early Help Strategic Commissioning Board which delivers this programme is meeting regularly and with a newly revised membership that can support some of the challenges around the development of a new Family Support Service model and how we identify and support children and young people with SEND (Special Educational Needs and Disabilities) earlier.</p> <p>Although the Board is maturing, ownership of their programme and the motivation to drive the early help agenda in individual organisations has not progressed fast enough. A key current issue is around embedding Early Help processes across all agencies, shown by the recent increase of inappropriate contact and re-referrals to social care.</p> <p>The Board has therefore identified the need for more effective and ongoing communication of the Early Help process and framework and has considered options around a webpage to signpost all the Early help support available.</p>		
6. Programme 6 - Achieving effective multi-agency support for more vulnerable children and young people and developing an excellent children's social work service Delivery Group: Children's Social Care/Somerset Safeguarding Children's Board Delivery Group Chair: Claire Winter, Deputy Director Children and Families / Sally Halls, Independent Chair of the Somerset Safeguarding Children's Board			

Current Status:	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	Status Trend:	
Reason for current status:	Most areas of the plan are in progress but not yet completed, as target dates not yet been reached. Sufficiency of care placements continues to be a major concern due to a sustained crisis in the availability of care placements nationally. The main achievements of this programme this quarter are around the implementation of quality training, a new children's emergency duty service is now in place and a new rapid response adolescent service has been developed ready for implementation in Quarter 4. Progress on joint work with the Somerset Safeguarding Children's Board has led to the ratification of the Neglect Strategy, the launch of the Unborn Baby Protocol and the re-launched Missing Children protocol this quarter. The highlighted risk for this programme continues to be the difficulty in recruiting sufficient social workers to work effectively and meet children's needs.		
7. Programme 7 - Embedding a Think Family Approach across the Workforce Delivery Group: Workforce Board Delivery Group Chair: Chris Squire, Director of HR, SCC			
Current Status:	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	Status Trend:	
Reason for current status:	There is continued focus on engaging partners in the Think Family concept. There have been some difficulties in engaging with the police in relation to the emerging Think Family theme. Two more Task and Finish Group meetings are planned in order to co-produce a final draft of the Think Family Strategy. This will be launched in early 2018. This quarter showed a focused effort on increasing the establishment of permanent social workers.		

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	<ul style="list-style-type: none"> • Concerns regarding Police capacity to manage workflow and respond to joint enquiries in a timely manner • Refer-on culture deeply embedded amongst Somerset services 	<ul style="list-style-type: none"> • 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 outcomes and giving children the best start in life	Pressures in the NHS could lead to a lack of capacity / focus to improve the outcomes for vulnerable children	<ul style="list-style-type: none"> • Capacity of CCG to Commission Children's Services • Health capacity for children looked after and their carers • Reduced capacity within prevention and early intervention programmes 	<ul style="list-style-type: none"> • Increased awareness by CCG of need to focus resource on children's services • 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	Risk that the 'CAMHS	<ul style="list-style-type: none"> • Delays in recruiting to key 	<ul style="list-style-type: none"> • Corporate Parenting Board taking

CYPP Programmes	Key Risks	Impact	Mitigation
<p>health and wellbeing</p>	<p>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</p>	<p>NHS posts</p> <ul style="list-style-type: none"> Limited NHS partnership with Schools 	<p>leadership in monitoring progress</p> <ul style="list-style-type: none"> 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
<p>4. Building skills for life</p>	<p>Risk that Schools do not improve the outcomes for vulnerable groups – children look after, special educational needs and children in receipt of pupil premium</p>	<ul style="list-style-type: none"> Schools achieving well overall in outcomes / inspection judgements despite overall poor outcomes for vulnerable pupils Excellent local practice by some schools not shared by others because of weak partnerships 	<ul style="list-style-type: none"> 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 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

CYPP Programmes	Key Risks	Impact	Mitigation
			groups <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Refer-on culture deeply embedded amongst Somerset services 	<ul style="list-style-type: none"> 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-agency support for more vulnerable children and young people and developing an excellent children's social work service	Risk that improvements will not be sustained and consistency of social work practice will remain a cause for concern	<ul style="list-style-type: none"> Recent increase in demand and difficulties of recruitment led to dip in morale Inconsistent practice amongst staff Permanent staff not always clear about 'good' practice 	<ul style="list-style-type: none"> Managers taking action to control work flow 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	Risk that permanent social work vacancies	<ul style="list-style-type: none"> Level of locums in some teams is too high 	<ul style="list-style-type: none"> Plan in place to achieve 75% permanent staffing

CYPP Programmes	Key Risks	Impact	Mitigation
<p>workforce (year one focus is on developing the permanent social care workforce)</p>	<p>are not filled at fast enough pace and an over reliance on recruitment of ASYEs</p>	<ul style="list-style-type: none"> • Seasonal difficulties in recruiting experienced locums • Neighbouring LA responding to their own difficulties with higher social work salaries 	<ul style="list-style-type: none"> • 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