



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

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

#### **1. Overall**

This report gives an update on the period October to December 2017 (Quarter 3) of year 2 of the Children & Young People's Plan 2016 – 2019 (CYPP).

There has been some good progress across all seven programmes with significant pieces of activity completed including the Family Support Services public consultation.

Activity this quarter took place in parallel with the month long OFSTED single inspection of Children's Social Care. We await the published report at the end of January 2018 which will focus activity for the last year of this Children & Young People's Plan, and beyond.

At the halfway point of the CYPP the Somerset Children's Trust (SCT) Executive group are reflecting on the strength of the partnership - looking at the values and behaviours set out in the CYPP. With this in mind, the Partnership team interviewed practitioners from all disciplines about their experience of multi-agency working. Overall, the results were positive with partners from all disciplines reporting that joint work had improved – “services are more willing to share information and come together to discuss issues and solutions; young people appear to be more aware of the value of services working together” (health partner). A partner from the Libraries service felt that staff are more aware of the benefits of partnership working but cautioned, “...we don't always have the space and resources to do this. We are very keen to partner other services, but more careful planning is needed to ensure the outcome meets the need”.

Case studies are also evidencing delivery of the Improvement Programme outcomes. Programme 3's Kooth Online Counselling case study demonstrates positive outcomes surrounding improved emotional health and wellbeing in children and young people with low level mental health needs via access to therapeutic support appropriate to their level of need. Please take the time to read this case study on the Programme 3 Highlight report.

The SCT is now preparing to support the forthcoming local area Special Educational Needs and/or Disabilities (SEND) joint inspection which will be the first scrutiny of our SEND provision since the reforms introduced by the Children & Families Act 2014. The preparation activity included a series of conferences for practitioners held in October covering the reforms, our progress against them and the processes and tools needed to continue this improvement. Nearly 400 practitioners took part with excellent feedback. However, an issue around the Early

Help process was highlighted at these events and subsequently, the process and the tools were reviewed and clearer early help direction was communicated to practitioners.

Our communication about the progress of the CYPP is improving. We launched The Journey newsletter at the end of Year 1 and it is currently mailed to 600 staff; readership data shows the Quarter 1 and Quarter 2 editions of Year 2 were opened by over 90 % of recipients. We are unable to give a total figure as recipients may well forward to their own contacts and networks. The multi-agency Practitioner Champions network meets in a district area on a quarterly basis and has a membership of 65. More recently, they have formed a Yammer group which has had over 450 interactions and usage is growing. Topics discussed at the quarter 2 meeting in Sedgemoor were electively home educated children and the Troubled Families programme.

As Improvement Leads will now be planning to complete Year 2 action plans, a partnership one day workshop is scheduled in January 2018 to include SCT Executive members and leads to produce the Year 3 plans which will be taken in draft for SCT Executive Approval in February 2018. This event will also consider forward planning of the next CYPP from 2019 onwards.

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

- The consultation on the future delivery of the Family Support Service has been completed and will be used to inform decision making going forward – the report will be shared with the multi-agency Early Help Commissioning Board and Children's Scrutiny Committee in January 2018 for final decision by Somerset County Council (SCC) Cabinet in February 2018
- A Council for Disabled Children Multi-agency workshop was held in December 2017 for staff to understand how to contribute to a good Education, Health and Care Plan (EHCP) e.g. writing appropriate and quality outcomes.
- The Self-harm reduction task and finish group has commenced the development of an action plan.
- Programme 4 reports success in the high risk of being NEET (Not in Education, Employment or Training) work where 91% of students remain in their chosen destination.
- The Neglect Conference in November 2017 was well attended by over 100 multi-agency delegates. The presentations, associated documents and the learning from the event are being made available on the Somerset Safeguarding Childrens Board. This will remain a high focus in Year 3 in order to monitor improvement in the recognition and response to neglect.
- Programme 6 - The focus for this quarter has been preparation toward and the Ofsted inspection.
- There remains a continued focus on increasing the establishment of permanent social workers, in particular ASYEs with a view to growing our own.

### **3. Slippage on Target Dates, reported Issues and Risks**

- The work on redefining and improving the SEND local offer, due to complete in Sept 2017, has been delayed due to a new platform being developed with an expectation of completion in Year 3 of this CYPP.
- The work to commence a Charter Mark for Inclusive Communities has been delayed, pending the appointment of an Assistant Director for Inclusion in January 2018.
- The work to develop a plan to strengthen and promote advocacy for parents, piloting in west Somerset, is progressing but is likely to move to Year 3.
- Maintaining service delivery within getset and public health nursing, at a time of great change for all the teams is a risk.
- Funding is available for a second Psychologist post on the Emotional Health and Wellbeing Team
- Professional Choices reports 76 inactive Virtual Meeting Rooms of which 16 (21%) are Team Around the Child (TAC), this data requires further investigation to ascertain why a TAC would become inactive rather than closed showing an outcome
- There remains much work across partners to improve support and services for children with SEND. The self-evaluation is being reviewed to inform priority actions in 2018.
- School exclusions continue to increase, especially in primary schools and this is being closely monitored by the Somerset Education Partnership Board.
- Programme 6 -The focus for this quarter has been preparation toward and the Ofsted inspection.
- Programme 7 reports continued difficulties with engaging the appropriate level within Avon and Somerset Constabulary.
- Time taken to develop a genuine collaborative approach to Think Family.
- If recruitment and retention are not managed in a sustainable way this will negatively impact upon our workforce targets.

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

- Publication of the Ofsted report on the re-inspection of children's services in January 2018.
- Key Cabinet decision for West Somerset Opportunity Area (WSOA) grant spend awaited in January 2018.
- Decisions to be taken by SCC cabinet regarding the future delivery of the Family Support Service.
- To undertake planning of the Health & Well-being survey among children in years 6,8,10 and 12, this will commence in May 2018 and complete in September 2018.
- Complete Self-Harm Action Plan draft.
- Ongoing work around high needs funding band arrangements for student with SEND.

- First phase report of the Young People's Strategy to be completed January 2018 ready for co- production phase.
- Completion of Think Family Strategy including sign off from the Workforce Board.



**Decisions Required:**



- That the SCT Executive notes the progress for all 7 programmes at the end of quarter 3 (year 2 of the CYPP).



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

**Delivery Group : Early Help Strategic Commissioning Board**

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

<b>Current Status:</b>	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	<b>Status Trend:</b>	
<b>Reason for current status:</b>	<p>The majority of actions have now completed or will complete by March 2018.</p> <ul style="list-style-type: none"> <li>• the progress with the West Somerset Opportunity Area work underway with a published plan and a budget</li> <li>• Work on an improved platform is underway that will enable greater functionality for children and families using the local offer. This is likely to slip into year 3</li> <li>• Ongoing development and clarity for families on the availability and use of personal budgets to support Education, Health and Care plans</li> </ul> <p>However, the improvement to the Local Offer, the plan for improved advocacy to parents and the development of a charter mark for inclusive communities have not developed as quickly as anticipated and are likely to roll into year 3, and the ongoing development of personalised budgets.</p>		
<p><b>2. Programme 2 – Promoting Healthy Outcomes and giving children the best start in life</b></p> <p><b>Delivery Group : Children &amp; Young People Health &amp; Wellbeing Group</b></p> <p><b>Delivery Group Chair : Alison Bell, Consultant in Public Health</b></p>			
<b>Current Status:</b>	This Programme is currently rated as being on track to meet target dates for all actions by	<b>Status Trend:</b>	


	March 2018		
<b>Reason for current status:</b>	We were green last quarter, we continue to be on track to deliver all actions and so remain green for delivery.		
<b>3. Programme 3 – Improving Emotional Health &amp; Wellbeing</b> <b>Delivery Group : Commissioning Group for Children &amp; Young People's Mental Health, Emotional and Psychological Wellbeing</b> <b>Delivery Group Chair : Dorothy Mukasa – Interim Head of Joint Commissioning, CCG</b>			
<b>Current Status:</b>	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	<b>Status Trend:</b>	
<b>Reason for current status:</b>	All actions progressing in accordance with timescales.		
<b>4. Programme 4 – Building Skills for Life</b> <b>Delivery Group : Somerset Education Partnership Board (SEPB)</b> <b>Delivery Group Interim Chair : Dave Farrow, Head of Outcomes and Sufficiency, SCC</b>			
<b>Current Status:</b>	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	<b>Status Trend:</b>	
<b>Reason for current status:</b>	<ul style="list-style-type: none"> <li>• Fifteen schools inspected this quarter – 1 judged Outstanding, 10 judged as Good, 3 judged as Requiring Improvement and 1 judged as Inadequate</li> <li>• Team Around the School (TAS) development plan on target</li> <li>• Review of Education Vision priorities and targets on track</li> <li>• Revised approach for Schools causing Concern Group meetings in place from January</li> <li>• Review of Parent and Family Support Advisor (PFSA) funding and management arrangements on track for</li> </ul>		

	implementation September 2018		
<b>5. Programme 5 – Providing help early and effectively</b> <b>Delivery Group : Early Help Strategic Commissioning Board</b> <b>Delivery Group Chair : Philippa Granthier, Assistant Director, Commissioning &amp; Performance, SCC</b>			
<b>Current Status:</b>	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	<b>Status Trend:</b>	
<b>Reason for current status:</b>	The action plan is on target to complete by March 2018 <ul style="list-style-type: none"> <li>• Completion of the public consultation on proposed Family Support Services which will inform the next stage of development and decisions</li> <li>• Communication to partners to confirm Somerset's agreed Early Help processes</li> <li>• Ongoing development of the Early Help Performance Dashboard, and specific detailed reports, for partners to understand the effectiveness of our approach.</li> </ul>		
<b>6. Programme 6 - Achieving effective multi-agency support for more vulnerable children and young people and developing an excellent children's social work service</b> <b>Delivery Group : Children's Social Care/Somerset Safeguarding Children's Board</b> <b>Delivery Group Chair : Claire Winter, Deputy Director Children and Families / Sally Halls, Independent Chair of the Somerset Safeguarding Children's Board</b>			
<b>Current Status:</b>	This Programme is currently rated as being on track to meet target dates for all actions by March 2018	<b>Status Trend:</b>	
<b>Reason for current status:</b>	The focus for this quarter has been preparation toward and the Ofsted inspection.		

## 7. Programme 7 - Embedding a Think Family Approach across the Workforce

Delivery Group : Workforce Board

Delivery Group Chair : Chris Squire, Director of HR, SCC

<b>Current Status:</b>	This Programme is currently rated as being Amber	<b>Status Trend:</b>	
<b>Reason for current status:</b>	Still much work involved in keeping partners engaged in the Think Family concept. Final Task and Finish Group meeting planned for 26 <sup>th</sup> January in order to co-produce a final draft of the Think Family Strategy. This will be put to the Workforce Board for sign off early 2018. Continuous qualified social worker recruitment and retention challenges which are being monitored. Continued discussion about creativity in attracting social worker's to Somerset. Developing discussion about retention.		

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

#### Seven Improvement Programmes Key Risks for 2017/18

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</b>	<ul style="list-style-type: none"> <li>• Capacity of CCG to Commission Children's Services</li> <li>• Health capacity for children</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness by CCG of need to focus resource on children's services</li> <li>• Concerns and progress are being reported to the Health and Wellbeing Board</li> </ul>

CYPP Programmes	Key Risks	Impact	Mitigation
	<b>for vulnerable children</b>	looked after and their carers <ul style="list-style-type: none"> <li>• Reduced capacity within prevention and early intervention programmes</li> </ul>	<ul style="list-style-type: none"> <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 transformation to ensure early help and preventative activities are prioritised for all vulnerable groups in particular children looked after</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 developments and monitor performance</li> <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>
<b>4. Building skills for life</b>	<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>	<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</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> </ul>



CYPP Programmes	Key Risks	Impact	Mitigation
		partnerships	<ul style="list-style-type: none"> <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 effectively</b></p>	<p><b>Risk that the Somerset partners will not be able to keep pace with the improvement activities</b></p>	<ul style="list-style-type: none"> <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> <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>
<p><b>6. Achieving effective multi-agency support for more vulnerable children and young people and</b></p>	<p><b>Risk that improvements will not be sustained and consistency of social work practice will</b></p>	<ul style="list-style-type: none"> <li>• Recent increase in demand and difficulties of recruitment led to dip in morale</li> </ul>	<ul style="list-style-type: none"> <li>• Managers taking action to control work flow</li> <li>• QPRM monthly meetings</li> <li>• Case Audits</li> <li>• Briefing events led by senior leaders on the</li> </ul>

CYPP Programmes	Key Risks	Impact	Mitigation
<p><b>developing an excellent children's social work service</b></p>	<p><b>remain a cause for concern</b></p>	<ul style="list-style-type: none"> <li>• Inconsistent practice amongst staff</li> <li>• Permanent staff not always clear about 'good' practice</li> </ul>	<p>journey travelled</p> <ul style="list-style-type: none"> <li>• Showcasing good practice</li> </ul>
<p><b>7. Embedding a think family approach across the workforce (year one focus is on developing the permanent social care workforce)</b></p>	<p><b>Risk that permanent social work vacancies are not filled at fast enough pace and an over reliance on recruitment of ASYEs</b></p>	<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> <li>• Neighbouring LA responding to their own difficulties with higher social work salaries</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 Experienced Social Workers</li> <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>