

Children's Services Committee

Date: **Tuesday 15th July 2014**

Time: **2 pm**

Venue: **Edwards Room, County Hall, Norwich**

SUPPLEMENTARY A g e n d a

- 11 Children's Services Committee Plan**
Report by the Interim Director of Children's Services

(A3)

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Supplementary Agenda Published: 14 July 2014



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Children's Services Committee

Item No 11

Report title:	Children's Services Committee Plan
Date of meeting:	15 July 2014
Responsible Chief Officer:	Sheila Lock, Interim Director of Children's Services
Strategic impact	
<p>Committee plans bring together the core information Members require to inform decision-making in relation to children's services. They enable Members to focus on priorities, without the need to constantly refer to many different background documents. Committee plans also support the Council's transparency agenda, because they provide service users and the public with clear information about key committee business.</p>	

Executive summary

This report presents the Children's Services Committee Plan. The Plan draws together the core information that Members require to inform decision-making on children's services in Norfolk, such as the Committee's focus, overview of services, current departmental priorities, details of key plans and strategies driving the Committee's work, risks, challenges, anticipated business and overview of performance. This information has been identified by Members as critical to the operation of the new committees.

Each of the Council's new committees has its own plan. Although they are a key tool for decision-makers, their clear and straightforward format also makes them easily accessible by members of the public who are interested in finding out more about the work of the committee.

The Plan is a working document for the Committee. This means it will be updated during the course of the year to reflect the Committee's work and progress. For example, this might include priorities the Committee wishes to progress, so that Members can maintain a clear overview of progress and communicate this to the public.

The Plan will also be used by the Policy and Resources Committee to monitor the Committee's overall progress against the Council's key priorities and targets for children's services in Norfolk.

Members are asked to note that over the course of the year, the Plan will be e-enabled, to enable easier access Members.

The Plan is attached at annex 1.

Recommendations:

- 1. Identify any additional information the Committee would like to be included in the Plan at this stage**
- 2. Note that at the end of each financial year, the Chair, on behalf of the Committee, will provide an overview of the Committee's progress in achieving key priorities for children's services in Norfolk. This information will assist the Policy and Resources Committee to monitor overall progress against the Council's key priorities and targets for children's services in Norfolk.**

Proposal (or options)

1. This report presents the Children's Services Committee Plan. The Plan draws together the core information that Members need to inform decision-making on children's services:
 - The Committee's focus
 - Overview of services
 - Current departmental priorities
 - Details of key plans and strategies driving the Committee's work
 - Comments from service users about adult social care
 - Risks, challenges
 - Anticipated business/forward plan
 - Overview of performance.
2. This information has been identified by Members as critical to the operation of the new Committees. Members have requested that this information be kept concise so that it can be quickly referred to at meetings and is easily accessible by members of the public who are interested in finding out more about the work of the committee.
3. Members will be particularly interested to note the section on 'challenges' which sets out the main challenges the Committee will need to address over the course of the first three years of the new Committee's operation.
4. Each of the Council's new committees has its own plan. The plans will be used by the Policy and Resources Committee to assist with monitoring overall progress against the Council's key priorities and targets for children's services in Norfolk.
5. For the early rounds of committee meetings, plans will be made available to Members in hard copy. However, it is intended that plans will be e-enabled as soon as possible. This means they will become a live interface between Members and 'critical business' - through which key information can be easily accessed. For example, the 'performance' page would provide an immediate link to the latest performance dashboard.

Evidence

6. Members have requested concise information about each committee, to support their work on committees and maintain pace of decision-making at a particularly challenging time for the Council, with new and emerging challenges for children's services.

Financial Implications

There are no significant financial implications arising from committee plans. The cost can be met within existing budgets and this is confirmed with the Chief Finance Officer.

Issues, risks and innovation

7. Committee plans are a new way of working and bringing together complex information. They are concise plain English documents which promote access for all.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

If you have any questions about matters contained in this paper please get in touch with:

Officer Name: Jo Richardson Tel No: 01603 223816

Email address: jo.richardson@norfolk.gov.uk



If you need this Agenda in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Draft Children's Services Committee Plan 2014/17



Welcome to the Committee's Plan. In this you will find...



About the Committee, what it wants to achieve and why

	Page
Committee Membership - The politicians who make the decisions	3
Ambitions for every child - What the Council wants for Norfolk	4
County Council Plan - Overview of the strategic planning framework	5
Children's services in Norfolk - Overview of services	6

Environment and operating context

The Voice of Children & Young People - Overview of what customers are saying	7
What growing up in Norfolk means - About Norfolk and the services we provide	8
Challenges - The challenges we face in delivering our ambitions	9
Resources & budget - Current resource allocation & savings to be achieved	13
Risks and Innovation - A snapshot of risks and innovation related to services	17

Performance and actions—what's happening to achieve our ambitions for people in Norfolk.

Performance - A snapshot of performance against current priorities	18
Forward Plan - Anticipated business the Committee will need to consider	19
Work to progress priorities	20
Working with other Committees	21

Committee membership



These are the elected Members responsible for decision-making on Children's services in Norfolk



James Joyce
Chairman



Richard Bearman
Vice - Chair

In alphabetical order:



Jennifer Chamberlin



David Collis



Emma Corlett



Denis Crawford



Margaret Dewsbury



Colin Foulger



Tom Garrod



Deborah Gihawi



Paul Gilmour



Mark Kiddle Morris



Judy Leggett



Jim Perkins



Eric Seward



Roger Smith



Judith Virgo

Ambitions for every child in Norfolk



All children have the right to be healthy, happy and safe, loved valued and respected and have high aspirations for the future.

We want Norfolk to be:



A place of opportunity

Where young people are able to live happy lives and make a positive contribution within their communities

A great place to be a child growing up

Where outcomes achieved in and out of school are good and outstanding

A place where children achieve their full potential and have their needs met at the earliest possible opportunity so that no child is left behind.

Future

A place where young people will want to live and work in the future

Children's Services Committee oversees the following services:

- Early years and child care
- Youth offending
- Child protection
- Children and young people in care
- Additional educational needs
- Fostering and Adoption
- Support for school improvement

Committee decisions must take the following plans into account:

- Children and Young People's Plan 2013/16
- Children's Services Improvement Plan 2014/16
- Strategic Improvement Plan (Feb 2014)
- Early Help Improvement Plan (Feb 2014)
- Safeguarding Improvement Plan (Feb 2014)
- Looked After Children Improvement Plan (Feb 2014)
- A Good School for Every Norfolk Learner

County Council Plan

Norfolk County Council is the democratically elected body representing everyone living in Norfolk.



Our ambition is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve better, safer future, based on education, economic success and listening to local communities

Good infrastructure

We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.

Excellence in education

We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best.

We will fulfil our ambition through three priorities

Real jobs

We will promote employment that offers security, opportunities and a good level of pay. We want real sustainable jobs available throughout Norfolk.

We will fulfil these priorities by:

- Standing up for the interests of people in Norfolk
- Promoting prosperity by championing the best practices, ideas and innovation for local economic success
- Working to increase life opportunities so that everyone can fulfil their potential
- Listening to and learning from our communities so local solutions can improve the quality of life
- Ensuring people get high quality services and clear information about them
- Improving the effectiveness of the Council by being more open and getting bigger input from your local representatives

Children's services in Norfolk – an overview



The committee has responsibility for a range of services for children and young people; it also liaises closely with the Community Committee on issues around Children's Health. The important role it plays is to ensure that the life chances of children are improved as a consequence of its work, so focusing on outcomes is a core priority. Children and their families come into contact with the Local Authority for lots of reasons, getting it right quickly and early is essential.



Voice of children and young people

What Norfolk young people say they would like Members to bear in mind when making decisions.



"It is important how decisions are made as it must benefit the majority and not only one or two people!"

"As a person who doesn't get the vote, it is important to me that my views are equally listened to and understood. I think it is important that young people are consulted about what they want and their understanding of what they want and need should not be doubted."

"Be informed, be aware, be knowledgeable, be active, be a good advocate for all children in Norfolk. That's how we safeguard children."

"It is really hard being parented by an organisation, we need everyone to recognise that they are corporate parents and to take this role seriously, by questioning decisions, challenging negative things said about us and fighting our corner."

"It is important about how decisions are made because they can effect and motivate us to a better life in the future"

"We think [Members] should ask themselves "would this be good enough for my child" before they make any decision about anything that might affect children's lives. If their answer is no or they are not sure then they should think again until they can say yes with confidence"

For more about views from young people:

- [Norfolk In Care Council](#)
- [Norfolk Youth Parliament](#)
- [Fostered children and YP](#)
- [Hear by right tool for participation of YP](#)
- [Children and YP with disabilities video](#)
- [Transition case studies](#)

What does growing up in Norfolk today really mean?



Child population

Information from [Norfolk's Age and stage Commissioning Profiles](#)

Children and young people are not evenly spread across Norfolk - the highest numbers of children live in King's Lynn and West Norfolk and in Norwich and the lowest number in North Norfolk. They make up a smaller part of the population of Norfolk than they do across the Eastern region and the country as a whole.

Economic needs

Many Norfolk children are growing up in households struggling to make ends meet. In 2010, more than 1 in 6 children under 20 was estimated to be living in poverty – a total of about 29,700 children. Most of these are in Norwich, Great Yarmouth and King's Lynn and West Norfolk. 13% of children under 16 are living in homes where no one is working. In 2012/13, the number of children eligible for free school meals rose in all but one of Norfolk's local authority areas.

Health needs

Disabilities affect the daily lives of a growing number of children and young people - more than 32,700 young people have long-standing illness or disability and this is expected to grow by a further 2,000 children by 2020. About 140 other children are severely disabled. 975 pupils in Norfolk's primary and secondary schools have a severe learning difficulty.

Family needs

Family difficulties make life challenging for some Norfolk children. A higher than average number of children in Norfolk are looked after and this has been increasing over time. 7,709 children were affected by domestic abuse in 2011/12 and around 12,000 are affected by parents abusing drugs or alcohol. About 2,960 young people are estimated to have significant caring roles, usually because they have family members with a long-term illness or disability that means they need support.

Education needs

Some young people in Norfolk are not making the same progress in education as other people of their age nationally. At the age of 7, the attainment of children in Norfolk schools is similar to the rest of the country but it is below average for older age groups. In 2011 about 1,406 learners (15%) did not attain any further qualifications beyond those they had attained at age 16 compared to a national average of 12.9%.



The number of young people aged 16 to 18 who are not in employment, education or training is above the regional and national averages.

Community needs

Well over 100 languages other than English are spoken in Norfolk schools, with almost 2,500 children in secondary schools (aged 11-16) whose preferred language is other than English (mainly in Norwich and Great Yarmouth).

Chief Officer explains the Committee's challenges



The Committee's challenges

The work of the committee in its next committee cycle is focused on supporting the drive to improve Children's services across the county. There is a strong improvement plan in place, with a focused drive to make the experience of services better for children, young people and their families. The committee will monitor the progress on the delivery of the improvement plans, looking specifically on whether the services delivered improve outcomes and life chances for all children across the county. The committee will focus also on developing new services and changing services in dialogue with senior officers where the Department needs to respond to new legislation, as is the case with services for Disabled Children and children with Special Educational Needs or where improvements need to be made, as is the case with Young People Leaving care.



Sheila Lock
Interim Director of
Children's Services

The Committee's role will be to hold Council officers to account for delivery of high quality statutory services and outcomes for children and young people and to make sure that resources are allocated according to need. Central to the committee's work will be hearing and listening to the voice of children and young people and to staff working with them. In order to effectively carry out this role, members will require regular information-sharing and dialogue with both users of children's services and officers and partners delivering those services. Fact-finding visits, task and finish groups and regular briefings will form part of members' work outside the committee and it is envisaged that through these activities the effectiveness of the scrutiny and the quality of decision-making of this committee will remain high.

The financial constraint in which local authorities are operating across the country and Norfolk is no exception will be a particular challenge for all members to consider. We know that the earlier we can get help to children and their families when they are struggling the better outcomes we can see in terms of long term wellbeing. Working with our partners, communities and with young people will be a central part of our work going forward in re-designing the services we offer locally to families.

In all of the work ensuring we deliver timely, flexible, highly performing services is at the heart of the approach. The analysis and effective challenge of performance data and trends monthly will be an important part of the committee's role and where necessary 'deep dives' will be commissioned by the committee.

Challenges



The Committee faces a range of challenges in achieving ambitions for children and young people in Norfolk. These must be taken into account during decision-making:

Improvement

- Following recent inspection findings, Children's Services has embarked upon a major programme of improvement. Failure to deliver on this could lead to some services being taken outside of NCC control to ensure that children and families in Norfolk are guaranteed a good quality service

Increasing demand for services

- Norfolk's rising population is not just placing greater demand on services - young people's needs are becoming more complex too. We have to be constantly creative and challenging to find ways to maintain current service levels and service quality.

Skills base and Norfolk's economy

- We want to ensure that children in Norfolk leave education with the skills they need in order to achieve their full potential. This is not only beneficial to the individual but also to the local economy as a skilled workforce will attract more business opportunities

Norfolk's future

- Ensuring that the local economy supports young people and can give them a place to live and grow is vital to their transition into adulthood and the success of the county. We want young people to see a future here, with good job prospects, quality of life and a sense of belonging.

Challenges



The Committee faces a range of challenges in achieving ambitions for children and young people in Norfolk. These must be taken into account during decision-making:

Poverty

- Some areas in Norfolk feature within the most deprived places to live in the country. Often children and their future prospects can be severely affected by growing up in poverty as options may be limited for them.

Behaviours harmful to health

- Getting children to adopt a healthier way of life can benefit them individually and stop them needing our services later in life. Influencing the way a child looks at their health often means trying to influence their family as well

Our changing customers

- Our customers are changing, along with their expectations and needs. Increasingly Norfolk is becoming more culturally diverse, with different languages and customs coming together for the first time. We need to understand how this affects the services that people need.

Rurality and customer need

- As a rural county we face additional challenges and expense when it comes to actually getting people access to services like schools and social care. We are continuing to work on ways in which we can keep costs low yet ensure children and young people can still get to where they need to go.

Challenges



The Committee faces a range of challenges in achieving ambitions for children and young people in Norfolk. These must be taken into account during decision-making:

Foster Carers / Adopters

- There is a national shortage of foster carers and adopters. We need to encourage people to consider fostering or adopting, to ensure that children who cannot live with their families have an appropriate placement or new family who can meet their needs and give them the stability and love they need to achieve their potential.

Workforce development

- Getting a good teaching and social care workforce is critical to deliver good quality services.

Continuing budget reductions

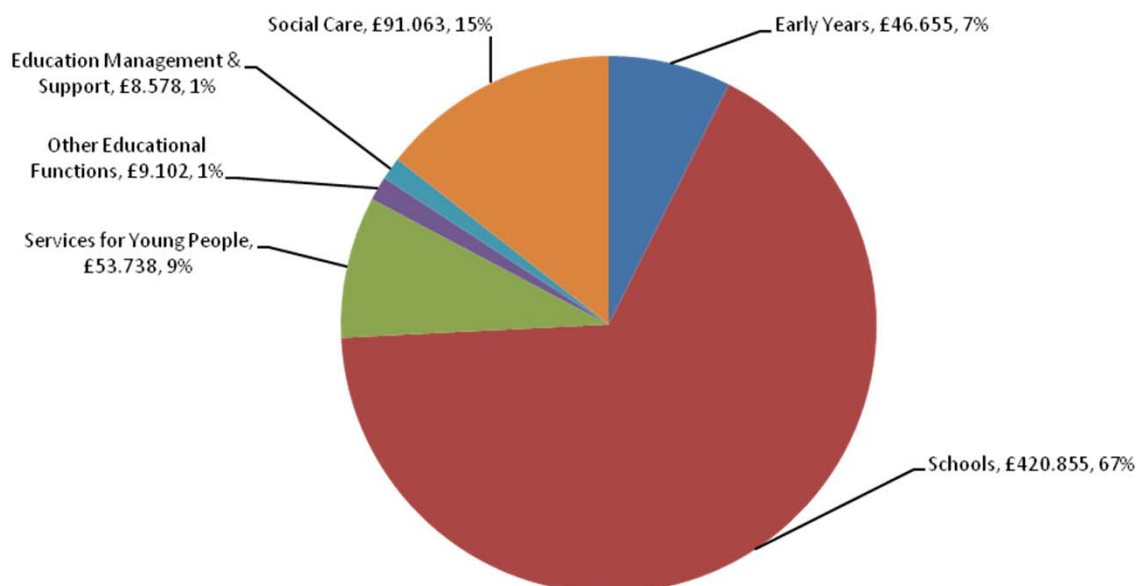
- Many services may be unsustainable after 2017/18 if funding continues to be reduced. We have limited ability to mitigate rising demand for services through trading and income generation so we must ensure that strict budget management continues

Resources and budget

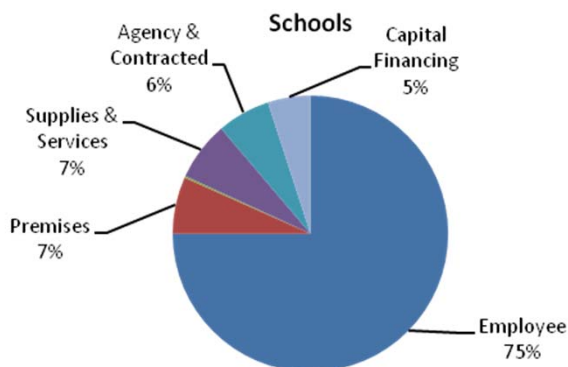


Local Government will experience yearly reductions in funding up to 2020. The two financial tasks for all committees are to deliver their 2014-15 budget, and plan the next three years, 2015-18, to be agreed in February 2015. The scale of challenge requires a new approach, a wide range of options, and significant public consultation.

Children's Service Expenditure 2014/15 £m



Children's Services expenditure is made up of three main areas; Schools, Social Care and Looked After Children and other Education functions.

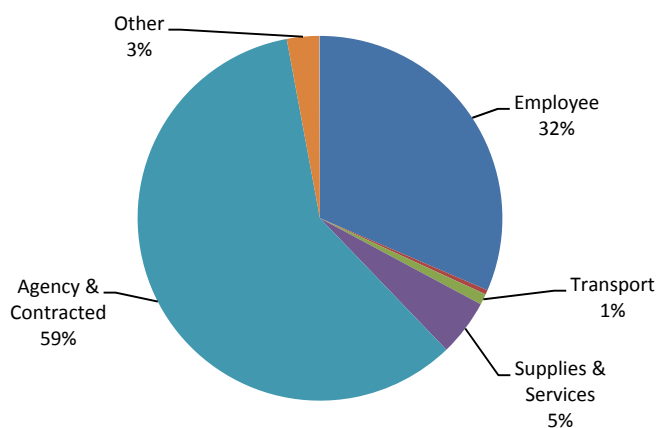


Schools funding is provided through the Dedicated Schools Grant and Pupil Premium, which is paid to the County Council and passed on to schools in accordance with the agreed formula allocation. As shown by this graph the majority of expenditure is teachers' salaries.

Resources and budget



Social Care

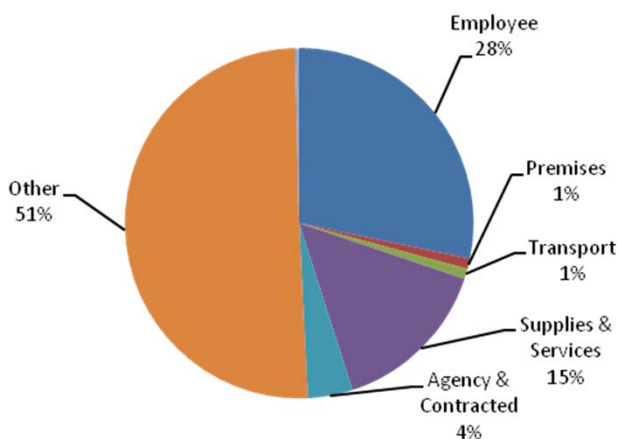


The majority of Social Care spend is on **Looked After Children**, including residential care, secure accommodation, fostering services, children placed with family and friends, advocacy services, leaving care support services and asylum seeker services. Other elements of the service include; central commissioning function and teams of social workers delivering **social care and safeguarding** services.. **Family Support Services**, including homework, contribution to healthcare of individual children, short breaks (respite) for disabled children, substance misuse services and teenage pregnancy services. **Youth Justice**, including youth offending teams. **Children and Young People's Safety**, including child death review processes. **Other Children and Family Services**, including adoption services and special guardianship support.

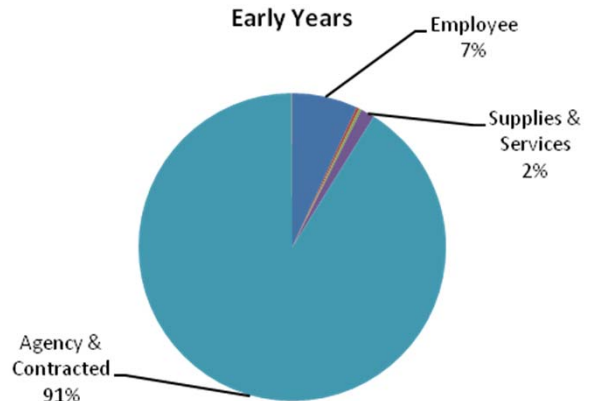
The **Services for Young People** budgets include; Positive Activities for Young People, Community Support for Youth Provision, Information Advice and Guidance Services, Study Support Centres, and Water Activities Centre.

The **Early Years** services include delegated nursery school budgets, local authority expenditure attributable to early years provisions, Children's Centres and payments to private voluntary and independent early years providers.

Services for Young People



Early Years



Resources and budget



Norfolk County Council needs to find savings of £189m between 2014 and 2017. Savings were identified by management teams and Members . Norfolk residents were consulted through the Putting People First budget consultation on what they thought. The savings below are those relevant to this Committee agreed by Full Council on 17 February 2014. It includes savings which formed part of the consultation as well as those associated with the general organisation and running of the Department. To read more about each proposal and the progress we are making against achieving it please **[click here](#)**

	Saving 14/15	Saving 15/16	Saving 16/17
21. Increase the number of services we have to prevent children and young people from coming into our care and reducing the cost of looking after children	4.871	5.215	7.559
22. Change services for children and young people with Special Educational Needs and Disabilities in response to the Children and Families Bill	-	-	1.912
23. Reduce the funding for restorative approaches	0.160	-	-
24. Stop our contribution to the Schools Wellbeing Service, Norfolk Music Service and Healthy Norfolk Schools programme and explore if we could sell these services to schools	0.474	0.215	-

Resources and budget



Norfolk County Council needs to find savings of £189m between 2014 and 2017. Savings were identified by management teams and Members . Norfolk residents were consulted through the Putting People First budget consultation on what they thought. The savings below are those relevant to this Committee agreed by Full Council on 17 February 2014. It includes savings which formed part of the consultation as well as those associated with the general organisation and running of the Department. To read more about each proposal and the progress we are making against achieving it please **[click here](#)**

	Saving 14/15	Saving 15/16	Saving 16/17
25. Change how we support child-minders, nurseries and other childcare providers	2.670	-	-
26. Reduce the cost of transport for children with Special Educational Needs	-	-	1.000
27. Reduce the transport subsidy provided to students aged 16 – 19	1.000	1.000	-
28. Reduce the amount of funding we contribute to the partnerships that support young people who misuse substances and young people at risk of offending	-	-	0.250
29. Reduce funding for school crossing patrols	-	0.150	0.150
Total	9.175	6.58	10.871

Risks and innovation

By identifying risks and opportunities we can make better decisions as to future activities and focus.



Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and as such will be updated as the plan develops.

For the Children's Services Committee there are four main areas of risk which could affect what we do in the future. If you want to know more about each risk, click on them.

Risk	How high is the risk?
Failure to improve at the required pace	Amber
Over reliance on interim capacity	Amber
Looked After Children Over Spends	Amber
Lack of corporate capacity and capability	Amber

Innovation

As well as looking at future challenges we are also seeking new and exciting opportunities to help deliver our ambitions.

This includes things like new funding streams, different ways of working and even sometimes stopping delivering services where they are no longer needed or relevant. New opportunities and innovative ways of working will continue to be explored.

Development

Norfolk County Council is working with the University of East Anglia to attract and increase the number of high quality social workers in Norfolk through an innovative new strategy -Norfolk Institute of Practice Excellence (NIPE)

Performance

A key role of the Committee is to monitor progress against targets on a monthly basis. To see one of these monthly reports please [click here](#) (note this function will not be available immediately).



Commentary from the Chairman on behalf of the Committee for 2014/15

At the end of each financial year, the Chairman, on behalf of the Committee, will provide an overview of the Committee's progress in achieving key priorities for children and young people in Norfolk. This information will assist the Policy and Resources Committee to monitor overall progress against the Council's key priorities and targets for children and young people.



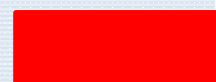
Performance at a glance

These will represent some of the important things that the Children's Services Committee along with Officers have achieved over the past year and some areas where we did not achieve as much as we had hoped. This will need to be developed over time and will link to performance reporting.



Safeguarding vulnerable children in Norfolk is our highest priority. Action we have taken to better safeguard children includes strengthening the leadership of the Norfolk Safeguarding Children Board (NSCB) in order to ensure robust challenge to ourselves and partners.

In comparison with national data, schools in Norfolk are doing less well than schools in other parts of the country. In Spring 2013, Norfolk County Council, working closely with partners, devised a new collaborative strategy to ensure we have many more good schools in the County.



Norfolk has one of the highest rates of looked after children in the country. This must and will change. We believe that, so long as it is consistent with their safety and well being, children should be brought up within their own family.

We have not, to date, delivered a sufficiently coherent multi-agency early help offer or targeted services which prevent the escalation of need and risk and improve outcomes for individuals. This has meant the delivery of early help has been inconsistent. This must and will change.

A new performance dashboard will be developed by this Committee as part of developing this plan. When available you will be able to [click here](#) to access it along with progress updates on performance.

The Committee's forward plan



This section links to a list of the reports planned over the coming year, some of which are a continuation of work started under the relevant Overview and Scrutiny Panels.

This list will be reviewed at each meeting in order to ensure it compliments the Committee's action plan.

To access this list please [click here](#).

Work to progress priorities

This part of the plan will be developed by the Committee at a later date.

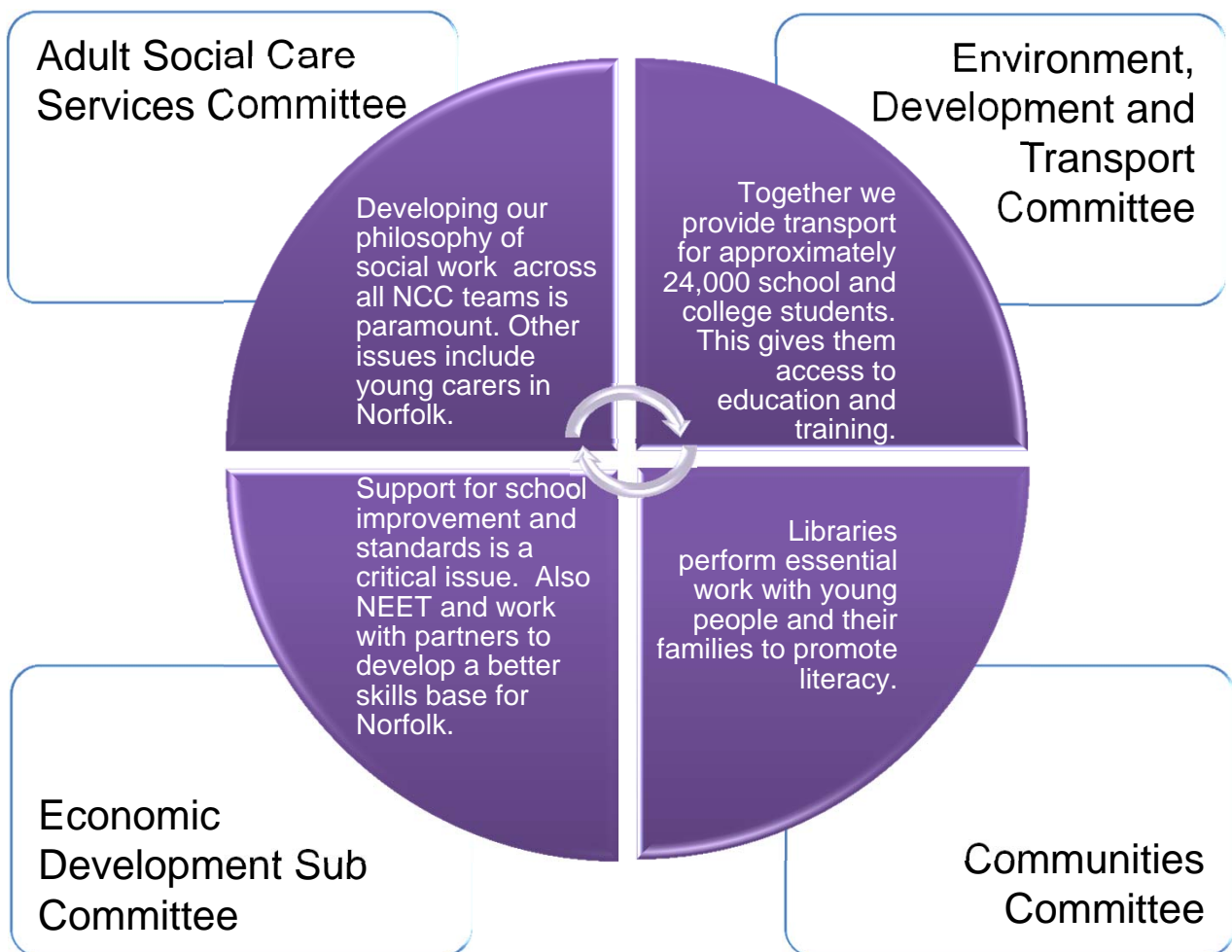


Key action(s) to be achieved and a timeframe for each of the following headings.



- Developing and implementing an effective Early help offer
- Providing care only when a child cannot live at home safely with support – reducing LAC numbers
- Getting a Good School for every Norfolk Child
- Making sure our most vulnerable children and young people are supported effectively
- Putting the voice of children at the heart of what we do
- Working effectively with our partners

Working with other Committees



Every Committee has set responsibilities which they must work towards achieving. However they will all have some areas of service where they need to work with other Committees in order to achieve common goals. These are just some examples of areas where the Children's Services Committee is working with other service committees. To read more about these other Committees please **click on the Committee** you are interested in.