

Children's Services Committee

Date: **Tuesday, 10 July 2018**

Time: **10:00**

Venue: **Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mrs P Carpenter - Chairman

Mr D Collis Mr G Middleton

Ms E Corlett Mr R Price

Mr S Dark - Vice-Chairman Mr M Smith-Clare

Mr J Fisher Mr B Stone

Mr R Hanton Ms S Squire

Mr E Maxfield Mr V Thomson

Church Representatives

Mrs H Bates Mr P Dunning

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Nicola LeDain on 01603 223053 or email committees@norfolk.gov.uk

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A g e n d a

1. To receive apologies and details of any substitute members attending

2. Declarations of Interest

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

3. To confirm the minutes of the meeting held on 22 May 2018

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4. Any items of business the Chairman decides should be considered as a matter of urgency

5. Public QuestionTime

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 5th July 2018**. For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

6. Local Member Issues/ Member Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 5th July 2018**.

7. Notice of Motions

Notice of the following motion has been given in accordance with the Committee Procedure Rules:-

Ms Emma Corlett:

- take seriously our responsibility to Norfolk Children and Young People and their families
- expect all Norfolk educational settings to be inclusive and make reasonable adjustments to support the learning needs of children and young people
- expect all Norfolk educational settings to use fixed-term exclusion only as a last resort sanction, having first sought advice from Norfolk County Council inclusion helpline at the earliest opportunity,
- expect any Norfolk educational setting using exclusion to do so within the law
- note with concern the practice reported by some parents of 'unlawful exclusions' such as asking for children to be picked up from school early, or asking them to be kept at home during school trips
- note that some school staff may be unwittingly participating in an unlawful exclusion as they have not received adequate training

Committee Resolves to:

- request that officers set up an email reporting system to allow parents to report an unlawful exclusion or attempted unlawful exclusion (similar to the system currently implemented by Suffolk County Council)
- investigate any reported unlawful exclusions, and provide information and advice to schools
- report back to a future committee what action NCC is able to take against schools who are found to have unlawfully excluded
- request that a NCC-led media information campaign advising parents of the law and their rights, examples of the types of unlawful exclusions they might experience and how to report
- write to teaching and support staff trade unions and ask them to support the campaign, and raise awareness with their members of the law and illegal exclusions
- write to each school governing body and ask them to provide challenge to school leadership teams to ensure unlawful exclusions are not taking place in their schools, and to ensure their school staff have appropriate training

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Group Meetings

Conservative	9:00am Conservative Group Room, Ground Floor
Labour	9:00am Labour Group Room, Ground Floor
Liberal Democrats	9:00am Liberal Democrats Group Room, Ground Floor

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

Date Agenda Published: 04 July 2018



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Children's Services Committee

Minutes of the Meeting held on 22 May 2018 at 10am in the Edwards Room, County Hall, Norwich

Present:

Mrs P Carpenter

Mr D Collis

Ms E Corlett

Mr S Dark – Vice-Chairman

Mr P Duigan

Mr T Fitzpatrick

Mr E Maxfield

Mr G Middleton

Mr R Price

Mr M Smith-Clare

Ms S Squire

Mr V Thomson

Mrs S Young

1. Welcome and Introductions

- 1.1 The Chair welcomed the Assistant Director (Performance, Planning & Quality Assurance) to his first meeting of the Children's Services Committee.
- 1.2 The Chair reflected that it was a year since the Manchester bombing when many children and families sadly lost their lives.

2. Apologies for Absence

- 2.1 Apologies were received from Mr J Fisher (Mrs S Young substituting), Mr R Hanton (Mr T FitzPatrick substituting) and Mr B Stone (Mr P Duigan substituting).

3. Declarations of Interest

- 3.1 The following interests were declared:
 - Mr Smith-Clare declared a non-pecuniary interest as governor of Alderman Swindell School
 - Mr Thomson declared a non-pecuniary interest as he had a son with an EHCP (Education Health and Care Plan) administered by Norfolk County Council
 - The Vice-Chair declared a non-pecuniary interest as governor of West Norfolk Academy
 - Mr Middleton declared a non-pecuniary interest as he had family members who were teachers
 - Ms Squire declared a non-pecuniary interest as her sons had EHCPs administered by Norfolk County Council
 - Mr Maxfield declared a non-pecuniary interest as he was Governor of 2 schools & worked for a charity with services commissioned through Norfolk County Council

4. Minutes

- 4.1 The minutes of the meeting held on 13 March 2018 were agreed as an accurate record and signed by the Chair.
- 4.2 Matters arising from the Minutes:
 - Ms Corlett requested a timescale was set for the SEND update at 7.3.3; the

- Executive Director of Children's Services **agreed** to add this to the forward plan
- Ms Corlett requested an update on the grant application referred to on p16; a paper on sufficiency would be brought to Committee in July 2018 including this
- Ms Corlett requested information on the Trusted Relationship Fund discussed on p16; the Assistant Director of Early Help and Prevention reported that Norfolk County Council was not successful in the bid however it was hoped to carry out some of this work in partnership with the Youth Offending team.

5. Urgent Business

- 5.1 There were no items of urgent business.

6. Public Question Time

There was one question and supplementary question received; see Appendix A.

7. Local Member Questions/Issues

There was one Member question received; see Appendix A.

8. Performance Monitoring Report

- 8.1 The Committee reviewed the performance data outlined in the report, presented on an exception basis.
- 8.2 The Chair **PROPOSED** taking item 14 after item 11; the Committee **AGREED** this proposal.
- 8.3.1 The Chair queried whether parents were aware that the schools set out in the report had been issued with warning notices before it was published. The Assistant Director, Children's Services (Education), replied that schools were encouraged to publish this information; all of the reported notices were still in place.
- 8.3.2 The Assistant Director (Performance, Planning & Quality Assurance) reported that:
- Liquid Logic was now live and CareFirst no longer in use
 - It would take time to produce reports from Liquid Logic; data in the report was from CareFirst, before the change in system
 - the rating for "*Children in Need with an Up to Date Plan*" was impacted on by the way data was reported
 - data for "*Looked After Children with an up To Date Health Assessment*" was from 28 children's assessments meaning 4 young people were not sent to health services in a timely way; one because of a social care delay and 3 for other "valid reasons" such as change in health provider
 - a review of children's statutory reviews identified that children's needs were overwhelmingly being met
 - The red rating in March 2018 for "*Eligible Care Leavers with Up to Date Pathway Plan*" was an error; it should have read 80-97% giving it a green rating
- 8.4.1 A Member felt moving health care placement was not a valid reason for a delay. The Assistant Director (Performance, Planning & Quality Assurance) replied that when young people moved to Yarmouth there could be a delay in information moving from Norfolk Community Health and Care to East Coast Care. It was suggested Health Overview and Scrutiny Committee considered this; the Chair assured Members that

she raised children's outcomes, and how health services could support, at all health meetings she attended.

- 8.4.2 The Assistant Director (Performance, Planning & Quality Assurance) was due to meet with the Lead Nurse Commissioner who met fortnightly with Yarmouth Clinical Commissioning Group (CCG); the Chair **requested** that the Lead Nurse Commissioner was invited to attend a future meeting to discuss this issue.
- 8.4.3 The median time for a child to be seen was 24 days, giving a median delay of 4 days.
- 8.4.4 The target for "*percentage of referrals into early help services who had a referral to early help in the previous 12 months*" was regularly exceeded. The Assistant Director of Early Help and Prevention confirmed this would be reviewed.
- 8.4.5 The Assistant Director of Social Work stated that the 10-day timescale for child protection Visits was an ambitious stretch target reflecting best practice and would improve as staffing issues in certain localities were addressed. On the nationally reported 20-day timescale, the teams performed much better.
- 8.4.6 The Assistant Director of Children's Services (Education) explained that Officers worked with schools to help them prevent exclusions. A slight drop had been seen in permanent exclusions but further work was needed.
- 8.4.7 The Chair noted the exclusion rate in secondary school was high and asked for a breakdown of ages; the Assistant Director, Children's Services (Education), replied it was common for exclusions to be higher at secondary phase and were highest in year 10 and 11. The most common reason for permanent exclusions was "persistent disruptive behaviour". Committee membership had changed since a Member task & finish group produced an exclusions plan, so the Assistant Director of Children's Services (Education) **agreed** to share more detailed data in a report to Committee.
- 8.4.8 Concern was raised about the impact of the high year 10 and 11 exclusion rate on pupils' educational outcome and wellbeing. The Regional Schools Commissioner had been asked to attend a meeting and Members **requested** that the Chair follow this up. The Commissioner had not been able to attend a meeting so it was suggested that a special meeting was set up to accommodate her.
- 8.4.9 The Assistant Director of Children's Services (Education) confirmed that there was a high risk of exclusion at the end of the autumn term in Norfolk and nationally.
- 8.4.10 The Assistant Director of Children's Services (Education) could not give data on the longest a child had been without alternative provision, but assured members that most received provision within 6 days either on school role or by e-learning. To mitigate behaviour concerns, an assessment would be undertaken by the short stay school who would put support in place, followed ultimately by reintegration into a mainstream school or more specialist/complex needs provision.
- 8.4.11 The post 16 education drop-out rate seen at that time of year was usual; there was a low number of young people in Norfolk whose whereabouts was unknown to Children's Services. A post 16 strategy was being developed with providers in Norfolk.
- 8.4.12 The Assistant Director of Children's Services (Education), **agreed** to provide Cllr Squire with information on exclusion rates at individual schools and academies.
- 8.4.13 Officers would review whether the warning notice for Brancaster Academy should be revoked following their recent Good Ofsted rating.

- 8.4.14 An inclusion helpline was in place to help support schools to prevent exclusions.
- 8.4.15 The department was keen to invest in a strategy by Paul Dix which focussed on changing the behaviour of adults to impact on children's behaviour.
- 8.4.16 It was noted that 16+ provision across Norfolk was changing rapidly and detail on the most affected cohorts and areas was **requested** in the exclusions report.
- 8.4.17 The Executive Director of Children's Services **confirmed** a report would be brought to the July 2018 meeting updating Members on the outcome of the MASH research exercise; a joint board had been put together across police, health services and Norfolk County Council to take recommendations forward.
- 8.4.18 The Executive Director of Children's Services reported that Educate Norfolk, the school system improvement partnership, recognised that the service was responding to exclusions in Norfolk and that to reduce them, schools needed to come together with a shared approach; Paul Dix had given a talk to them on his approach.
- 8.4.19 Clarification was requested on 4.2.2; the Assistant Director of Social Work replied that a number of factors were involved including staffing issues which were being addressed, and reducing reliance on agency workers. Addressing the backlog had increased the figure over 45 days while backlog cases were being completed. There had been a 15% reduction in assessments coming into the service meaning improvements were expected.
- 8.4.20 Children on Children in Need plans were a prevalent group coming into care; an audit showed children who had been neglected were a key group; a plan was in place to try to intervene earlier in these cases.
- 8.4.21 Support was being put in place to enable professionals to discuss concerns with a social worker at MASH to reduce unnecessary referrals and ensure right service first time.
- 8.4.22 A report was requested on child protection and neglect;
- 8.4.23 *"Looked After Children seen within timescales"* had reduced in performance; the Assistant Director of Social Work reported that staffing capacity issues again had affected some areas of the service with a wide range of actions to address recruitment and retention and monitoring at the locality performance and challenge surgeries.
- 8.4.24 Section 47 investigations showed a dip from January-March 2018; the Assistant Director of Social Work clarified the link with fewer assessments being undertaken with less leading to no further action due to improved performance and decision making in MASH
- 8.5 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the vital sign report cards and determined that the recommended actions identified were appropriate

9. Children's Services Finance Outturn Report Year End 2017-18

- 9.1.1 The Committee received the report on the performance and financial forecast outturn information for the 2017-18 financial year to Children's Services committee.
- 9.1.2 The Senior Programme Accountant, Children's Services, introduced the report:
- Take up of 2, 3 & 4 old childcare places was good against national performance

- there was no carry forward of underspend as this was funded by an underspend from 2016-17
- additional pressures had been added to the 18-19 budget
- leadership and senior managers were aware of budget pressures and of the need to keep within them in teams and collectively across Children's Services
- workforce planning was being focussed on, including reducing reliance on agency staff.

- 9.2.1 The Chair asked if all families were aware of the Childcare entitlement available to them; the Assistant Director of Children's Services (Education) replied that many parts of the service engaged with families to ensure they knew what they were entitled to.
- 9.2.2 The Senior Programme Accountant, Children's Services, clarified that savings were £100,000 lower than anticipated because Government rules in relation to the Troubled Families Grant had since changed.
- 9.2.3 The Senior Programme Accountant, Children's Services, confirmed that Officers knew of the need to find new funding for "*specialist intervention and support for children with behavioural and mental health needs, and their families*" when they set the budget, and it was now funded.
- 9.2.4 The Government had confirmed they would not claw back money from the early years' underspend.
- 9.2.5 Which services should be commissioned by Norfolk County Council or the NHS was queried; the Assistant Director (Performance, Planning & Quality Assurance) reported that CCGs were forming a Joint Commissioning Committee to look into this.
- 9.2.6 The Senior Programme Accountant, Children's Services, confirmed there was minimal risk attributed to the loan which had mitigations in place.
- 9.2.7 The Vice-Chairman noted the positive budget position and requested that overspends were reported to Committee as early as possible so they could be addressed; the Executive Director of Children's Services proposed that the budget was a key part of the finance seminar for Committee members which was being arranged.
- 9.3 The Committee **AGREED**:
- a) the outturn position for the 2017-18 Revenue Budget for both the Local Authority Budget and Schools Budget
 - b) The outturn position for the 2017-18 Capital Programme

10. Risk Management Report

- 10.1.1 The Committee considered the full Children's Services departmental risk register, as at May 2018, following the latest reviewed conducted in April 2018.
- 10.1.2 The Assistant Director (Performance, Planning & Quality Assurance) highlighted:
- RM14284; the amount spent on transport and on EHCP assessments would be separated and the risk reviewed. Members would be updated at the next meeting
 - to mitigate the risk of "*lack of corporate capacity*", a permanent senior team was now in place and Liquid Logic now live, both increasing capacity; this risk would be reviewed for the next committee meeting and possibly removed
 - the reliance on agency social workers was reducing and he was optimistic this would continue

- 10.2.1 The Assistant Director of Social Work updated Members that the Social Work Academy was not yet signed off but imminent; This would provide CPD (continuing professional development) support for social workers at whatever stage of their career and supported by the regional Teaching Partnership.
- 10.2.2 The strategy had been rewritten to improve recruitment and retention. The Executive Director of Children's Services noted there was a national shortage of experienced social workers and different models of practice were being looked into to recruit both non-qualified social workers and experienced professionals to work alongside them.
- 10.3 The Committee **CONSIDERED** and **NOTED**:
- a) The full Children's Services departmental risk register (at Appendix A of the report)
 - b) The reconciliation report (at Appendix B of the report)
 - c) that the recommended mitigating actions identified in Appendix A of the report for the risks presented were appropriate, or whether risk management improvement actions were required (as per Appendix C of the report)
 - d) The background information on risk management (at Appendix D of the report).
- 10.4 There was a break from 11.55 until 12.05

11. Council Tax Exemption for Care Leavers

- 11.1 The committee received the report outlining a proposal for a council tax exemption for Norfolk care leavers.
- 11.2.1 A Member queried how Norfolk County Council intended to support District Councils with absorbing the costs. The Business Lead for Promoting Independence, Younger Adults, reported that it was proposed that Norfolk County Council would forego 75% meaning District Councils only had to go ahead with 25% of the tax.
- 11.3 Ms E Corlett raised a point of order; she suggested Members should declare an interest for this discussion if they were a district Councillor. The Chair requested that any Member who was a District Councillor declared it for discussion of this item:
- Mrs P Carpenter (Chair), Ms E Corlett, Mr P Duigan, Mr T Fitzpatrick, Mr G Middleton, Mr R Price, Mr M Smith-Clare, Ms S Squire, Mr V Thomson and Mrs J Young declared a non-pecuniary interest as a District Councillor.
- 11.4.1 Ms E Corlett raised that Norwich City Council had met the whole cost of the Council Tax Exemption and had delegated authority for a cabinet member since 2017.
- 11.4.2 The Business Lead for Promoting Independence, Younger Adults, confirmed this would not be backdated from April 2018.
- 11.5 The Committee **AGREED** to:
- a) **RECOMMEND** to Policy and Resources Committee and Full Council that a scheme be adopted as set out in this paper to deliver a full council tax discount for all Norfolk care leavers living either in or out of Norfolk who were under the age of 25 and were solely responsible for payment of the bill, or who occupy a property with other Norfolk care leavers aged up to 25.
 - b) **COMMISSION** officers to undertake further work with the seven Norfolk District Councils and the Norfolk Police & Crime commissioner to seek to agree that all authorities bear their share of the full discount and that a uniform scheme could be implemented across Norfolk.

- 11.6 The Executive Director of Children's Services believed that following this decision and agreement of District Councils, Norfolk would be the first place that had achieved a County Council with all Districts supporting a tax exemption for care leavers.

12. Schools' capital building programme

- 12.1 The Committee considered the report giving a summary of the schools' capital building programme in Norfolk.
- 12.2.1 A Member highlighted the risk which came with moving onto the Communication Infrastructure Levy (CIL); the Referral Co-ordinator, Children's Services, was aware of the changes in the Greater Norwich Growth Area due to the introduction of CIL and the Head of Education Participation, Infrastructure and Partnership Service had met with the Greater Norwich Growth Board to help them understand the pressures. This financial year there had been an allocation from the CIL funding pot.
- 12.2.2 The Sufficiency Delivery Manager, Children's Services, confirmed that the majority of growth would be based on local plans but some housing plans would come forward outside of these; Officers worked with districts to try to secure places where necessary.
- 12.2.3 The Vice-Chairman suggested CIL should be on the risk register, regarding risk around finance follow through in arrangements with developers and funding through CIL. The Sufficiency Delivery Manager, Children's Services, reported that the overarching capital strategy would cover the 3-year capital that this addressed; all risks would be incorporated in the corporate strategy and SEND strategy.
- 12.2.4 Officers were asked how confident they were that the SEND strategy would have the intended impact; the Assistant Director of Children's Services (Education) replied that the SEND sufficiency strategy would be brought to committee in July 2018; if it identified need within parts of the county there would not be sufficient capital in the budget and funding would need to be sought.
- 12.2.5 The Vice-Chairman noted the place planning pressures in Wymondham and Hethersett. As Councillor for this area he thanked Officers and was happy with progress.
- 12.3 The Committee **AGREED**:
- To endorse the basis of programme prioritisation for the coming three years
 - To endorse the proposed amendments to the programme and introduction of new schemes.

13. Point of order

- 13.1 The Committee **RESOLVED** to take Item 14 "Semi-independent Accommodation and Support for 16-17 year-old Looked After Children" next, and then return to the running order of the agenda.

14. Semi-independent Accommodation and Support for 16-17 year-old Looked After Children

- 14.1.1 The Committee received the report outlining progress on developing provision of Semi-independent accommodation for 16-17 year old Looked After Children.
- 14.1.2 The work of the Corporate Parenting Board would inform the model for this provision.

The Chair hoped that young people would have full input into the accommodation.

- 14.2.1 In response to a query, the Head of Integrated Commissioning confirmed a project team was in place to look at design of the service; the next step in the commissioning process was to look at options appraisals and understand the needs of the cohort.
- 14.2.2 The Vice-Chairman was pleased that discussions were being held to ensure children were placed in areas best for them, such as close to their school.
- 14.2.3 A Member queried whether young people would have property interest such as a leasehold; the Head of Integrated Commissioning clarified that this accommodation was to prepare young people for independent living and did not provide them with a leasehold.
- 14.2.4 The Head of Integrated Commissioning anticipated that the 11 units would be located across the County but could not disclose the locations for safeguarding reasons.
- 14.2.5 A Committee Member suggested that, as corporate parents, Cllrs should speak in favour of the planning applications at Planning Committee Meetings.
- 14.2.6 The Assistant Director of Early Help and Prevention confirmed that briefings had been held with Chairman of the Business and Property Committee, Cllr Kiddie, throughout the process and he was aware of work of the task and finish groups.
- 14.2.7 It was clarified that when young people were ready or reached 18, they would move to their own accommodation with support, in partnership with District Councils and housing associations.
- 14.3 The Committee **AGREED** that the project team progress with using the allocated capital budget to secure properties in geographical locations across the county, through a mix of renovation of existing Norfolk County Council properties (currently three) and the purchase of further properties (currently planned to be eight).

15. Internal and External Appointments

- 15.1 The Committee reviewed the external and internal body and champions positions appointments set out in Appendix A of the report.
- 15.2 Mr Maxfield left at 12.52
- 15.3.1 It was clarified that the Local Authority Governor Appointments group did not meet, but was constituted to be called on if needed
- 15.3.2 Mr M Smith-Clare **proposed** himself to take over as representative on the “Teachers Joint Consultative Committee” and on the “Virtual School” from Ms E Corlett.
- 15.3.3 No nominations were received for the 2 vacancies on the Standing advisory council.
- 15.3.4 All other nominations stood as outlined in the proposals in Appendix A of the report.
- 15.4 The Committee **AGREED** the appointments to internal and external bodies and champions positions outlined in Appendix A of the report, with the **AGREED** two changes outlined above; see Appendix B of the minutes.
- 15.5 Mr Thomson **PROPOSED** having a Committee Member on the Growth Board following previous discussions about Communication Infrastructure Levy funding. The

Committee **AGREED** this proposal. The Head of Democratic Services **agreed** to discuss this with the Board.

16. Committee Forward Plan and update on decisions taken under delegated authority

16.1 The Committee reviewed the forward plan and decisions taken by Officers under delegated authority.

16.2.1 the Executive Director of Children's Services:

- confirmed that the report on child protection discussed earlier, and work following research activity done on MASH, would be put in one report for July 2018
- suggested that the report on New Directions came to the September 2018 Committee meeting
- reported that the October 2018 meeting would include a presentation about the Children's Change Programme connected to Norfolk's Futures

16.2.2 The Chair **requested** a report about children's health as a permanent item on the forward plan

16.2.3 A discussion was held on requirements for fire safety in schools at Capital Priorities Group; a report was **requested** on fire safety in schools and how fire safety teams could support in the set-up of the semi-independent accommodation.

16.2.4 It was confirmed that the semi-independent team group report would be brought back to Committee.

16.3 The Committee **NOTED** delegated decisions taken by Officers and **REVIEWED** the forward plan and identified the following additions:

16.4 The Chair noted that the meeting had been Mr R Price's last Children's Services Committee Meeting, and thanked him for his service on the Committee.

The meeting closed at 13.03

Mrs P Carpenter

Chair, Children's Services Committee



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CHILDREN'S SERVICES COMMITTEE QUESTIONS

22 May 2018

5. Public Question Time

- Jennifer Hollis – Breckland District Council (attending)

Do the committee think that after the Parker report recommendations have been acted on?

We have accepted and addressed the historic issues outlined in the Parker review and now have a very different service in place. In January, Ofsted said our fostering service was well resourced and managed and that children were living with foster carers who were well supported and well supervised.

Supporting Norfolk's foster carers and their families is a key priority for us, which is why we now have Norfolk's Foster Carers' Charter – representing our pledge to those looking after some of the county's most vulnerable children. The Norfolk Fostering Advisory Partnership, was also created to ensure that we could work more closely with our carers, shaping policy and helping to further improve our practice

Supplementary:

Do the committee feel that all meetings with care families are open and honest and minutes to reflect this?

We're not sure what is meant by care families. However, all staff working across the council are expected to be honest when working with any of our service users. We regularly monitor and audit our social work practice so that we ensure that the right support is offered to children and families and can address any areas for improvement. Social workers will record the discussions they have on our records system and this will be included in our quality assurance work.

6. Local Member Issues / Member Questions

- Cllr Sandra Squire

In response to a Local Member Question at the October 2017 meeting from my colleague Mick Castle, the Chairman confirmed that the Council's intended use of the Alderman Swindell School site (once vacated) to provide for children with special/additional needs would be progressed by way of an Academy or Free School application (as per the Wherry School in Norwich) rather than by NCC directly.

Will the £500,000 in the Committee's Budget be sufficient to fund this procurement process? And has there been engagement yet with appropriate education trusts?

Within the Schools' Capital Building Programme May 2018 report to this Committee there is a proposed £500K allocation for the scheme to reuse the site currently occupied by Alderman Swindell Primary until the end of this academic year. This allocation is to enable the design development of a scheme for reuse of the site, in order to proceed to a planning application. The LA SEND Sufficiency Strategy identifies the need in this area and the next step will be an application for a Free School. If it were to be agreed this should ensure that sufficient additional funding would be made available for whatever build is necessary. The LA is dependent on the government's Free School application rounds and the latest Wave this year has opened this month and closes 6th September 2018. I refer to paragraph below from the report:

3.4 The proposals within this report allocate some of this funding – a further table of allocations and residual unallocated funding is at paragraph 7. Early development of schemes are funded to an upper limit of £50K and others to £500K to take schemes through to a planning approval where appropriate and to allow for appropriate budget development. Consequentially either government funding and/or developer contributions will be required for fully funded schemes for these projects. A high level cost to fully funded for all schemes is approximately £40.6m and in all likelihood will exceed the three year programme set out at Annex B.

The next step is that Children's Services officers will work with the DFE and New Schools Network to develop the Free School bid. We would hope to launch this through the LA presumption route where interested parties, i.e. Trusts s would then make application to be awarded the contract for the new school.

Children's Services Committees/Boards/Working Groups/Outside Bodies

2018/19 Appointments shown

(a) Children's Services Committees/Boards/Working Groups

1. Adoption Panels (1 member for each of the 2 Adoption Panels)

Alison Thomas
Graham Middleton

These are statutory bodies. Appointments to the Adoption Panels have by convention, not been made on a politically balanced basis, but instead on the basis of those best able to give the extensive time and commitment required.

2. Capital Priorities Group - 5

Chairman of the Committee (ex-officio of the Group)
1 Labour (David Collis)
2 Con (Stuart Dark and Vic Thomson)
1 Lib Dem (Ed Maxfield)

This Group should consist of members of Children's Services Committee. It:

- contributes to discussions about priorities for capital expenditure
- Develops consistent prioritisation criteria for capital expenditure
- Monitors capital building programmes
- Reviews the effectiveness of decisions it has taken and adapts criteria accordingly

3. Local Authority Governor Appointments Group – Pool of 3 Members (with 2 being called as necessary by Norfolk Governor and Leadership Services)

2 Con – Barry Stone and John Fisher
1 Labour – Emma Corlett

This Group makes recommendations to the Director of Children's Services on:

1. Dismissal of School Governors who have been nominated by Local members
2. Making appointments to educational trusts, as necessary

4. Norfolk Foster Panels – 1 for each Panel plus 1 nominated substitute for each member

Central Norfolk – Emma Corlett
West – Stuart Dark
East – David Harrison

Substitute Members x 3 - TBA

These are statutory bodies. Appointments to the Foster Panels have by convention, not been made on a politically balanced basis, but instead on the basis of those best able to give the extensive time and commitment required.

5. Teachers Joint Consultative Committee – 11

7 Con – Penny Carpenter, Thomas Smith, Colin Foulger, Barry Stone, Vic Thomson, Philip Duigan, and Richard Price
2 Labour - Mike Sands and Mike Smith Clare
2 LD – Ed Maxfield and Tim Adams

This is a forum for discussion between teacher unions and the County Council on employment related matters.

6. Youth Advisory Boards

Breckland –Terry Jermy
Broadland – Stuart Clancy
Great Yarmouth – Mike Smith-Clare
King's Lynn and West Norfolk – David Collis
North Norfolk – Judy Oliver
Norwich – Emma Corlett
South Norfolk – Vic Thomson

7. Virtual School Reference Group (4)

2 Con - Stuart Dark and Tom Garrod
1 Lib Dem – Ed Maxfield
1 Labour – Mike Smith-Clare

8. Small Schools Steering Group (2)

This Group monitors the small schools strategy.

2 Con – Brian Long (Chair) and Stuart Dark

9. Corporate Parenting Board (6)

This Group ensures that Norfolk's promise to young people leaving care is implemented, by holding to account people who are responsible for its delivery. It replaced the Corporate Parenting Strategic Group.

Chairman of the Committee (Co-Chair)
Vice Chairman of the Committee
1 Con – Ron Hanton
Labour Spokesperson – Emma Corlett
Lib Dem Spokesperson – Ed Maxfield

(b) Outside Bodies

1. Standing Advisory Council for Religious Education (3)

2 vacancies and Cllr Thomas Smith

The organisation aims to ensure that the statutory provision of RE and collective worship is of a consistently high standard.

2. Whitlingham Outdoor Education Centre Partnership (1)

Vic Thomson

The Partnership exists to promote and co-ordinate the recreational activities delivered by forum members in the Whitlingham area, particularly in areas in and adjacent to Whitlingham Country Park.

c) Member Champions

Child Poverty – Will Richmond
Young Carers – Colleen Walker

Children's Services Committee

Report title:	Performance Monitoring 2017-18
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site. The four measures which are currently rated as Red (LAC with an up to date health assessment, Eligible Care Leavers with an up to date Pathway Plan, the rate of LAC per 10k of under 18s and EHCP completion timescales), are discussed later in this report. Whilst the percentage of Care Leavers who are EET is rated as red, this is because the Local Authority has high aspirations for our young people and have a target of 70%. At 58%, the performance in this measure continues to be above statistical neighbour (53.6%) and national averages (50%).

This report focusses primarily on data as at end of April 2018 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 2).

Locality-level performance information is available on the Members Insight area of the intranet.

Liquidlogic implementation has been overwhelmingly successful as a case recording system. However, data provided and available from Intelligence and Analytics at this point is limited. This work is still being developed, we therefore ask that committee take account of this technicality.

Recommendation:

Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

1. Introduction

1.1 Performance dashboard

1.1.1 The performance dashboard provides a quick overview of Red/Amber/Green rated performance for our vital signs over a rolling 12 month period. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.

NOTES:
Green is in line with high performing authorities; Amber within 10% (not percentage points) of high performing authorities; Red being more than 10% worse than high performing authorities.
'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.
The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	14.7%	18.4%	16.8%	21.7%	11.3%	11.2%	6.8%	9.4%	10.2%	6.5%	3.0%	6.3%	5.4%	20.0%
		24 / 163	36 / 196	31 / 184	31 / 143	14 / 124	12 / 107	9 / 133	15 / 160	13 / 127	11 / 168	4 / 132	9 / 144	8 / 147	
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	25.0%	24.9%	22.8%	24.0%	24.2%	23.7%	23.7%	23.5%	23.8%	23.9%	24.2%	24.1%	24.2%	<20%
		2024 / 8110	1973 / 7920	1963 / 8039	1976 / 8110	2071 / 8575	2101 / 8881	2156 / 9109	2189 / 9320	2252 / 9482	2233 / 9341	2240 / 9245	2173 / 9001	2173 / 8963	
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	5.5%	5.7%	16.2%	8.4%	9.8%	8.6%	8.4%	8.3%	8.1%	8.1%	8.2%	8.2%	7.5%	<15%
		96 / 906	87 / 912	88 / 896	87 / 893	83 / 848	70 / 810	69 / 821	67 / 809	66 / 814	70 / 859	71 / 869	69 / 844	66 / 875	
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	78.3%	82.1%	79.9%	84.0%	80.0%	75.1%	71.5%	64.7%	62.4%	58.9%	59.1%	65.8%	81.7%	100%
		950 / 1213	958 / 1167	1057 / 1323	1052 / 1253	890 / 1112	1022 / 1361	999 / 1397	973 / 1505	979 / 1570	909 / 1544	850 / 1439	917 / 1393	785 / 961	
{ChS} Child Protection (CP) - % children seen	Bigger	90.5%	90.0%	83.6%	70.4%	74.8%	88.8%	90.6%	80.9%	84.7%	82.7%	89.1%	87.3%	83.6%	100%
		466 / 515	441 / 490	298 / 511	359 / 523	272 / 599	336 / 499	338 / 501	295 / 508	354 / 504	440 / 532	521 / 585	508 / 582	498 / 596	
{ChS} LAC with up to date Care Plan	Bigger	97.1%	96.5%	96.6%	96.7%	96.1%	96.8%	97.0%	95.3%	95.6%	94.3%	96.0%	95.7%	94.0%	100%
		1058 / 1090	1051 / 1089	1060 / 1097	1061 / 1097	1065 / 1108	1076 / 1111	1082 / 1115	1078 / 1131	1076 / 1125	1085 / 1151	1118 / 1164	1127 / 1178	1108 / 1179	
{ChS} LAC with up to date Health Assessment (HA)	Bigger	85.4%	80.3%	78.3%	79.4%	79.9%	79.6%	79.1%	78.0%	76.2%	75.1%	76.5%	74.2%	77.4%	100%
		622 / 728	590 / 735	579 / 739	602 / 758	614 / 768	611 / 768	613 / 775	610 / 782	604 / 793	604 / 804	613 / 801	596 / 803	627 / 810	
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	84.1%	85.9%	83.7%	84.5%	83.6%	84.8%	84.9%	83.5%	82.3%	83.1%	79.7%	75.6%	76.3%	100%
		180 / 214	177 / 206	175 / 209	175 / 207	181 / 215	179 / 211	180 / 212	177 / 212	181 / 220	187 / 225	189 / 237	183 / 242	183 / 240	
{ChS} Percentage of all young people in EET	Bigger	90.7%	90.4%	90.2%	89.8%	88.6%	84.6%	88.1%	91.6%	91.5%	91.1%	91.0%	90.8%	90.4%	92%
{ChS} Percentage of Relevant and Former Relevant Care Leavers in EET	Bigger	58.8%	58.5%	61.0%	60.4%	60.3%	62.9%	62.8%	62.6%	61.2%	59.2%	58.2%	58.3%	58.4%	70%

Quarterly / Termly	Bigger or Smaller is better	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Target
{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller						17.6%	10.0%	9.0%	8.3%	7.0%	8.0%	5.3%	6.7%	<15%
		/	/	/	/	/	/	/	/	/	/	/	/	33 / 493	
{ChS} LAC with up to date Personal Education Plan (PEP)	Bigger	86.5%	76.7%	63.5%		73.5%	88.1%	76.0%	83.2%	84.2%	89.2%	89.4%	88.5%	88.7%	100%
		/	/	/	/	527 / 717	597 / 678	541 / 712	570 / 685	591 / 702	610 / 684	599 / 670	577 / 652	564 / 636	
{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller	64.1	64.0	63.6	63.1	62.5	62.6	62.8	65.5	65.8	65.7	66.2	66.5	69.7	<55
{ChS} Increase the percentage of education establishments judged good or outstanding by Ofsted	Bigger				80.0%			87.0%	88.0%	88.0%	89.0%	89.0%	89.0%	89.0%	>86%
		/	/	/	/	/	/	/	/	/	/	/	/	/	
{ChS} Number of children subject to a Permanent Exclusion	Bigger					116.0	94.0		84.0	132.0	65.0		66.0	7100.0%	
{ChS} Percentage of Education, Health & Care Plans completed within timescale	Bigger											7.0%	9.0%	14.0%	

1.2 Report cards

1.2.1 A report card has been produced for each vital sign (Appendix 3). It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.

1.2.2 Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.

1.2.3 Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive months/quarters/years
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.

1.2.4 Vital Signs performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

2. Impact of Support for Education Improvement

2.1 Ofsted Outcomes

2.1.1 Schools:

The percentage of Norfolk schools judged Good or Outstanding, as a percentage of schools with a judgement, remains unchanged at the national average of 89%.

So far this term, two previously Good schools have had their Good judgements reaffirmed. Two academies were judged as Requires Improvement (one previously Special Measures and one previously Requires Improvement) at their first inspections as sponsored academies.

2.1.2 Early Years Providers:

The percentage of early years providers judged good or outstanding remains strong at 95% of settings (at national) and 98% of childminders (above national).

Education Testing and Assessment

Moderation of Early Years Foundation Stage Profile showed that teachers are increasingly making accurate judgements, the percentage of schools with any additional actions to take dropping from 36% to 20%. This is important as an accurate assessment at the end of Early Years is the baseline for progress into National Curriculum teaching in year one. Key Stage 1 and 2 moderation is taking place now.

2.1.3 Post 16 Participation

The percentage of 16 and 17 year olds known to be in Employment Education and Training remains above national figures. Norfolk continues to have a very low number of 16 and 17 year olds whose destination is unknown compared to the national figure. This means that although there is a higher percentage of young people recorded as not in education, employment or training (NEET) than nationally, we can be confident that our data is accurate. There has been a drop in participation at 16 from 95.6% in December to 94.4% at the end of March, and at 17 from 87.1% in December to 86.7% at the end of March. This is due to young people who have left education or training provision early, or who are no longer in employment. We are focussing on more targeted preventative work with year 11 students based on an analysis by geography, student characteristics and occupational choices. This information is shared with providers to assist them in supporting vulnerable learners. We continue to actively support re-engagement of year 12 students.

2.1.4 Exclusion

Phase	Aut 15-16	Spr 15-16	Sum 15-16	Aut 16-17	Spr 16-17	Sum 16-17	Aut 17-18	Spr 17-18	Sum 17-18
Primary	31	31	21	33	16	22	22	19	10
Secondary	81	61	63	98	49	42	80	51	25
Other	4	1		3	1	2	3	2	
Grand Total	116	94	84	132	65	66	103	71	35

The number of permanent exclusions this academic year is lower than the previous two years. The number of confirmed permanent exclusions remains above national exclusion rates.

Department for Education fixed term exclusion data for last academic year is released in July. We are checking and challenging fixed term exclusion data with secondary schools this term, and will fully report our findings to committee in September.

Year Group	Aut 16-17	Spr 16-17	Sum 16-17	16-17 Total
1 and below	4	3	5	12
2	3	4		7
3	7	2	5	14
4	8	2	3	13
5	7	3	6	16
6	4	2	3	9
7	5	4	3	12
8	11	9	13	33
9	25	9	13	47
10	28	21	16	65
11	32	7		39

The number of permanent exclusions per year group was requested at the previous meeting and is shown above for the previous academic year. As can be seen, the majority of exclusions are for older secondary pupils.

2.1.5 EHCP

Education Health & Care Plan (EHCP) performance is high priority for children's services and our partners. The overall performance has been a concern as too few Plans have been completed within the governments expected timescale of 20 weeks. The process is rightly complex and involves the careful assessment of education need, so involves an education psychologist, a health assessment which may result in a diagnosis, and an assessment of any care needs.

In 2014 the existing Statement of Education need was replaced by an EHCP, In Norfolk there were 4500 children with a statement which had to be transferred to an EHCP by March 31st 2018. In Norfolk over 99% of plans were transferred to deadline with a handful where parents agreed that the process could not be completed.

New referrals since 2014 have escalated from an average of approximately 650 per year to over 1000 over last academic year. Performance in timescale has been weak because:

- there were higher than national average numbers of children with statements which need to be transferred;
- there are higher than national average numbers of children being referred for an EHCP;
- there has been insufficient staffing capacity to meet the demand.

Performance is improving, albeit slowly to date. Now that all statements of education need have been transferred this will transform in the coming months. We aim to achieve the national average performance within the next six months, and the Government's ambitious target of 90% by this time next year. The actions we have taken to achieve this are:

- re-organise the Education Services to create significantly greater staffing capacity;
- move the Education Psychology Service to the Education Services;
- appoint specific leadership to EHCP assessment;
- review the approach to EHCP assessment, to retain the person-centred philosophy within a faster timescale;
- work with the corporate Delivery Unit (SDU) to review roles, systems and process;

3 Early Help

- 3.1 The number of cases open to Early Help Family Focus (EHFF) teams across the county remains steady, with Family Focus teams holding 670 cases at the end of May 2018. Early Help Practitioners were supporting 1542 children and young people through these cases.
- 3.2 In-reach activity provided by EHFF teams to Social Work teams supporting trajectory and appropriate transition from Social Work led interventions. This is also being supported by our community and partnership (Process) managers for those families that can step down from Social Work teams to universal Family Support Process where targeted family support is not needed.
- 3.3 The new electronic recording system for Early Help Family and Partner Focus teams was introduced on 3rd May 2018. Practitioners are completing existing cases on Doreis (the previous case management system), and new cases are being added to the Liquid Logic Early Help Module. Team managers are working hard to understand the new system, and work with Social Work managers to ensure cases that step down are picked up in the right workflow.
- 3.4 The new workflow system has been particularly challenging for MASH colleagues, as they have moved exclusively to the new system, in line with Social Work. A rota of additional support from the locality teams has been put in place to ensure children, young people and their families receive a timely and appropriate response.
- 3.5 As part of the continual focus on using data to inform practice, a workshop has been planned in July 2018 to look at how Family Focus team managers triage requests for support, and what happens to the cases that don't need a family focus practitioner at this time. In addition, as we will soon have data sets from Liquid logic six weekly performance sessions have been put in place led by the Assistant Director for Early Help and will include all heads of service and team managers from across the localities.

4. Social Work (MI Report at Appendix 2)

4.1 Contact and Referrals

- 4.1.1 As at 26th April 18 there had been 2643 contacts made which is in line with the number seen in the preceding two months. Of all contacts made 17.7% did not meet the threshold for referral to children's social care and this indicates that partners may need to have increased confidence in what constitutes the need for social care intervention. An initial review of Children's Services 'Front Door' has been completed by an external expert and work is continuing to have a robust redesign of our front door arrangements in progress by this summer.

4.2 Assessments

- 4.2.1 Our rolling 12 month rate of assessments of 504.7 per 10k population under 18 is still below the National Average of 515 per 10k population under 18, we do complete more assessments per 10k population than our statistical neighbours (463.1). However a low proportion of our assessments (less than 50%) result in ongoing involvement. What is clear is that at the point of transfer from MASH to an assessment teams the information provided by referrers indicate that assessment is needed. Further exploration by assessment teams result in no further social care involvement being required. It is envisaged that the review and redesign of our front door arrangements will be impactful throughout the children's system, particularly assessment teams.
- 4.2.2 The authorisation of social work assessments within 45 working days needs to continue to improve. Performance increased slightly in April 2018. Norfolk's performance of 61.9% is lower than our statistical neighbour (83.8%) and national (82.9%) averages. Across the county there are some local differences that impact on this overall performance rate with some localities with better performance. A revised performance management framework has been developed whereby accountability for improvement in performance areas of concern are robustly monitored

and challenged. A series of workshops for assessment teams covering performance, process and practice have also been developed.

4.3 Child Protection (CP)

- 4.3.1 The number of children subject to CP plans has increased in April 18 following a drop last month however, at a rate of 38.2 per 10k of under 18s, we remain below our statistical neighbour (43.9) and national (43.3) averages. There are localities with a larger cohort of children subject to child protection planning, however this is not unexpected across a diverse County such as Norfolk. Whilst most localities have seen an overall rise in CP numbers over the past 12 months, 1 has seen a significant reduction which could indicate more impactful work with families at a lower level of intervention to ensure change is sustained and enduring. However due regard needs to be applied when considering that across the County 51% children becoming looked have previously been subject to CP planning.
- 4.3.2 Our number of Initial Child Protection Conferences on a 12 month rolling basis of 67.1 per 10k under 18s is only slightly higher than statistical neighbour and national averages of 63.2 and 65.3 respectively. An area for improvement is timeliness of ICPC's. The majority of localities perform well however there are occasions where this is not consistent across the county.
- 4.3.3 Our percentage of children who have become subject to a CP plan for a second or subsequent time has fallen from 22.7% in April 17 to 20.2% and is in line with our statistical neighbour averages of 19.7%. Whilst the percentage of children subject to child protection planning for over 2 years is very low, we have seen an increase in children on CP plans for over 18 months (an increase of 13 children from April 17 to April 18). This is not a widespread concern but one that we need to be mindful of.
- 4.3.4 Whilst the data in April's performance report shows a drop in timeliness for CP visits in 20 working days, this is due in part to the data being extracted from the system prior to the end of the month, which meant all visits undertaken may not have been recorded at that point. A revision of data to the end of April for the percentage of children on CP plans seen within 20 working days shows an increase to 88%. Visiting within 20 days is a statutory requirement and for many families making progress and sustaining change this is entirely right.

4.4 Looked After Children

- 4.4.1 The number of Looked After Children at the end of April 18 was 1179. Whilst LAC numbers have increased nationally (from 60 per 10k under 18 population year on year since 2015) Norfolk has increased at a higher rate (62 per 10k to 65 per 10k in the same period and now 69.7) and is higher than our statistical neighbours (53.4). To fully understand the story behind the increase in the number of Looked After Children there continue to be a number of activities underway. These include the weekly LAC tracker, and a monthly analysis of all LAC starts and ceases, age exit routes from care and time spent in care. There are 2 reviews underway to better understand our looked after children cohort. This work, together with the review of our front door arrangements and a transformation programme work stream, is working tirelessly to understand why numbers are increasing and in what circumstances could alternative support to a family have prevented their child coming into care.
- 4.4.2 Performance regarding ensuring our Looked After Children have an up to date Care Plan continues to be very good. Five localities currently have at least 93% of looked after children with an up to date looked after child plan.
- 4.4.3 The stability of placements for our long term looked after children (70%) is in line with national and statistical neighbour averages (70% & 69%) as is the percentage of children with 3 or more placements in any one year (Norfolk 11%, statistical neighbours 10.5%, national 10%). A slight drop in percentage of stable placements since the December 17 is likely due in part to work to find suitable and stable foster placements for some of our children in long term residential placements. However, there are some anecdotal reports of long term foster placements breaking down after permanency has been agreed. To better understand the validity and extent of this a dip sampling exercise is underway to be assured that the right support is offered to sustain these placements at the earliest indication of possible placement breakdown.
- 4.4.4 The percentage of children having an Initial Health Assessment within 20 working days of becoming LAC continues to be an area for improvement. Data held by the CS QA Hub indicates that 87.5% of LAC starts in April had a request for an Initial Health Assessment within 5 days of becoming LAC, however the completion rate by health partners between days 5 to 20 was 41.2%. There has been a small increase in the percentage of children with up to date Health Assessments to 77.4%, this is due mainly to Health Partners working on strategies to increase their capacity. We monitor this to ensure partners continue to improve their ability to offer timely appointments.
- 4.4.5 We continue to see increasing percentages of children participating in their LAC reviews (65.3%), which is positive and means that looked after children have their voice heard and play a pivotal role in developing their care plan. Social workers and IROs value the principles of LAC reviews being the child's review. The ongoing cultural change in how LAC reviews belong to the child is key to sustaining increased attendance by children.

4.5 Care Leavers

- 4.5.1 At 58%, performance regarding our Care in Education, Employment or Training continues to be good and above statistical neighbour (53.6%) and national averages (50%). We continue to monitor performance regarding care leavers we are in touch with as this is an area in recent months which hasn't been as high as we want and it is where recent performance has indicated a drop from our previous good position. Most (87%) of Relevant and Former Relevant Care Leavers have a Pathway Plan, however the performance for Eligible Care leavers is lower at 76.3% and we would want this to be higher.

4.6 Adoption

- 4.6.1 Performance information shows further increase in the percentage of adoptions being completed within 12 months of the 'should be placed for adoption' decision being made. The average number of days between a child becoming LAC and having an adoption placement has

remained steady over the past 12 months, and our performance regarding average number of days between placement order and being matched with an adoptive family has improved over the last year. Our adoption teams continue to be high performing and we are proud of the outstanding work they do alongside frontline social workers to ensure children with a plan for adoption have permanence achieved at the earliest possible opportunity.

4.7 Caseloads

4.7.1 The average caseload in Norfolk is currently 15. As at the end of April 18 six social workers had high caseloads of 30+, all of whom were in assessment teams. Additional team capacity has been added to three localities and has already had a positive impact on caseloads. The data regarding children experiencing changes of social worker outside of transfer to a new team shows a rise (from 4.3% to 11%). As the figures show rises across all the localities, including those who have historically had very low change of worker rates, this data is being tested to ascertain whether it is correct.

- * Eligible care leavers are young people aged 16 or 17 who are currently looked after
- ** Relevant care leavers are young people aged 16 or 17 who have been **eligible** care leavers
- *** Former relevant care leavers are Young People aged 18-21 who have been **eligible** and/or **relevant** care leavers

5. Financial Implications

5.1 – As requested this is now contained in a separate report.

6. Issues, risks and innovation

6.1 As requested this is now contained in a separate report.

Officer Contact

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

Performance Officer Name: Andy Goff. Telephone: 01603 223909
andrew.goff@norfolk.gov.uk



If you need this report 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.

Norfolk County Council

Children's Services

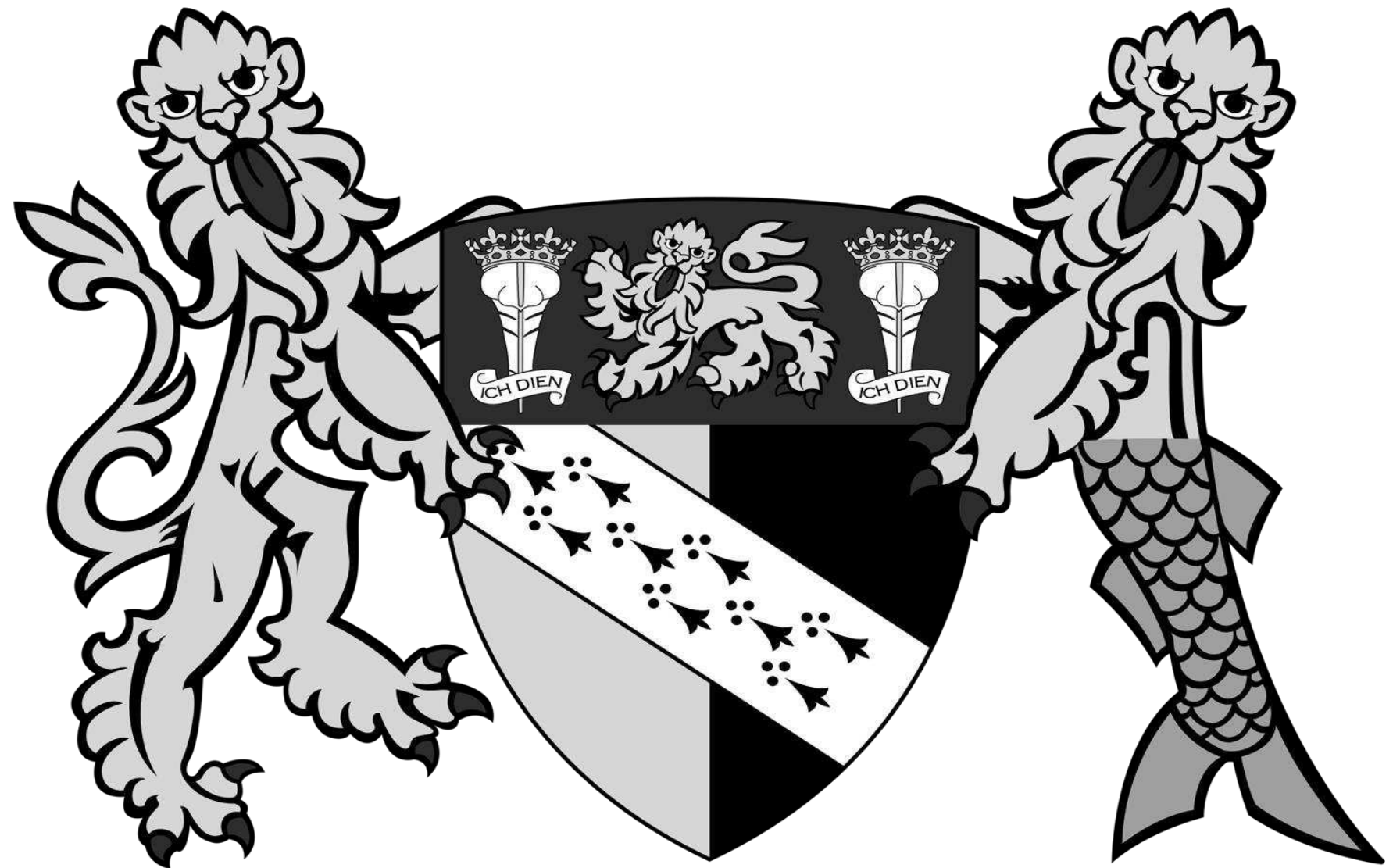
Monthly Performance & Management Information

County Report

April 2018

All data sourced from CareFirst.

Please note that due to data migration to Liquid Logic this report only contains data for CareFirst records added or updated up to and including 5pm on the 26th April 2018. As such it should be used with caution and only forwarded/quoted where necessary and with the appropriate caveats.



Produced by the Intelligence & Analytics Service (I&A) [Managing Director's Department]
bi@norfolk.gov.uk

Monthly Performance & Management Information County Report

This monthly report has been produced to provide an overview of performance in Children's Social Care across the County. It does this by providing the data and performance analysis measured against defined key indicators in one place for ease of reference.

Where relevant the report includes national, statistical neighbour and best performing statistical neighbour averages. The commentary makes reference to where localities are outliers either in terms of performance that may be of concern or where performance looks particularly good or improving. The commentary will also indicate where further scrutiny or action is being, or needs to be, taken.

The reporting format has been developed since January 17 and will continue to be reviewed to ensure indicators that require close scrutiny and challenge in order to drive and achieve improvement are included.

The report will be used to give an overview of the direction of travel of Children's Social Care and Early Help services to a wide range of stakeholders. This includes some performance targets being set in order to align with statistical neighbours and best performing authorities, whilst others have been set in order to accord with our own high ambitions for Norfolk's most vulnerable children.

Scrutiny and challenge of performance at a locality and team level has been strengthened by the introduction of regular performance surgeries which are led by CSLT members including the DCS. These provide the opportunity for front line staff to engage in professional conversations about team and service performance with an emphasis on quality as well as compliance. They also serve to keep CSLT in touch with the issues and challenges that may be impeding progress on the ground. This has become one of the means by which senior managers have developed a comprehensive and current knowledge of what is happening at the 'front line' and how well children and young people are helped, cared for and protected.

It is important to note that the data for April 18 does not include entire month data as the recording system was changed at the end of the month with a downtime period from 27/04/18. This means that for some areas of reporting we do not have total month end figures (such as contact and referral numbers) and recording of visits and plans may not have been up to date at the point the data was extracted. However we can still use the data as an indication as to how the service is performing in most areas.

The performance data for April does show we are continuing to see good performance regarding our Looked After Children and Care Leavers have Care and Pathway Plans in place (94% and 87% respectively) and a higher percentage of Looked After Children attended their LAC reviews.

The percentage of Children In Need (excluding those open to Assessment Teams) who have an up to date plan has also remained over 80% (and was likely higher if reporting showed what was recorded by month end).

However there remains a concern about the percentage of Social Work Assessments completed in timescales, as although this has risen to 61%, the rise is primarily due to West (93%) and most localities remain below 60% of assessments being authorised in 45 working days.

Some of the areas of concern continue to be a focus of strategic and operational planning to embed changes in procedure and practice which sustain longer term improvements. This includes the number of Looked After Children, which is being addressed through a number of current work streams. It also includes work to transform our 'Front Door' to reduce the number of referrals and ensure the right children get a social care service at the right time.

Report ends
May 18

DOT = Direction of travel, represents the direction of 'performance' in relation to the polarity of 'good' performance for that measure.

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★ ■ ✖)							Tolerances		Previous YTD	Latest benchmarking					
					Jan-18	Feb-18	Mar-18	Apr-18	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Early Help	1.1	No of Requests for Support to EHFF	High	Count	209	208	229	182			↓																
	1.1a	Number of new cases opened to team over the last month	High	Count	168	132	144	147			↑																
	1.2	No of cases closed to EHFF	High	Count	137	138	135	207			↑																
	1.3	No of cases active to EHFF	High	Count	654	664	720	674			↓																
	1.4	No of children being supported within EHFF cases	High	Count	1502	1555	1637	1522			↓																
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	29	33	36	34			↓																
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF ❶	High	Percentage	80.4%	63.5%	62.9%	80.8%			↑																
	1.7	% of new cases open under s47 previously open to EHFF	High	Percentage																							
	1.8	% of new EHFF cases that are re-referrals into early help	Low	Percentage	6.5%	3.0%	6.3%	5.4%			↑																
1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	28.6%	28.0%	26.4%	30.6%			↑																	
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3399	2864	3016	2643	2,643		.										3,234						
	2.2	Referrals - No. (in-month)	Info	Count	635	597	582	468	468		.										506						
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	18.7%	20.8%	19.3%	17.7%	17.7%	25%	↓	■	■	■	■	■	■	■	■	15%	25%	15.6%					
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	450.7	423.8	413.1	332.2	1,876		↑										2,296	461.6	237.9	548.2		375.4	
	2.5	Referrals with outcome of Social Work Assessment	High	Count	456	409	440	371	371		↓																
	2.7	Re-referrals - % (in-month)	Low	Percentage	26.1%	27.0%	20.6%	28.4%	28.4%	20%	↓	■	■	★	✖	✖	✖	✖	■	✖	30%	20%	26.3%				
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	23.9%	24.2%	24.1%	24.2%			↓											19.6%	14.7%	21.9%		21.0%	
	2.9	Number of repeat contacts	Low	Rolling count	1183	998																					
	2.10	% of repeat contacts	Low	Percentage	19.2%	18.1%																					
	Assessments	3.1	Assessments authorised - No.	Info	Count	777	689	711	711	711		.															
3.2		Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	501.6	503.5	498.3	504.7			↓												463.1	226.7	515.0		387.8
3.3		Assessments auth in 45 WD - %	High	Percentage	66.2%	50.2%	56.0%	61.9%	61.9%	80%	↑	✖	✖	✖	✖	✖	✖	★	✖	70%	80%		83.8%	90.8%	82.9%		83.9%
3.4		Open assessments already past 45 working days	Low	Count	190	157	165	128			↑																
3.5		Ongoing involvement	High	Count	270	229	255	302	302		↑																
3.5p		% of completed assessments ending in - Ongoing Involvement	High	Percentage	34.7%	33.2%	35.9%	42.5%	42.5%	60%	↑	✖	✖	✖	✖	✖	✖	■	■	✖	50%	60%					
3.6		Close with info and advice	Low	Count	358	328	345	302	302		↑																
3.7		Step down to FSP/TS	Low	Count	149	131	111	107	107		↑																
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	90.9	114.3	98.0	113.6			↓												127.4	70.2	157.4		93.9
	4.4	Number of S47 investigations Completed	Info	Count	128	161	138	160	160		.																
	4.5	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm	High	Percentage	69.5%	76.4%	63.0%	50.6%	50.6%		↓																
	4.6	% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm	High	Percentage	14.8%	9.9%	15.9%	20.0%	20.0%		↑																
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	14.8%	11.2%	13.0%	20.0%	20.0%		↓																44.8%
CIN	5.1	Section 17 CIN Nos.	Low	Count	2103	1921	1928	1793			↑																
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2710	2572	2540	2439			↑																
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	124.4	113.6	114.0	106.1			↑												204.4	109.5	225.1		137
	5.4	% CIN not in Assessment Teams with up-to-date CIN Plan	High	Percentage	81.4%	79.5%	82.7%	81.7%		90%	↓	■	■	■	✖	■	■	✖	■	80%	90%						
	5.5	S17 CIN with an up to date CIN plan - % ❷	High	Percentage	58.9%	59.1%	65.8%	65.4%		90%	↓	✖	✖	✖	✖	✖	✖	✖	✖	80%	90%						

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)							Tolerances		Previous YTD	Latest benchmarking					
					Jan-18	Feb-18	Mar-18	Apr-18	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	607	651	612	646			↓																
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	1103	1115	1088	1135			↓																
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	65.2	66.0	64.4	67.1			↓												63.2	41.5	65.3		44.7
	6.3	Number of children subject to an ICPC	Info	Count	140	109	83	111	111		•																
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	70.7%	79.8%	66.3%	76.6%	76.6%	90%	↑	★	★	★	●	★	★	★	★	80%	90%		80.3%	96.7%	77.2%		69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	35.9	38.5	36.2	38.2			↓									30	35		43.9	25.8	43.3		30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	6.9	5.4	4.0	5.1			↓																
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	3.5	3.1	6.6	2.8			↓																
	6.8	% children whose child protection plan started who had previously been subject to a CP Plan within the last 2 years - rolling 12 months	Low	Rolling 12	8.1%	8.2%	8.2%	7.5%			↑																
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	19	15	11	12	12		↓																
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	22.4%	20.8%	20.4%	20.2%			↑												19.7%	12.6%	18.7%		10.6%
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	29	29	31	30			↑																
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	6	5	5	5			→																
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.0%	0.8%	0.8%	0.8%		3%	↑	★	★	★	●	★	★	★	★	10%	3%		2.8%	0.0%	2.1%		1.9%
	6.11a	No. children whose child protection plan ceased this month	High	Count	59	53	112	47	47		↓										55						
6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	0.0%	0.0%	0.0%	8.5%	8.5%		↑												4.1%	2.0%	3.4%		3.1%	
6.12	% RCPCs held in timescale in month	High	Percentage	86.6%	94.8%	89.5%	90.8%	90.8%	100%	↑	●	●	●	★	●	★	★	★	85%	95%		94.3%	98.9%	92.2%			
6.14	% children on child protection plans seen within timescales**	High	Percentage	60.7%	67.5%	72.0%	51.2%	51.2%	100%	↓	★	★	★	★	★	★	★	★	80%	90%						77.5%	
6.15	% children on child protection plans seen within 20 working day timescales	High	Percentage	82.7%	89.1%	87.3%	83.6%	83.6%	100%	↓	●	●	●	●	★	●	●	★	80%	90%							
LAC	7.1	No. Looked-After Children	Low	Count	1151	1164	1178	1179			↓																
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	68.1	68.9	69.7	69.7		55	↓	★	★	●	★	★	★	★	★	65	55		53.4	39.0	62.0		49.9
	7.3	Admissions of Looked After Children	Low	Count	50	43	42	25	25		↑																
	7.4	Number of children who have ceased to be Looked After Children	High	Count	23	26	30	21	21		↓																
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order. Residence Order, Adoption) ③	High	Percentage	26.1%	30.8%	30.0%	33.3%	33.3%		↑																
	7.6	LAC in residential placements	Low	Count	135	124	130	128			↑																
	7.6a	% LAC in residential placements	Low	Percentage	11.7%	10.7%	11.0%	10.9%			↑																
	7.7	% LAC cases reviewed within timescales	High	Percentage	94.6%	91.9%	86.4%	84.5%			↓																
	7.8	Percentage of children adopted ③	High	Percentage	17.4%	3.8%	10.0%	9.5%	9.5%		↓												18%	32%	14%		14.9%
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	5	18	13	13	13		•																
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	12.5%	46.2%	26.5%	38.2%	38.2%		↑																44.2%
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	604	613	596	627			↑																
	7.11	LAC with up to date dental check - No.	High	Count	612	619	604	637			↑																
	7.13	LAC with up-to-date PEP - %	High	Percentage	88.5%	88.6%	88.7%	88.7%		100%	→	●	●	●	●	●	●	★	●	80%	90%						
7.14	LAC with up-to-date Care Plan - %	High	Percentage	94.3%	96.0%	95.7%	94.0%		100%	↓	★	★	★	★	★	★	★	★	80%	90%							
7.15	% LAC seen within timescales	High	Percentage	83.9%	90.2%	84.8%	84.0%		100%	↓	●	●	●	●	★	●	●	★	80%	90%							
7.17	LAC Reviews in month - Child Attended - %	High	Percentage	60.7%	61.4%	64.5%	65.3%	65.3%		↑																	
7.18	LAC Reviews in month - Child Participated - %	High	Percentage	94.4%	96.4%	96.7%	96.4%	96.4%		↓																	
Care Leavers	8.1	Number of care leavers	High	Count	458	459	472	473			↑																
	8.2	% Relevant / Former Relevant Care Leavers with a Pathway Plan	High	Percentage	85.8%	86.1%	88.6%	86.9%			↓																
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	91.9%	93.2%	91.1%	91.3%		95%	↑	●	●	●	●	★	●	●	★	80%	95%		87.0%	97%	84%		
	8.4	RCL & FRCL EET - %	High	Percentage	59.2%	58.2%	58.3%	58.4%		70%	↑	●	●	●	★	●	●	★	★	50%	70%		53.6%	74%	50%		59.7%
	8.5	% Care Leavers in touch with their S/Ws and/or PA over last 2 months	High	Percentage	78.6%	76.9%	75.6%	72.9%			↓																
Place ment	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	78.5%	68.5%	68.7%	69.8%			↑												69.2%	78%	70%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.7%	10.8%	11.3%	11.5%		11%	↓	●	●	●	★	●	★	●	●	20%	11%		10.4%	5.0%	10.0%		8.6%

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (⚡■★)							Tolerances		Previous YTD	Latest benchmarking						
					Jan-18	Feb-18	Mar-18	Apr-18	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region	
Adoptions	10.1a	Number of adoptions completed wilhin 12 months of SHOBPA	Info	Count	39	39	36	35			.																	
	10.1b	% of adoptions completed wilhin 12 months of SHOBPA	High	Percentage	45%	45%	50%	54%			↑													60.1%	75%	53%		
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Low	Average	330	321	328	333			↓													476.9	372.0	520.0		386
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	158	157	144	133			↑													205.6	63.0	220.0		179
Caseload	11.1	Maximum caseload of qualified social workers in key safeguarding teams	Low	Maximum	43	35	40	31			↑																	
	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	28	31	27	26			↑																	
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	13	13	12	12			↓																	
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum	43	35	40	31			↑																	
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average	17	17	16	15			↑																	
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum	32	32	30	26			↑																	
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average	15	15	15	15			↑																	
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	25	26	26	26			→																	
11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	17	15	16	16			↓																		
Change s	C1	Number of children with a change of social worker & change of team	Low	Count	178	177	202	583			↓																	
	C1a	% of children with a change of social worker & change of team	Low	Percentage	4.0%	3.5%	4.0%	12.4%			↓																	
	C2	Number of children with a change of social worker / no change of team	Low	Count	371	234	219	517			↓																	
	C2a	% of children with a change of social worker / no change of team	Low	Percentage	8.0%	4.6%	4.3%	11.0%			↓																	
Foster Carers	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	18	21	24	32			↑																	
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	67	72	79	79			→																	
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	7	8	6	8			↑																	
		Total Carer Household Approved (Rolling 12 months)	High	Count	92	101	109	119			↑																	
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	38	37	37	32			↑																	
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	58	60	62	67			↓																	
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	25	26	27	26			↑																	
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	121	123	126	125			↑																	

- Notes:
- ❶

Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are Requests for Support in the monthly MI data set, and thus percentages over 100.
- ❷

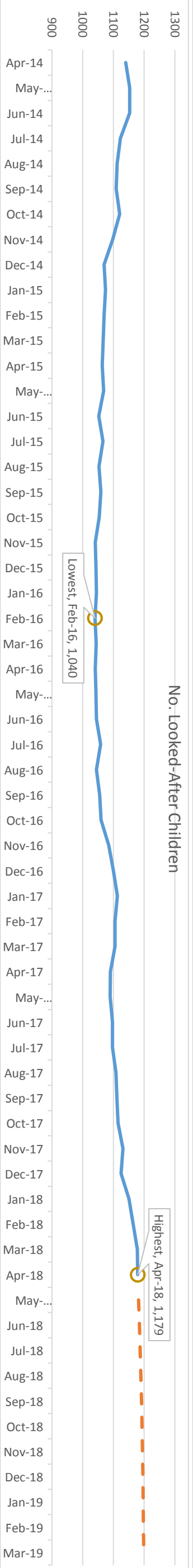
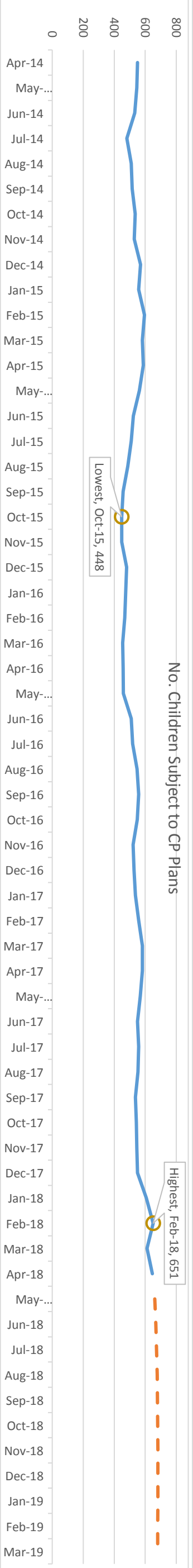
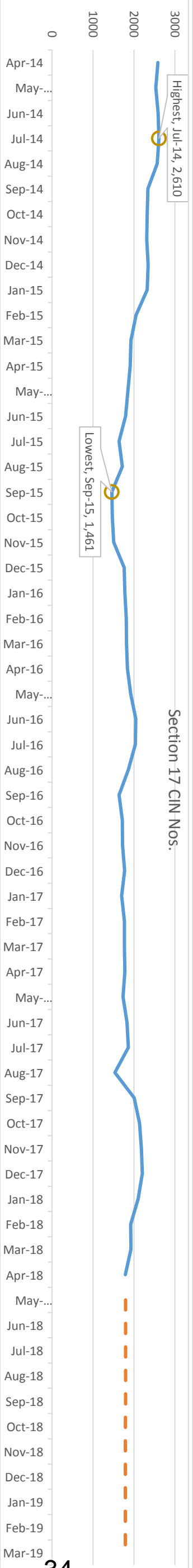
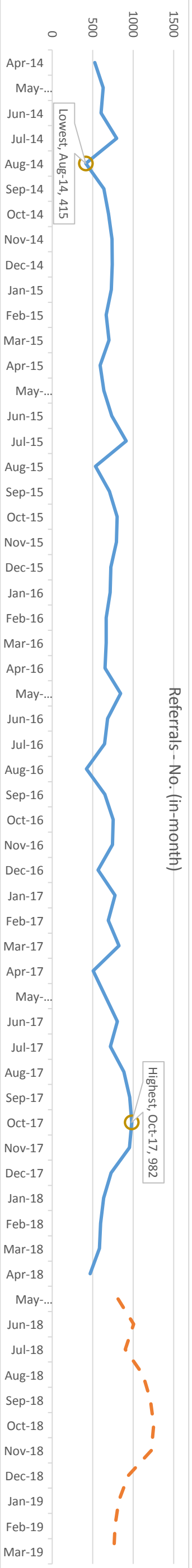
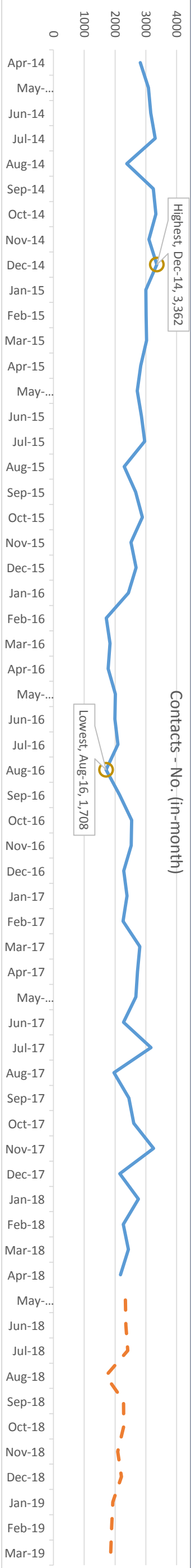
From January 2017, CIN are required to have a plan from 45 working days after referral. Prior to this it was 20 working days.
- ❸

Figures for these measures at locality level will not sum to the county total as there are a considerable number of instances where a locality has not been allocated.

Longer term trends

Forecast

(County)



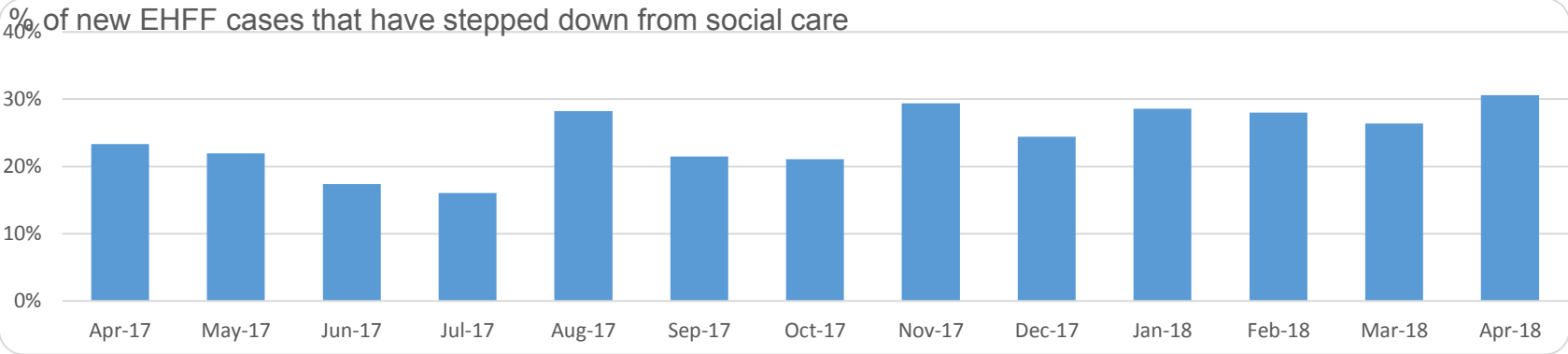
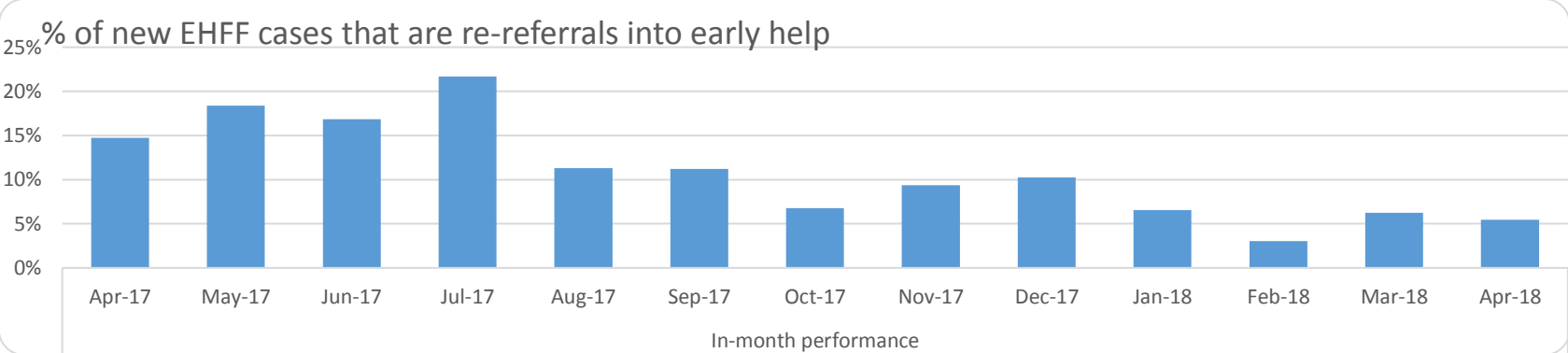
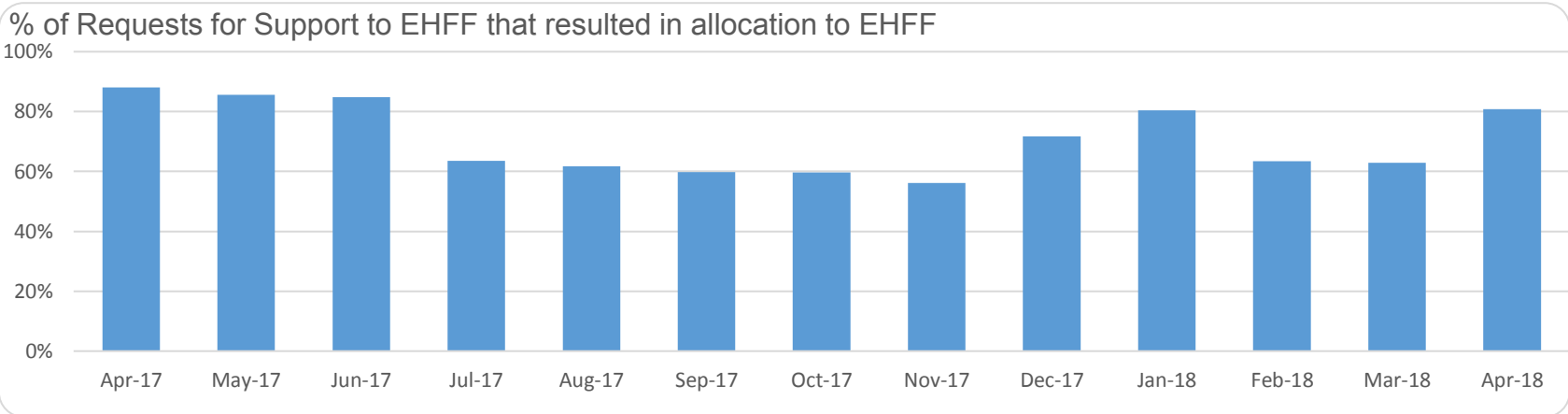
Definition

The data in this section relates to referrals to the Norfolk Early Help and Family Focus Teams

Performance analysis

The data shows that a higher percentage of requests for support resulted in allocation to EHFF teams across all localities. We also see that re-referral rates remain low and the percentage of new EH cases that have stepped down from social care has risen to it's highest figure in the past 12 months.

		1.6	1.7	1.8	1.9
		% of Requests for Support to EHFF that resulted in allocation to EHFF	% of new cases open under s47 previously open to EHFF	% of new EHFF cases that are re-referrals into early help	% of new EHFF cases that have stepped down from social care
Good perf. is:		High	High	Low	High
In-month performance	Apr-17	88.1%	-	14.7%	23.3%
	May-17	85.6%	-	18.4%	21.9%
	Jun-17	84.8%	-	16.8%	17.4%
	Jul-17	63.6%	-	21.7%	16.1%
	Aug-17	61.7%	-	11.3%	28.2%
	Sep-17	59.8%	-	11.2%	21.5%
	Oct-17	59.6%	-	6.8%	21.1%
	Nov-17	56.1%	-	9.4%	29.4%
	Dec-17	71.8%	-	10.2%	24.4%
	Jan-18	80.4%	-	6.5%	28.6%
	Feb-18	63.5%	-	3.0%	28.0%
	Mar-18	62.9%	-	6.3%	26.4%
	Apr-18	80.8%	-	5.4%	30.6%



Note:
Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are Requests for Support in the monthly MI data set, and thus percentages over 100.

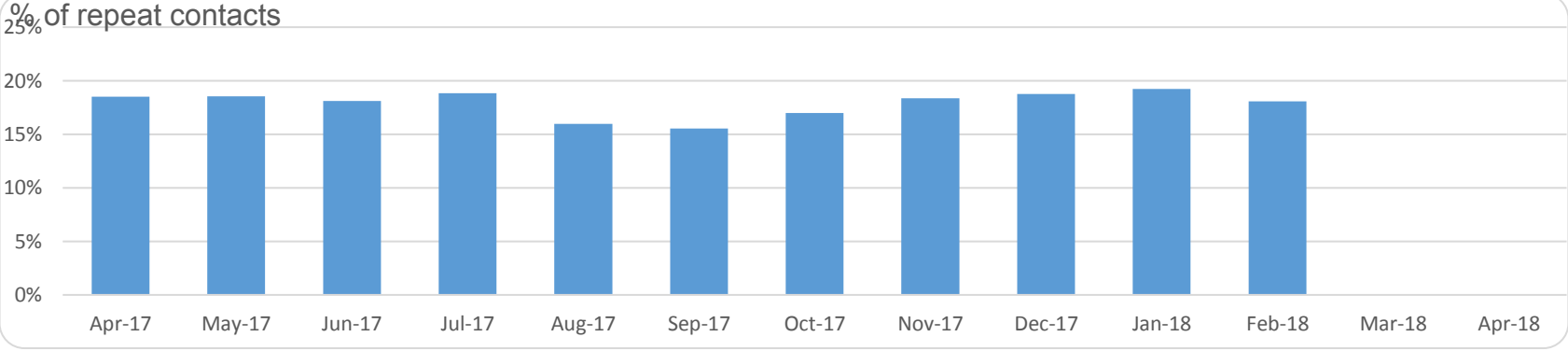
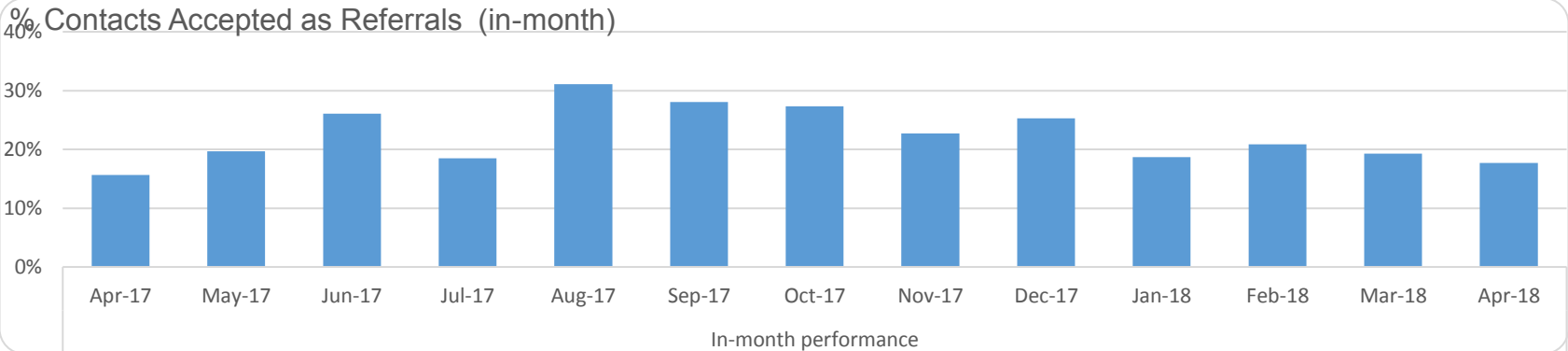
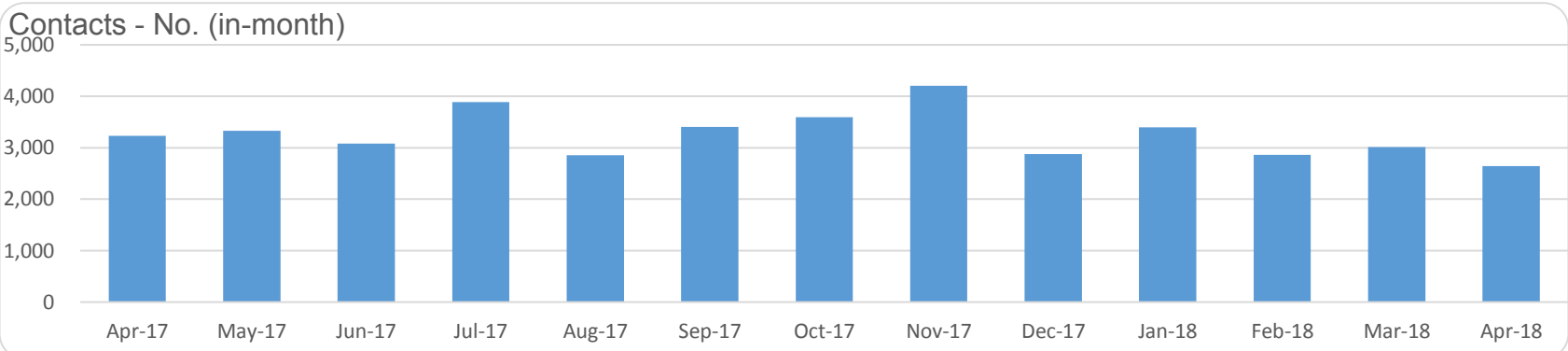
Definition

All contacts received by the LA via the MASH service are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking referral to social care services.

Performance analysis

As data for this month's report was taken 'as at 5pm on 26.04.18' due to the migration to a new recording system, we do not have the complete figures on contacts received in April. However it is reasonable to assume that given the low figure at this point in the month, it is likely that the number of contacts received in the month is similar to those seen in the past two months.

		2.1	2.3	2.9	2.10
		Contacts - No. (in-month)	% Contacts Accepted as Referrals (in-month)	Number of repeat contacts	% of repeat contacts
Good perf. is:		Info	High	Low	Low
In-month performance	Apr-17	3,234	15.6%	1,098	18.5%
	May-17	3,329	19.6%	1,167	18.5%
	Jun-17	3,081	26.1%	1,074	18.1%
	Jul-17	3,885	18.5%	1,161	18.9%
	Aug-17	2,852	31.1%	928	16.0%
	Sep-17	3,405	28.1%	928	15.5%
	Oct-17	3,594	27.3%	938	17.0%
	Nov-17	4,205	22.7%	1,169	18.4%
	Dec-17	2,879	25.3%	1,138	18.7%
	Jan-18	3,399	18.7%	1,183	19.2%
	Feb-18	2,864	20.8%	998	18.1%
	Mar-18	3,016	19.3%	-	-
	Apr-18	2,643	17.7%	-	-
		These are over a rolling 3 month period.			



Contacts by source

(County - April 2018)

Definition

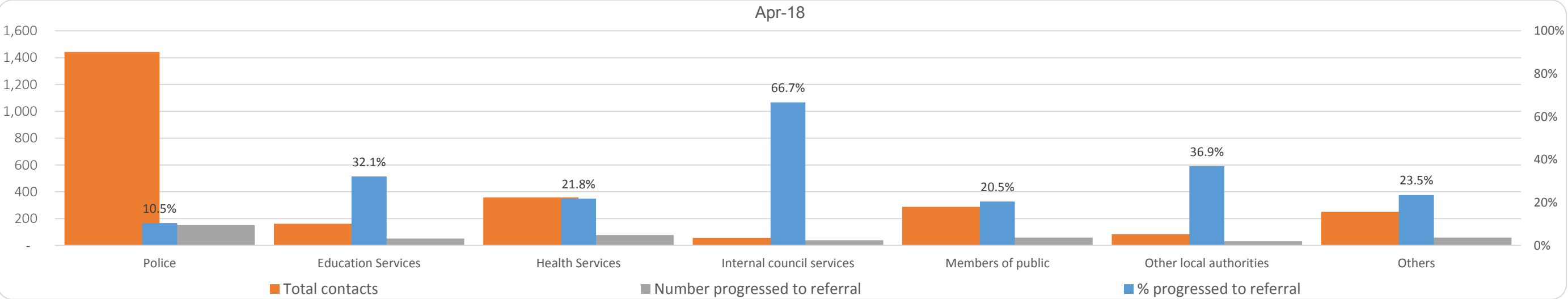
All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data below provides a breakdown of numbers and progression rates to referral by source type. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking a referral to social care services.

Performance analysis

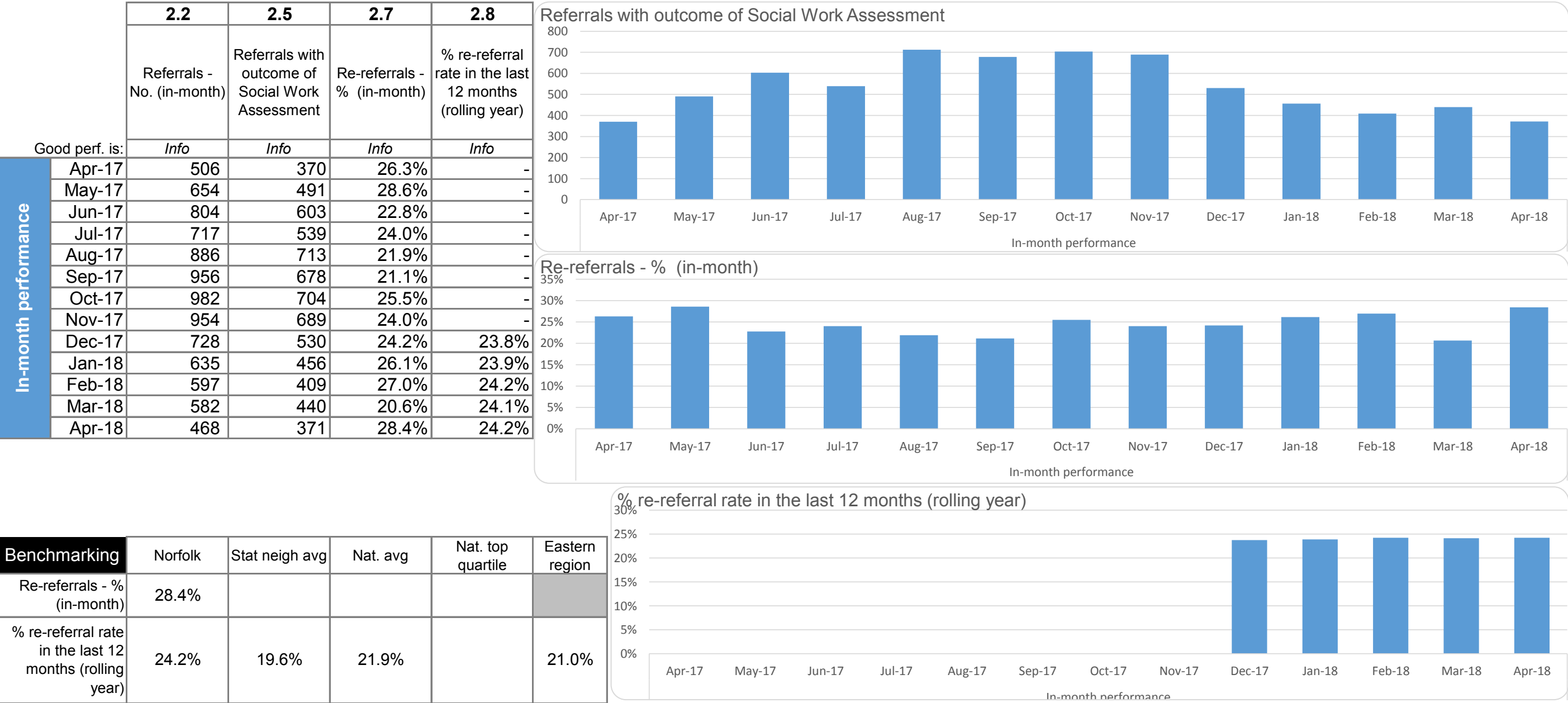
As at 26/04/18, the percentages of contacts converting to referrals by contact source type appears in line with figures seen in the month, with a very small proportion (10.5%) of Police contacts becoming referrals compared with over 30% of contacts from Education Services. We are currently reviewing the function of Children's Services 'Front Door' to be able to offer our partner agencies consultation and guidance on which services are best to meet the needs of individual children and ensure that any referrals for Social Work intervention are made for the right children at the right time.

		Police			Education Services			Health Services			Internal council services			Members of public			Other local authorities			Others		
		Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral
In-month performance	Apr-17	1,497	201	13.4%	301	74	24.6%	426	55	12.9%	56	32	57.1%	437	58	13.3%	127	33	26.0%	390	53	13.6%
	May-17	1,350	223	16.5%	577	190	32.9%	433	75	17.3%	71	35	49.3%	408	31	7.6%	125	35	28.0%	365	65	17.8%
	Jun-17	1,262	250	19.8%	490	185	37.8%	438	124	28.3%	84	57	67.9%	402	75	18.7%	114	43	37.7%	291	70	24.1%
	Jul-17	1,594	251	15.7%	648	114	17.6%	512	107	20.9%	63	33	52.4%	544	87	16.0%	119	45	37.8%	405	80	19.8%
	Aug-17	1,386	389	28.1%	21	1	4.8%	437	154	35.2%	67	39	58.2%	500	135	27.0%	127	59	46.5%	314	109	34.7%
	Sep-17	1,450	283	19.5%	529	244	46.1%	422	153	36.3%	85	51	60.0%	441	85	19.3%	147	48	32.7%	331	92	27.8%
	Oct-17	1,600	364	22.8%	568	213	37.5%	381	92	24.1%	63	41	65.1%	483	116	24.0%	122	44	36.1%	377	112	29.7%
	Nov-17	1,694	284	16.8%	723	254	35.1%	607	131	21.6%	82	45	54.9%	511	80	15.7%	165	53	32.1%	423	107	25.3%
	Dec-17	1,322	263	19.9%	464	192	41.4%	366	96	26.2%	44	25	56.8%	347	66	19.0%	82	24	29.3%	254	62	24.4%
	Jan-18	1,426	172	12.1%	516	151	29.3%	456	105	23.0%	64	31	48.4%	489	73	14.9%	141	37	26.2%	307	66	21.5%
	Feb-18	1,512	213	14.1%	334	126	37.7%	318	66	20.8%	74	48	64.9%	253	47	18.6%	128	43	33.6%	245	54	22.0%
	Mar-18	1,477	162	11.0%	496	173	34.9%	383	83	21.7%	51	30	58.8%	232	38	16.4%	85	16	18.8%	292	80	27.4%
	Apr-18	1,443	151	10.5%	162	52	32.1%	358	78	21.8%	57	38	66.7%	288	59	20.5%	84	31	36.9%	251	59	23.5%

Apr-18	Total contacts in month		2,643	17.7%				Police	Edu.	Health	Internal	Public	Other LA	Other
					% of total contacts			54.6%	6.1%	13.5%	2.2%	10.9%	3.2%	9.5%
	Total progressed to referral		468		% of total referred			32.3%	11.1%	16.7%	8.1%	12.6%	6.6%	12.6%



Definition	An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child.
Performance analysis	Notwithstanding that the data for April is only up to and including 26/04/16, the number of referrals received appears in line with the lower numbers seen since January 18 and similar to April 2017. However it is concerning that the re-referral percentage is at it's highest since May 17. Whilst a small proportion of re-referrals are due to different concerns or circumstances for children and families than seen during previous interventions, the high re-referral rate could indicate that decisions to close cases are made too early following assessments, or that ongoing support from other services after Social Care intervention rightly ceases is not robust enough to enable families to sustain any changes made. The HoSW and HoLs have been asked to consider what may be impacting on this performance area and the most effective way to evaluate practice.



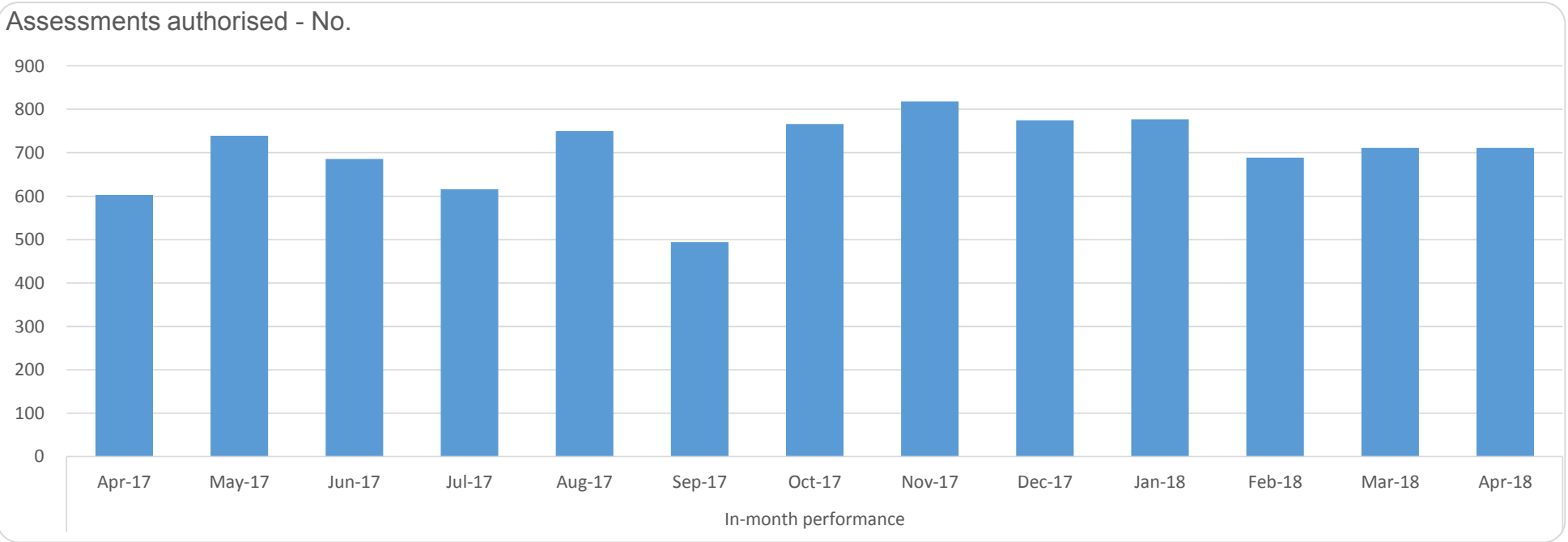
Definition

If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.

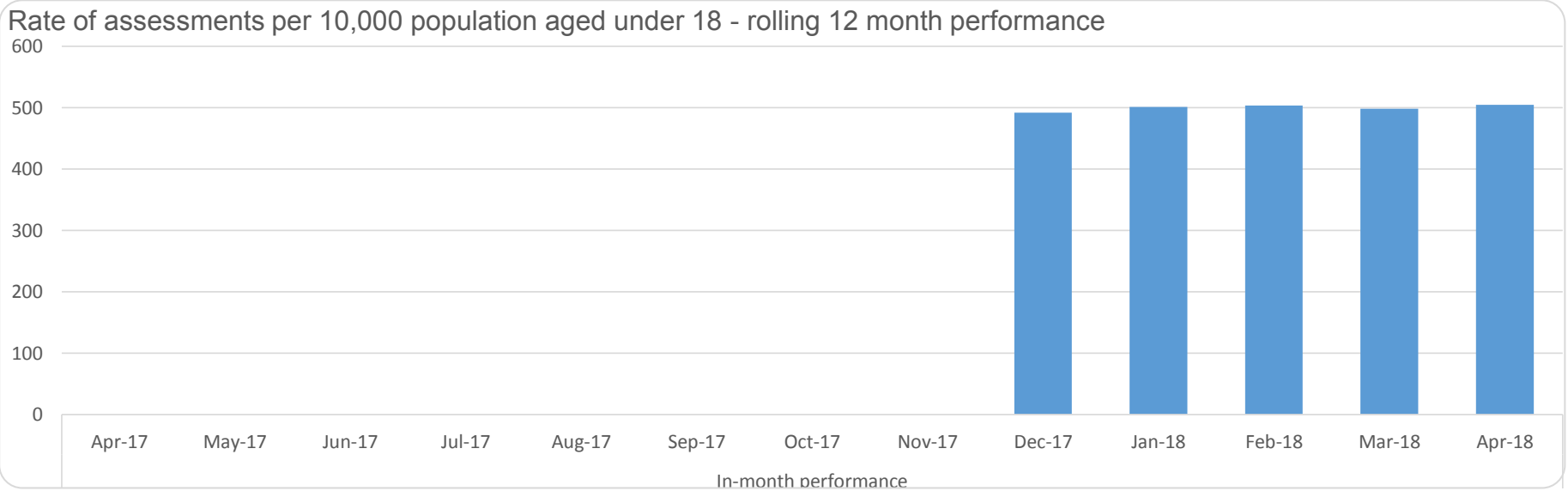
Performance analysis

The number of assessments authorised has remained consistent over the last 3 months and at a lower level than that seen October 17 to January 18.

		3.1	3.2
		Assessments authorised - No.	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance
Good perf. is:		Info	Low
In-month performance	Apr-17	603	-
	May-17	739	-
	Jun-17	686	-
	Jul-17	616	-
	Aug-17	750	-
	Sep-17	494	-
	Oct-17	766	-
	Nov-17	818	-
	Dec-17	775	492.3
	Jan-18	777	501.6
	Feb-18	689	503.5
	Mar-18	711	498.3
	Apr-18	711	504.7



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	504.7	463.1	515		387.8355



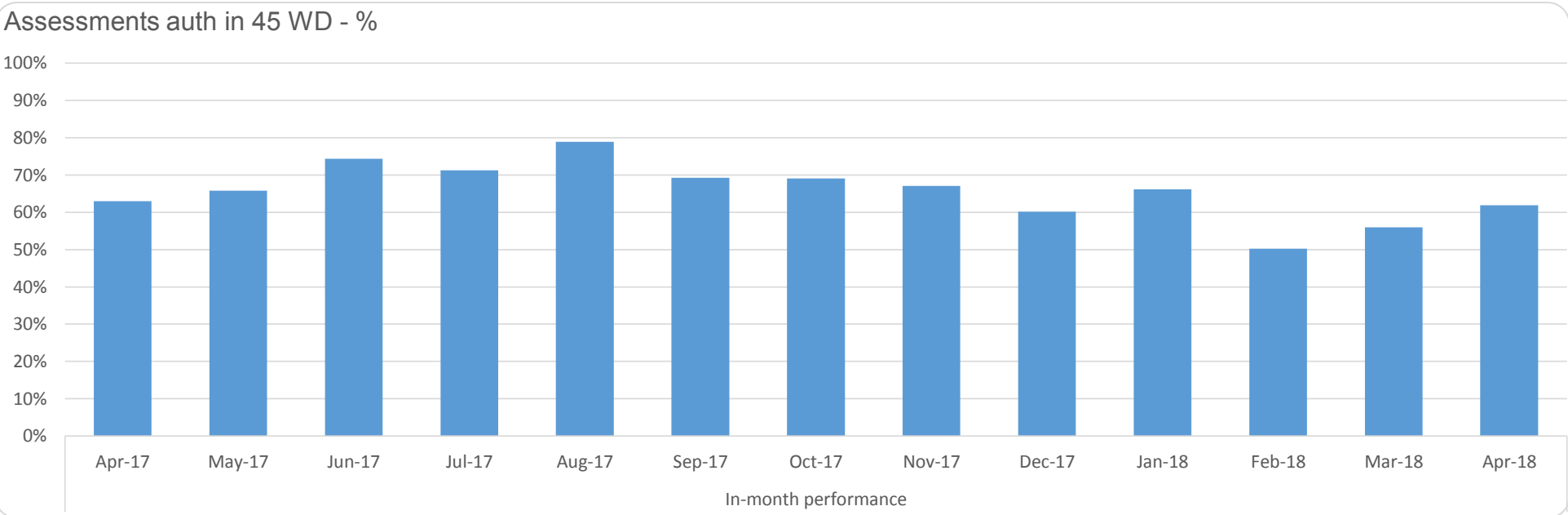
Definition

National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working days a clear reason should be recorded on the assessment by the social worker and/or the social work manager.

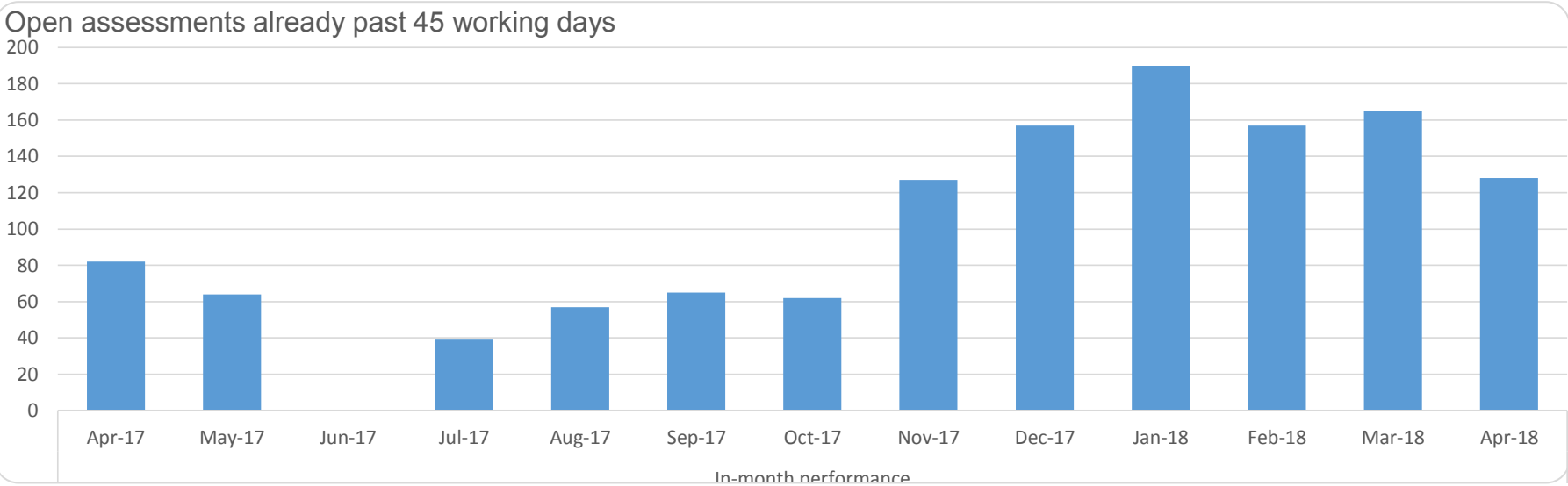
Performance analysis

Whilst 62% is still lower than our target of 80% and the statistical neighbour average of 83.8%, it is encouraging to see that the percentage of assessments authorised within 45 working days has continued to increase from the low of 50% in February. West locality have done particularly well in April, with 93.3% of assessments being authorised in timescales, the highest figure in the past 12 months. And although they still remain below 60% Breckland, South and Norwich have all seen improvement in their performance. Whilst this is positive it is important that those localities remain focussed on further improving over the next month, and as referral rates have been lower over the past 2 months, this should be achievable. Of more concern is the drop in performance in North, where we have seen that any improvement over the past 8 months has not been sustained in the next reporting period. Whilst some work has been undertaken with one of the assessment teams in the North by the QA&E Service regarding performance and practice, the HoSW needs to have a fuller understanding of what the issues are i.e. whether there are team culture concerns, individual staff performance issues and/or difficulties with recruitment/retention of social workers. Similarly, Yarmouth have seen some fluctuation in performance in recent months, despite falling referral rates, and need to ensure they understand and address the reasons for this.

		3.3	3.4
		Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:		High	Low
In-month performance	Apr-17	63.0%	82
	May-17	65.8%	64
	Jun-17	74.3%	-
	Jul-17	71.3%	39
	Aug-17	78.9%	57
	Sep-17	69.2%	65
	Oct-17	69.1%	62
	Nov-17	67.1%	127
	Dec-17	60.1%	157
	Jan-18	66.2%	190
	Feb-18	50.2%	157
	Mar-18	56.0%	165
	Apr-18	61.9%	128



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	61.9%	83.8%	82.9%		83.9%



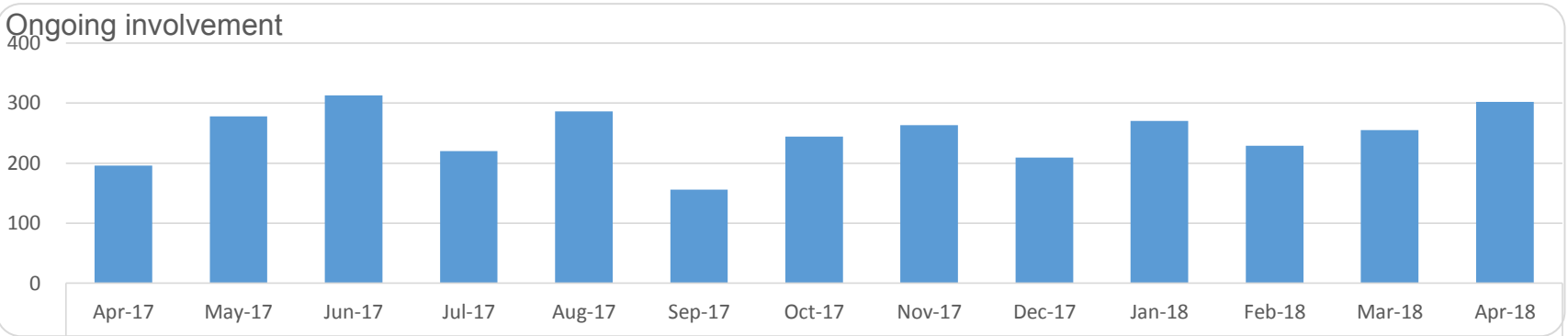
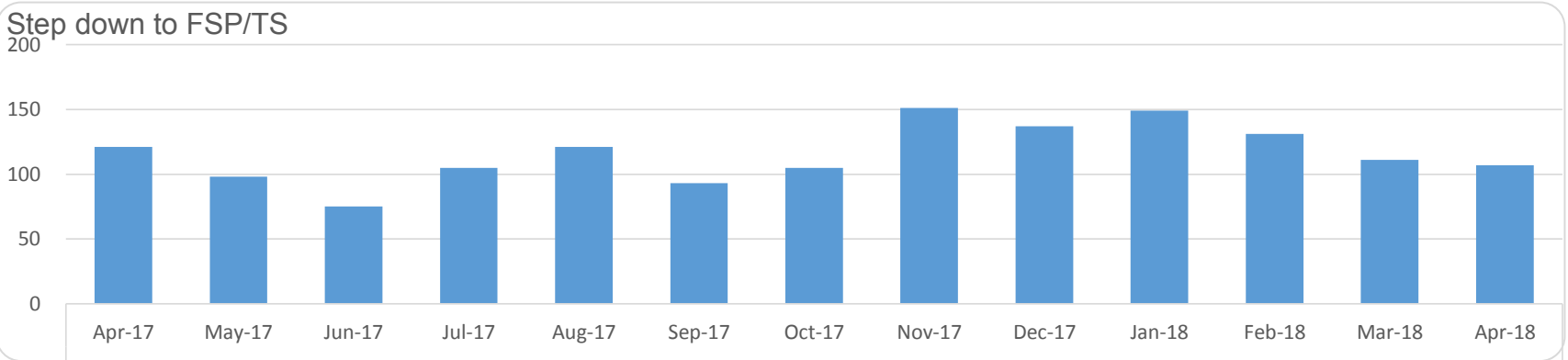
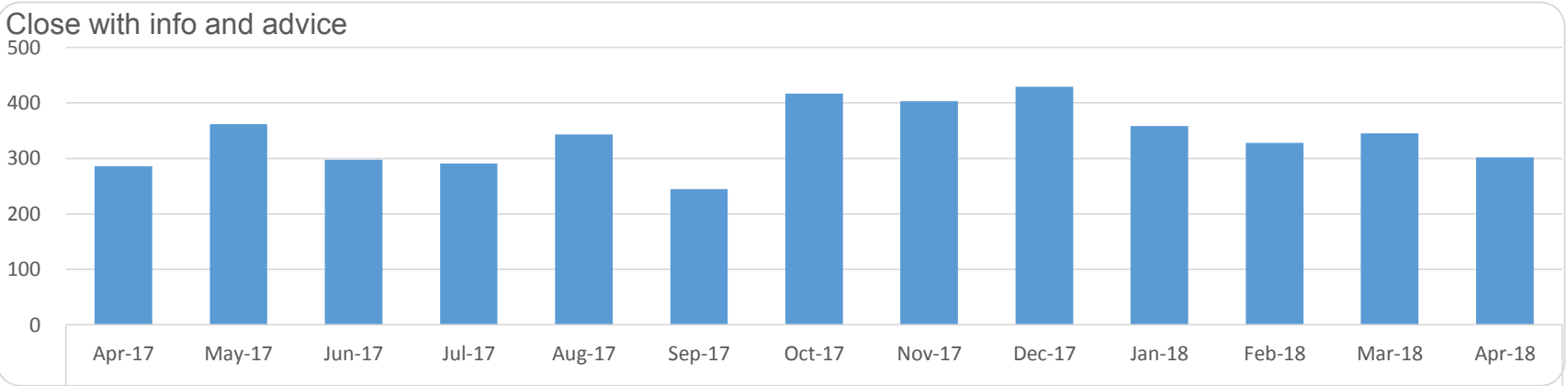
Definition

Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interest. The data below shows a breakdown of the options for outcomes from Social Work Assessments in Norfolk.

Performance analysis

Whilst not as high as our target of 60% we have seen the highest percentage of SWAs have an outcome of ongoing involvement (42.5%) since June 17. This indicates that more of the referrals received by assessment teams are appropriate for social care involvement and we are hopefully that proposed changes to Children's Services 'Front Door' will ensure that more children have the right interventions at the right time and that referrals for a SWA are proportionate to the needs of the child.

		3.6		3.7		3.5	
		Close with info and advice		Step down to FSP/TS		Ongoing involvement	
Good perf. is:		Low		Low		High	
In-month performance	Apr-17	286	47.4%	121	20.1%	196	32.5%
	May-17	362	49.1%	98	13.3%	278	37.7%
	Jun-17	298	43.4%	75	10.9%	313	45.6%
	Jul-17	291	47.2%	105	17.0%	220	35.7%
	Aug-17	343	45.7%	121	16.1%	286	38.1%
	Sep-17	245	49.6%	93	18.8%	156	31.6%
	Oct-17	417	54.4%	105	13.7%	244	31.9%
	Nov-17	403	49.3%	151	18.5%	263	32.2%
	Dec-17	429	55.4%	137	17.7%	209	27.0%
	Jan-18	358	46.1%	149	19.2%	270	34.7%
	Feb-18	328	47.7%	131	19.0%	229	33.3%
	Mar-18	345	48.5%	111	15.6%	255	35.9%
	Apr-18	302	42.5%	107	15.0%	302	42.5%



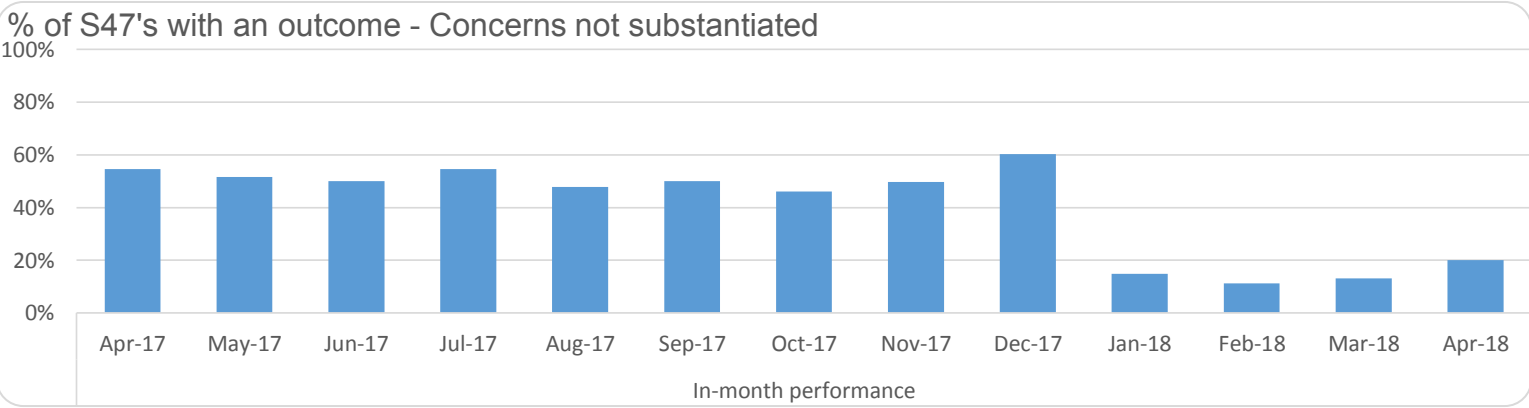
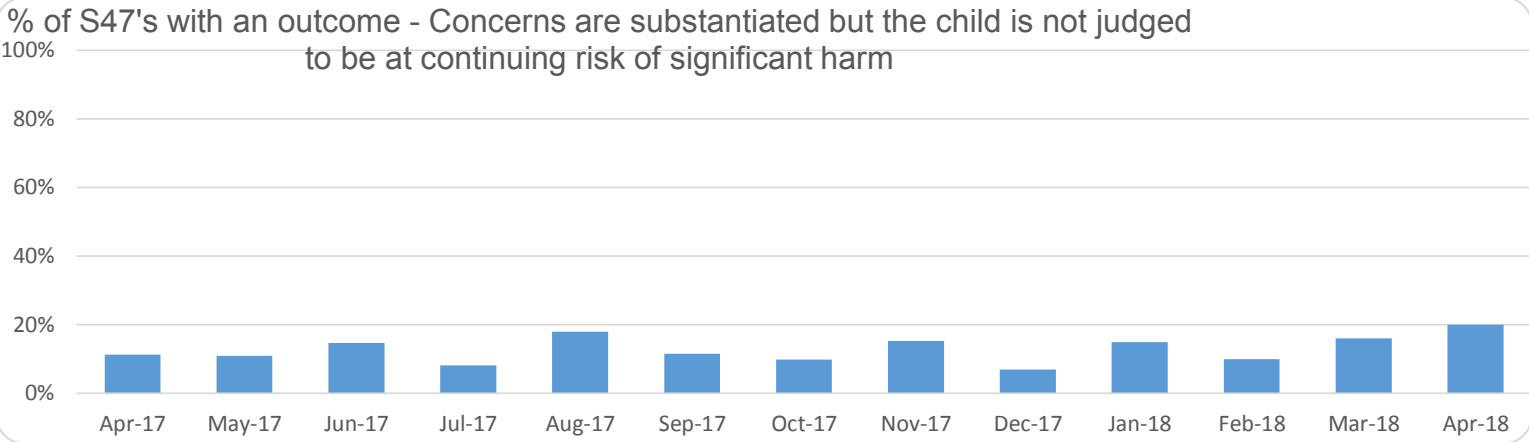
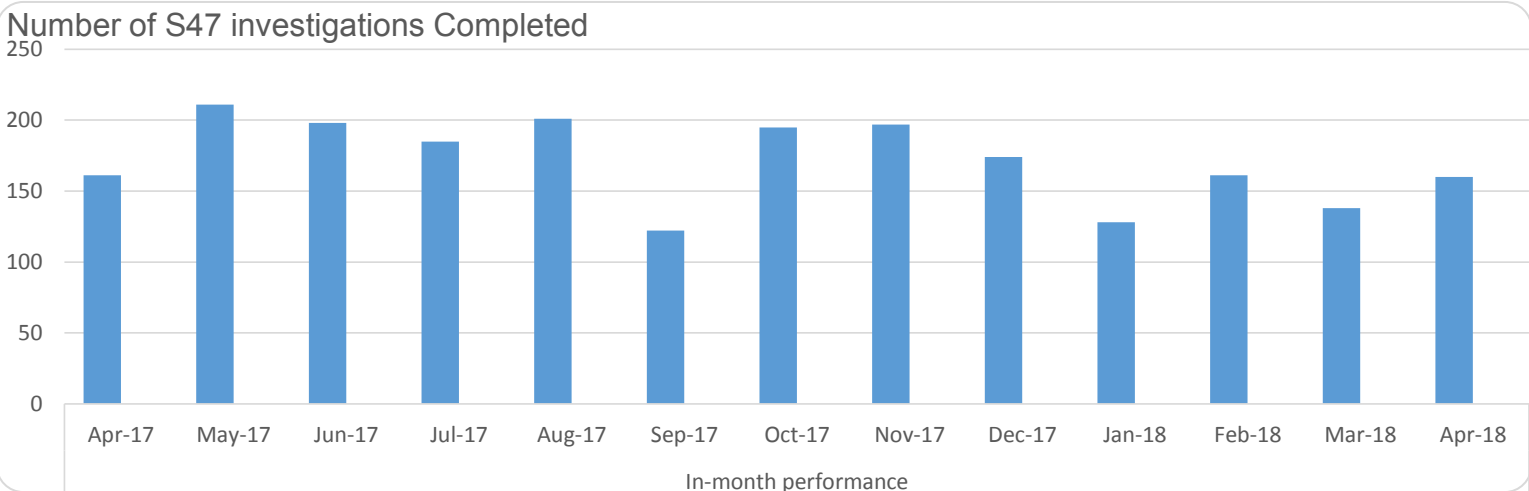
Definition

S47 of the Children Act 1989 states that where there is reasonable cause to suspect that a child may have suffered or is likely to suffer significant harm the local authority must make such inquiries as are necessary in order to determine what if any action needs to be taken to safeguard the child. This is the duty to investigate.

Performance analysis

Since the re-introduction of a separate section 47 investigation form, we are more confident that we are capturing the right data regarding the numbers and outcomes of Section 47 investigations. The majority of section 47 investigations since January 18 have outcomes of Concerns substantiated which could indicate that Section 47 investigations are being undertaken on the right children.

		4.3	4.4	4.5n	4.5	4.6n	4.6	4.7n	4.7
		Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Number of S47 investigations Completed	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns not substantiated	
Good perf. is:		Low	Info	High		High		Low	
In-month performance	Apr-17	114.3	161	55	34.2%	18	11.2%	88	54.7%
	May-17	149.8	211	79	37.4%	23	10.9%	109	51.7%
	Jun-17	140.5	198	70	35.4%	29	14.6%	99	50.0%
	Jul-17	131.3	185	69	37.3%	15	8.1%	101	54.6%
	Aug-17	142.7	201	69	34.3%	36	17.9%	96	47.8%
	Sep-17	86.6	122	47	38.5%	14	11.5%	61	50.0%
	Oct-17	138.4	195	86	44.1%	19	9.7%	90	46.2%
	Nov-17	139.8	197	69	35.0%	30	15.2%	98	49.7%
	Dec-17	123.5	174	57	32.8%	12	6.9%	105	60.3%
	Jan-18	90.9	128	89	69.5%	19	14.8%	19	14.8%
	Feb-18	114.3	161	123	76.4%	16	9.9%	18	11.2%
	Mar-18	98.0	138	87	63.0%	22	15.9%	18	13.0%
	Apr-18	113.6	160	81	50.6%	32	20.0%	32	20.0%
Benchmarking		Norfolk	Stat neigh avg	Nat. avg		Nat. top quartile		Eastern region	
Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance		113.6	127.4	157.4				93.9	
% of S47's with an outcome - Concerns not substantiated								44.8%	



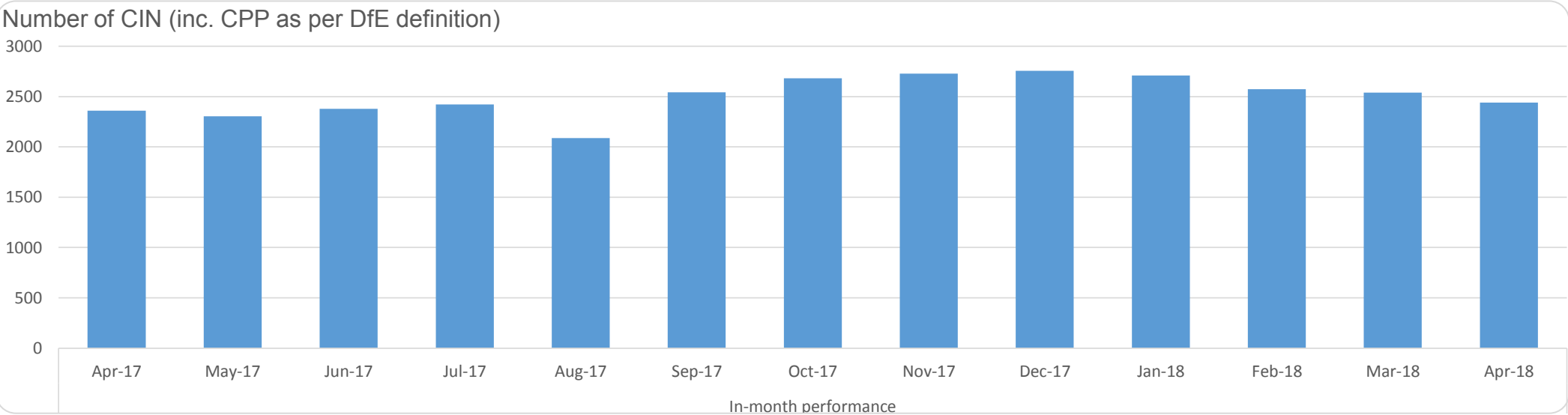
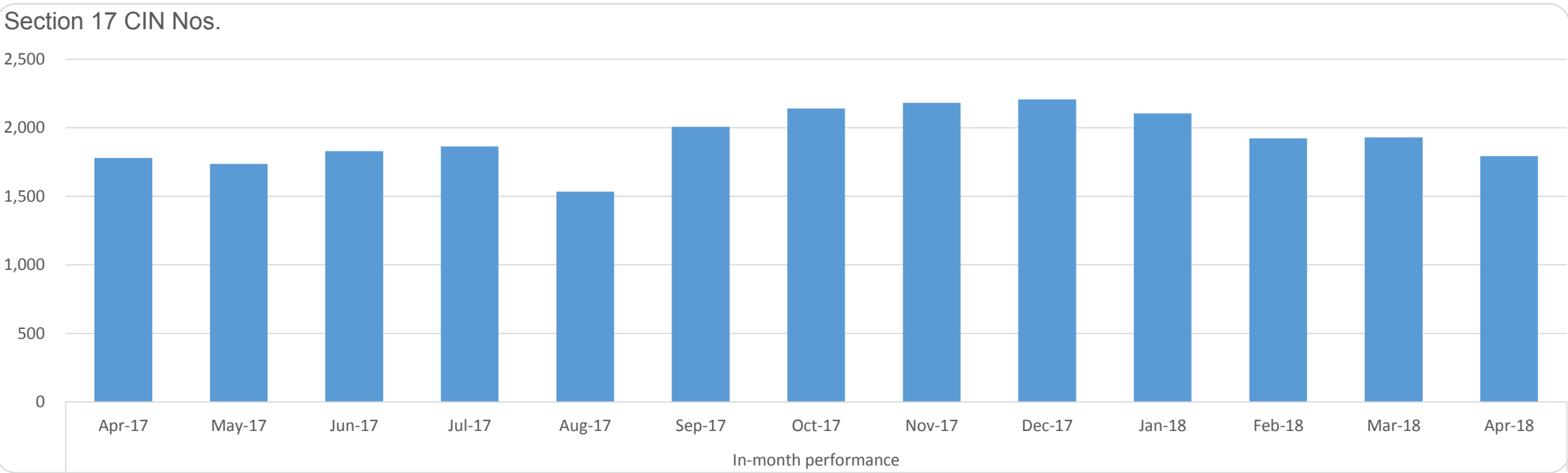
Definition

If a child is found to be disabled or the assessment finds that their health and development is likely to suffer without local authority intervention, the child will be classed as 'in need' as defined by Section 17 of the Children Act 1989. This means that the Local Authority will then be legally obliged to provide the necessary services and support.

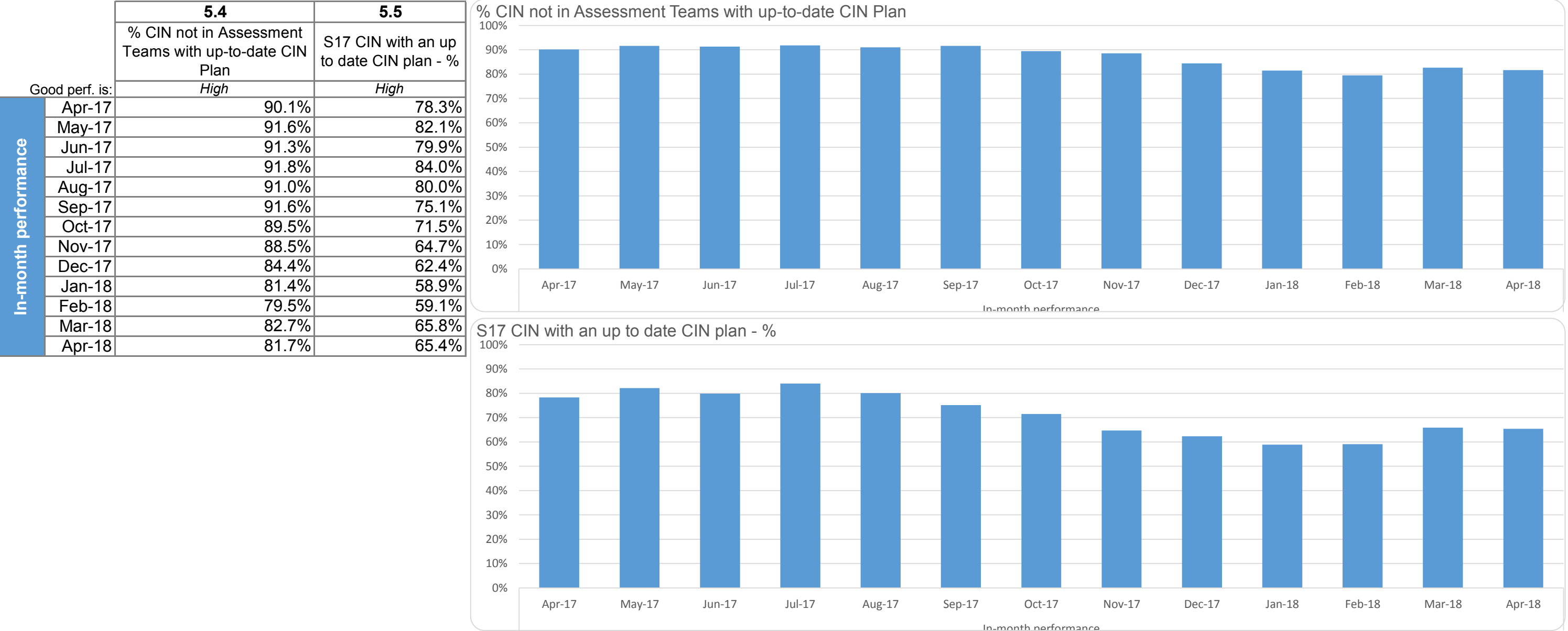
Performance analysis

The number of Children in Need has fallen further since the high seen at the end of 2017, which correlates with the decreasing number of referrals received over the past 4 months. Numbers are at a similar level as those seen in April & May 17.

		5.1	5.2
		Section 17 CIN Nos.	Number of CIN (inc. CPP as per DfE definition)
Good perf. is:		Low	Low
In-month performance	Apr-17	1,778	2,360
	May-17	1,735	2,303
	Jun-17	1,829	2,379
	Jul-17	1,863	2,420
	Aug-17	1,534	2,087
	Sep-17	2,005	2,541
	Oct-17	2,139	2,682
	Nov-17	2,182	2,727
	Dec-17	2,207	2,757
	Jan-18	2,103	2,710
	Feb-18	1,921	2,572
	Mar-18	1,928	2,540
	Apr-18	1,793	2,439



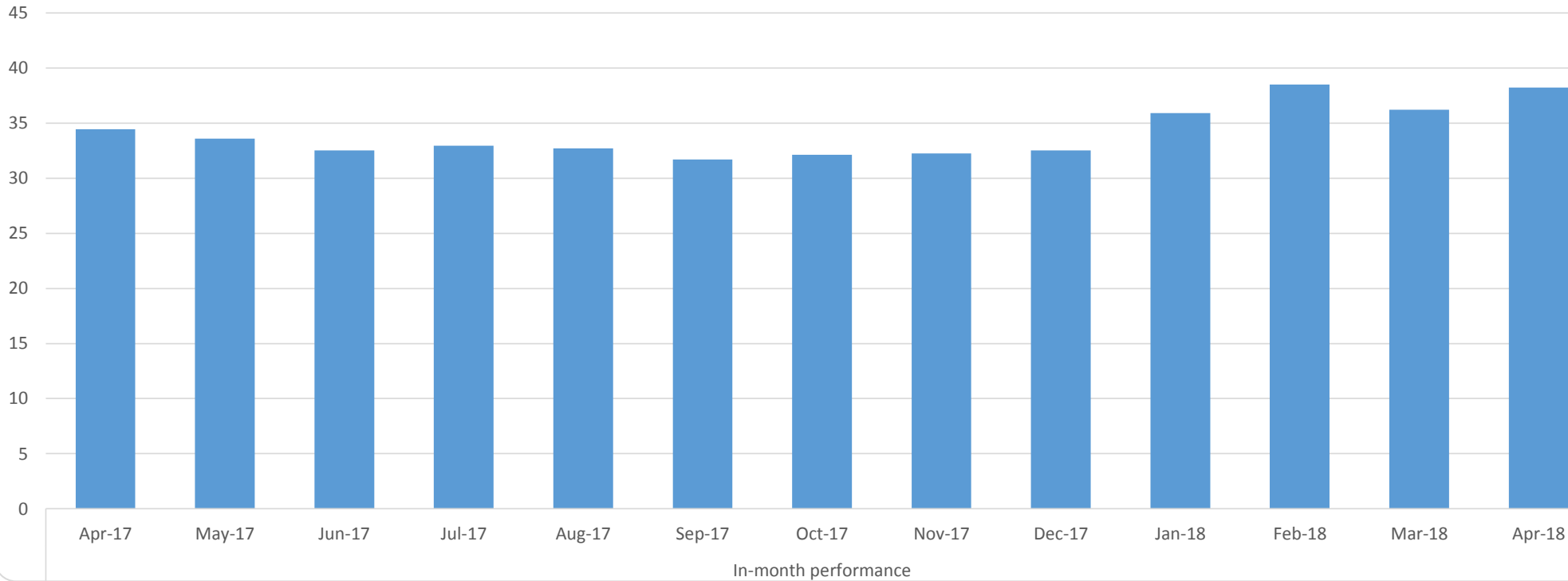
Definition	A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at Child in Need Plans.
Performance analysis	Whilst the overall county percentages of CIN with an up to date plan is similar this month to last, the performance across the county is variable. For example, Great Yarmouth have high performance in both measures (76.6% of all CIN with an up to date plan and 86.6% when Assessment Team data is excluded) whilst North are the only locality to have less than 60% of all CIN with a plan (50%). Both North and West are the only localities to have less than 80% of CIN not in Assessment Teams with an up to date plan, which suggests there are issues within the FIT teams regarding this. HoSW and TMs need to ensure they understand the reasons (i.e. whether this is due to CIN meetings to up date plans not being held in a timely way, or if meetings are held but recording is not up to date) and have plans to address the underlying factors in order that children who need up to date CIN plans have them.



Definition	Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.
Performance analysis	The number of children subject to CP plans has continued to rise, although it is noted that we remain just slightly below the national and statistical neighbour rate per 10k under 18s. Whilst the rate per 10k in North remains significantly lower than the county average, it has risen from 14.4 (58 children) to 20.9 (84 children) in the space of a month which it significantly higher than at any time in the past year. Yarmouth has also seen a significant rise in numbers and rate per 10k in the past year, from 91 children on a CP plan (46.0 per 10k) in April 17 to 143 (72.2 per 10k) in April 18 (as at 26/04/18). Conversely Breckland have seen the number of children on CP plans halve in the past year, from 80 (30 per 10k) to 42 (15.7 per 10k). This could suggest that individual localities may be managing risk in different ways both in how they practice within their own area now compared to a year ago and variances with practice in other localities and it would be useful for the HoSW to consider what the differences may be and whether there is any best practice learning that can be shared.

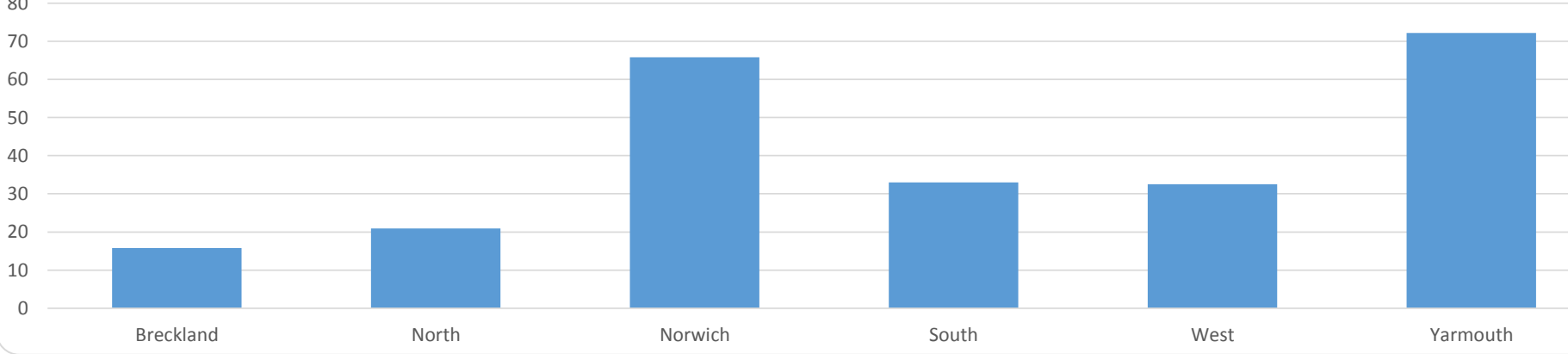
		6.1	6.5
		No. Children Subject to CP Plans	Children Subject to CP Plans - Rate per 10K Under-18s
Good perf. is:		Low	Low
In-month performance	Apr-17	582	34.4
	May-17	568	33.6
	Jun-17	550	32.5
	Jul-17	557	32.9
	Aug-17	553	32.7
	Sep-17	536	31.7
	Oct-17	543	32.1
	Nov-17	545	32.2
	Dec-17	550	32.5
	Jan-18	607	35.9
	Feb-18	651	38.5
	Mar-18	612	36.2
	Apr-18	646	38.2

Children Subject to CP Plans - Rate per 10K Under-18s



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	38.2	43.9	43.3		30.6

Children Subject to CP Plans - Rate per 10K Under-18s, by locality



Initial Child Protection Conferences

(County - April 2018)

Definition

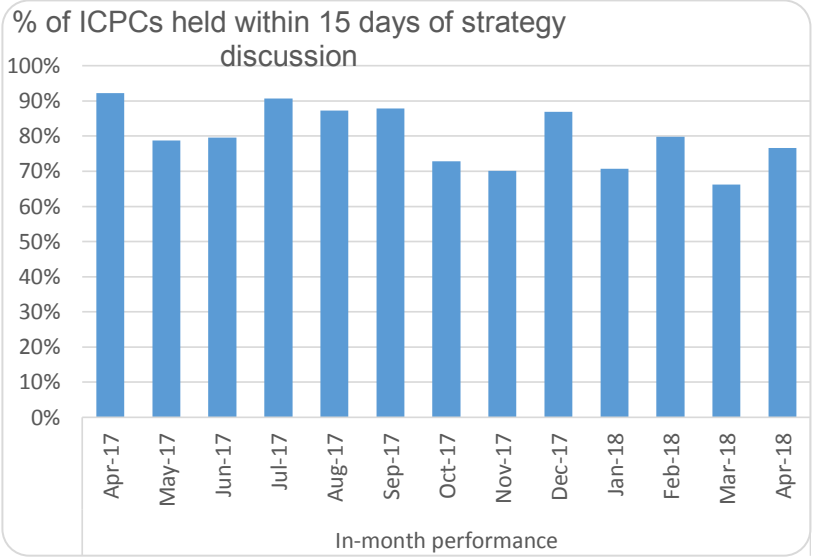
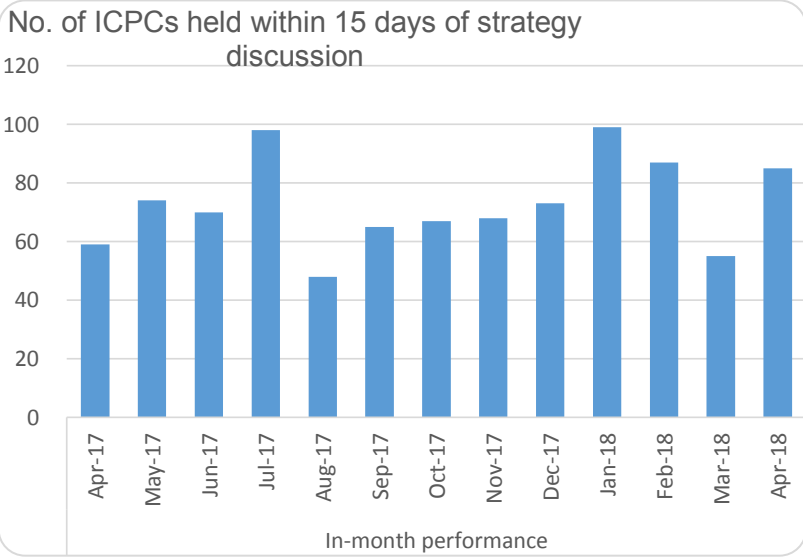
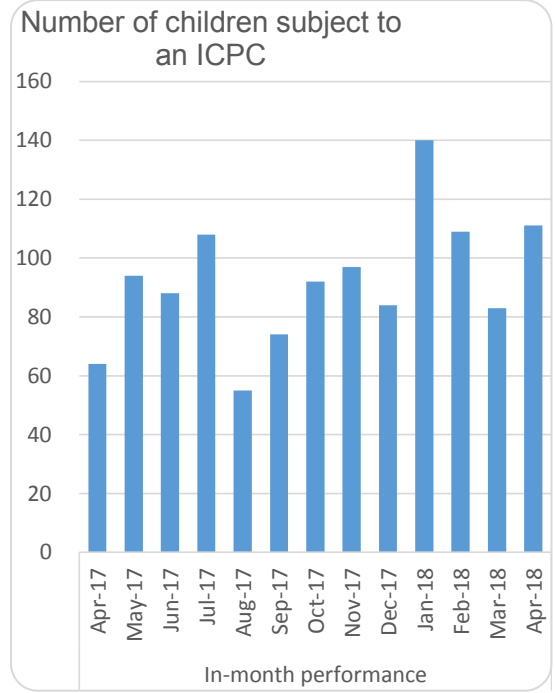
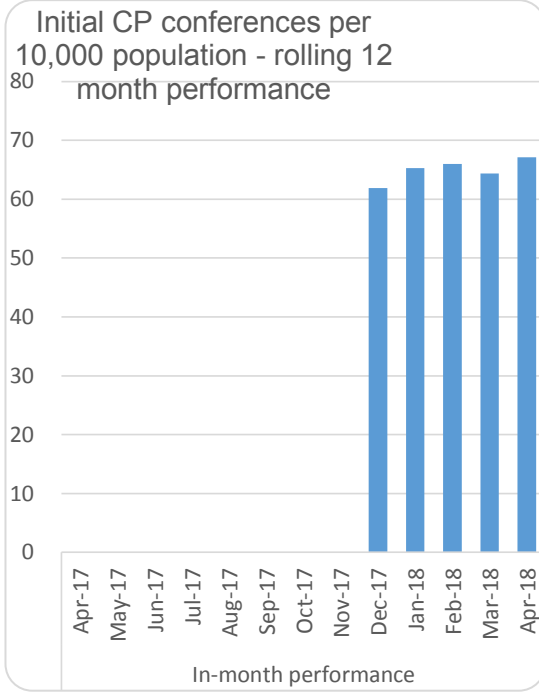
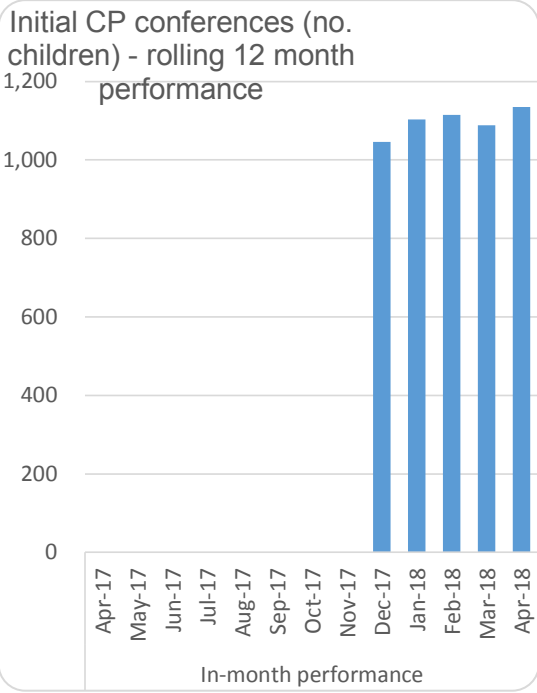
Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.

Performance analysis

Whilst the overall number of ICPCs held in month is not anomalous compared to previous months, the figure for North does raise some questions as 31 children in that locality were subject to an ICPC in April 18, whereas the previous high was 18 children in December 17 and no other month was higher than 12 children. The HoSW has been asked to explore this with her teams and ascertain whether this is a 'one-off' anomaly or indicative of a change in practice/decision making.

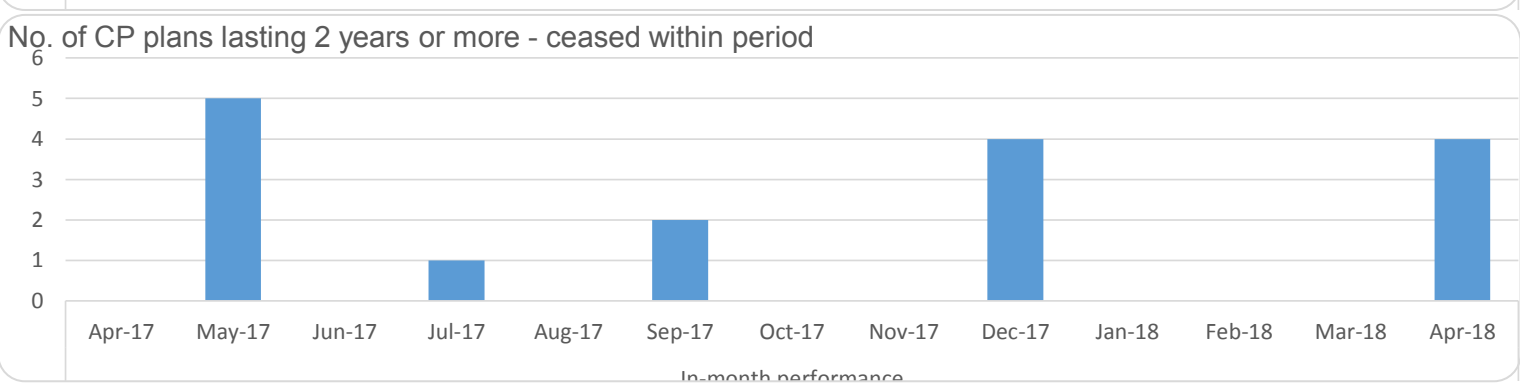
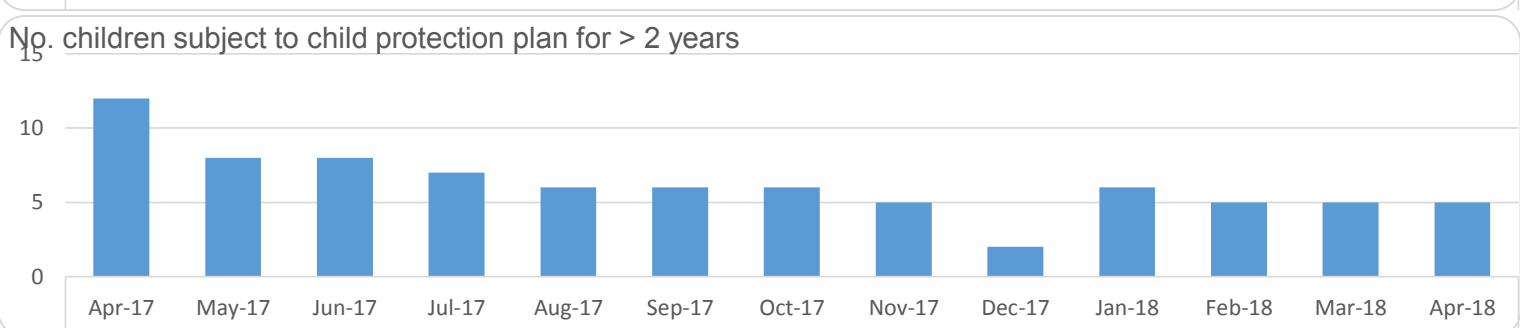
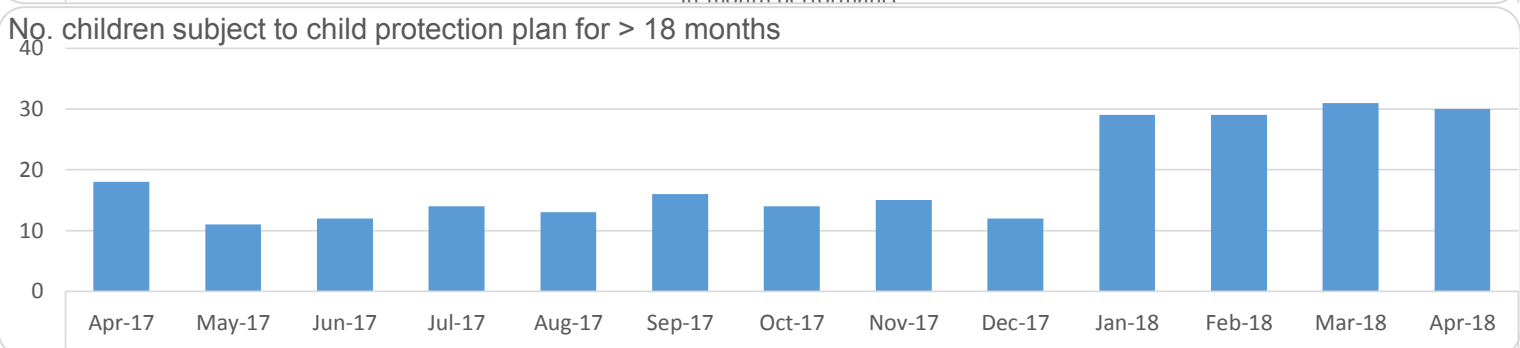
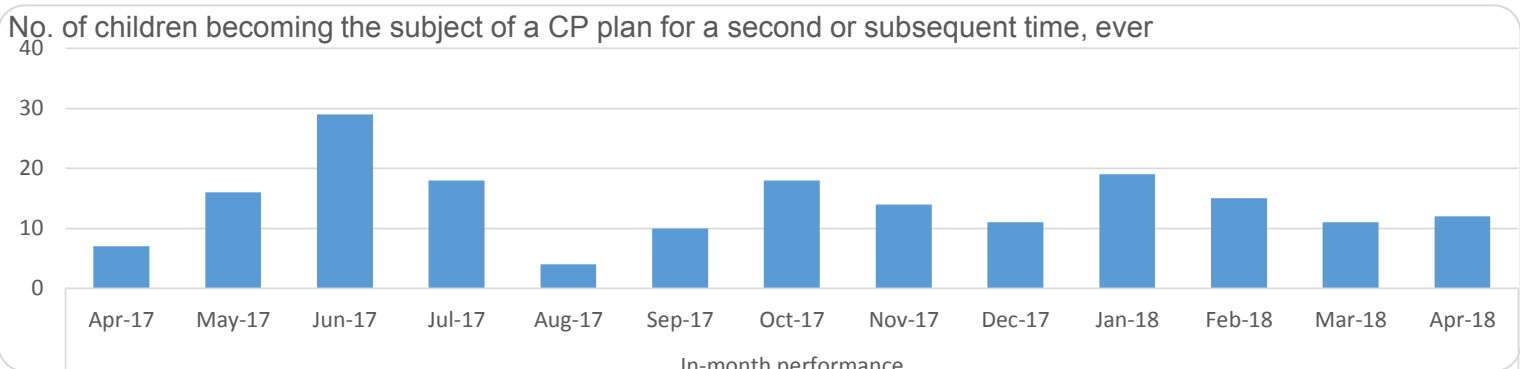
		6.2a	6.2b	6.3	6.4n	6.4
		Initial CP conferences (no. children) - rolling 12 month performance	Initial CP conferences per 10,000 population - rolling 12 month performance	Number of children subject to an ICPC	No. of ICPCs held within 15 days of strategy discussion	% of ICPCs held within 15 days of strategy discussion
Good perf. is:		Low	Low	Info	High	High
In-month performance	Apr-17	-	-	64	59	92.2%
	May-17	-	-	94	74	78.7%
	Jun-17	-	-	88	70	79.5%
	Jul-17	-	-	108	98	90.7%
	Aug-17	-	-	55	48	87.3%
	Sep-17	-	-	74	65	87.8%
	Oct-17	-	-	92	67	72.8%
	Nov-17	-	-	97	68	70.1%
	Dec-17	1,046	62	84	73	86.9%
	Jan-18	1,103	65	140	99	70.7%
	Feb-18	1,115	66	109	87	79.8%
	Mar-18	1,088	64	83	55	66.3%
	Apr-18	1,135	67	111	85	76.6%

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	67.1	63.2	65.3		44.7
% of ICPCs held within 15 days of strategy discussion	76.6%	80.3%	77.2%		69.8%



Definition	Child Protection plans remain in force until the child is considered to no longer be at risk of harm, moves out of the local authority area, or reaches the age of 18.
Performance analysis	We continue to be in line with national and statistcial neighbour averages with regard to the percentage of children becoming subject of a CP plan for a second ot subsequent time (rolling 12 months). However, whilst we have a very low percentage of children on CP plans for 2 years or more (under 1%), we have seen an increase in children on CP plans for over 18 months (from 18 in April 17 to 30 in April 18). It may be helpful for the Independent Reviewing Service to look at these individual cases and ascertain if there themes regarding case types.

		6.9a	6.9b	6.10a	6.10n	6.10b	6.11n	6.11b
		No. of children becoming the subject of a CP plan for a second or subsequent time, ever	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	No. children subject to child protection plan for > 18 months	No. children subject to child protection plan for > 2 years	% children subject to child protection plan for > 2 years	No. of CP plans lasting 2 years or more - ceased within period	% of CP plans ceased within period that had lasted 2 years or more
Good perf. is:		Low	Low	Low	Low	Low	-	High
In-month performance	Apr-17	7	22.7%	18	12	2.1%	0	0.0%
	May-17	16	21.8%	11	8	1.4%	5	5.8%
	Jun-17	29	23.1%	12	8	1.5%	0	0.0%
	Jul-17	18	23.1%	14	7	1.3%	1	1.3%
	Aug-17	4	23.3%	13	6	1.1%	0	0.0%
	Sep-17	10	22.8%	16	6	1.1%	2	2.8%
	Oct-17	18	22.4%	14	6	1.1%	0	0.0%
	Nov-17	14	23.6%	15	5	0.9%	0	0.0%
	Dec-17	11	22.6%	12	2	0.4%	4	6.9%
	Jan-18	19	22.4%	29	6	1.0%	0	0.0%
	Feb-18	15	20.8%	29	5	0.8%	0	0.0%
	Mar-18	11	20.4%	31	5	0.8%	0	0.0%
	Apr-18	12	20.2%	30	5	0.8%	4	8.5%
Benchmarking								
Norfolk			20.2%			0.8%		8.5%
Stat neigh avg			19.7%			2.8%		
Nat. avg			18.7%			2.1%		
Nat. top quartile								
Eastern region			10.6%			1.9%		3.1%



Child Protection Reviews and Visits

(County - April 2018)

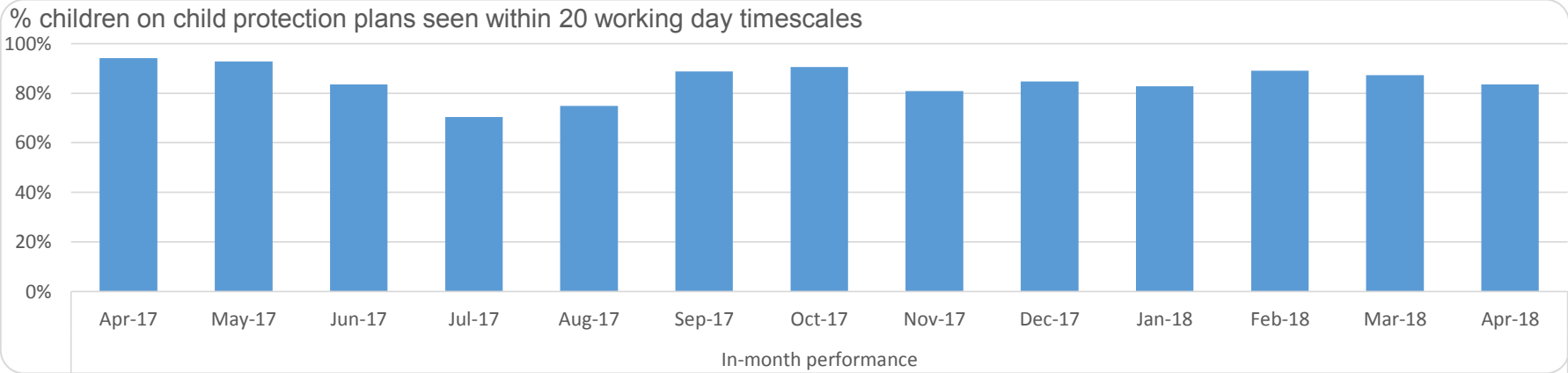
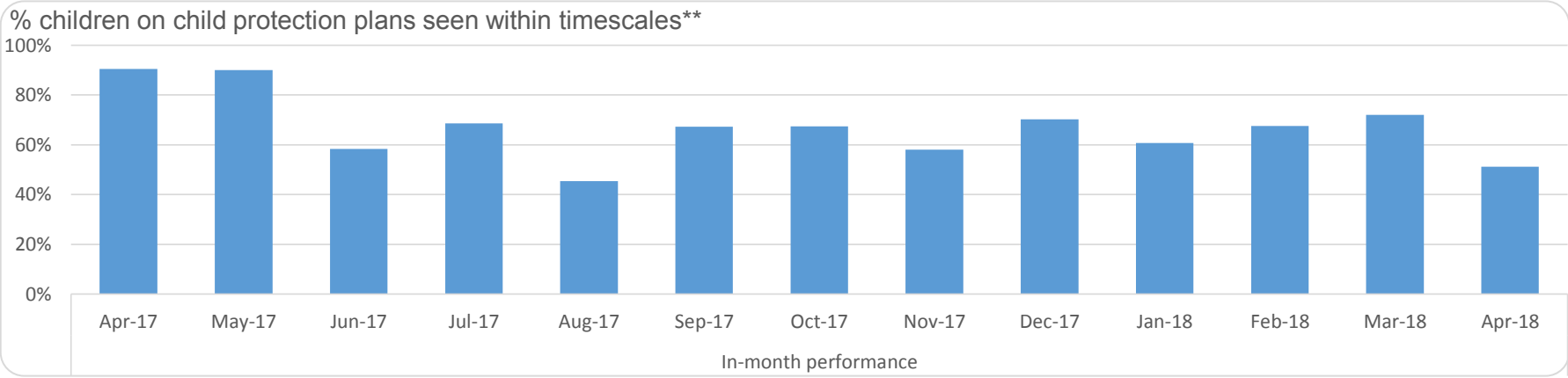
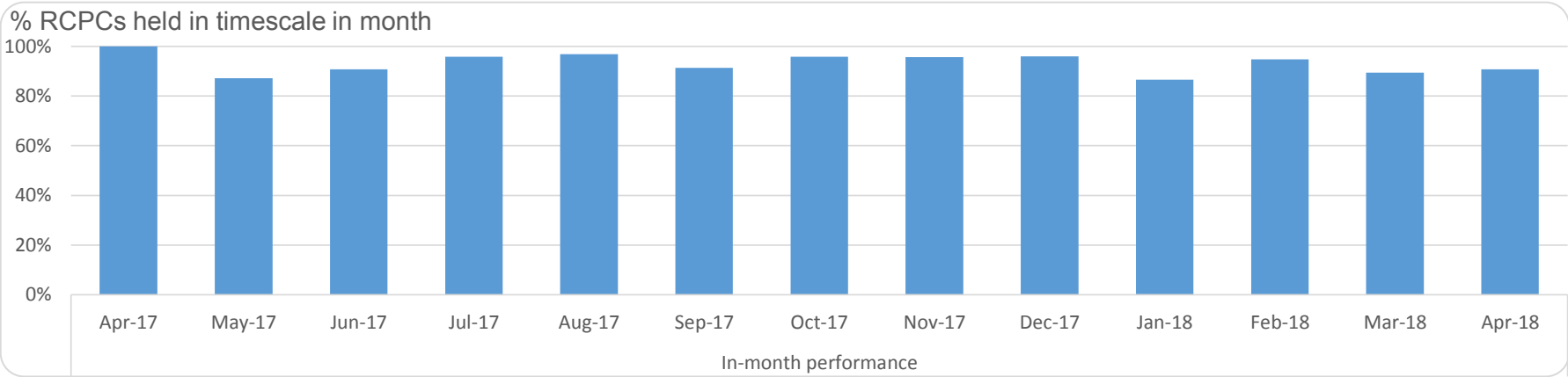
Definition

A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days).

Performance analysis

Whilst the data shows a big drop in the percentage of children on CP plans seen within 10 working days compared to last month, we do have to be mindful that the data was taken as at 26/04/18 and as such practitioners did not have the same amount of time to ensure that recording was up to date prior to reports being produced. Notwithstanding this, performance across the county is still variable, with reporting showing only 39% of children on CP plans in the North being seen within 10 working days, compared to 77.2% in South. HoSW and TMs need to be confident that children are being seen in a timely way and that records are updated as soon as possible to reflect this. Where practitioners are either not seeing children or are finding it difficult to record in a timely way, individual plans need to be made with them to address this. More positively, even with the reporting timeframe being restricted this month, we can still evidence that over 80% of children on CP plans were seen within 20 working days and the visits have been recorded.

		6.12	6.14	6.15
		% RCPCs held in timescale in month	% children on child protection plans seen within timescales**	% children on child protection plans seen within 20 working day timescales
Good perf. is:		High	High	High
In-month performance	Apr-17	100.0%	90.5%	94.2%
	May-17	87.1%	90.0%	92.9%
	Jun-17	90.7%	58.3%	83.6%
	Jul-17	95.8%	68.6%	70.4%
	Aug-17	96.8%	45.4%	74.8%
	Sep-17	91.4%	67.3%	88.8%
	Oct-17	95.8%	67.5%	90.6%
	Nov-17	95.7%	58.1%	80.9%
	Dec-17	95.9%	70.2%	84.7%
	Jan-18	86.6%	60.7%	82.7%
	Feb-18	94.8%	67.5%	89.1%
	Mar-18	89.5%	72.0%	87.3%
	Apr-18	90.8%	51.2%	83.6%
Benchmarking				
Eastern region		77.5%		



Looked After Children

(County - April 2018)

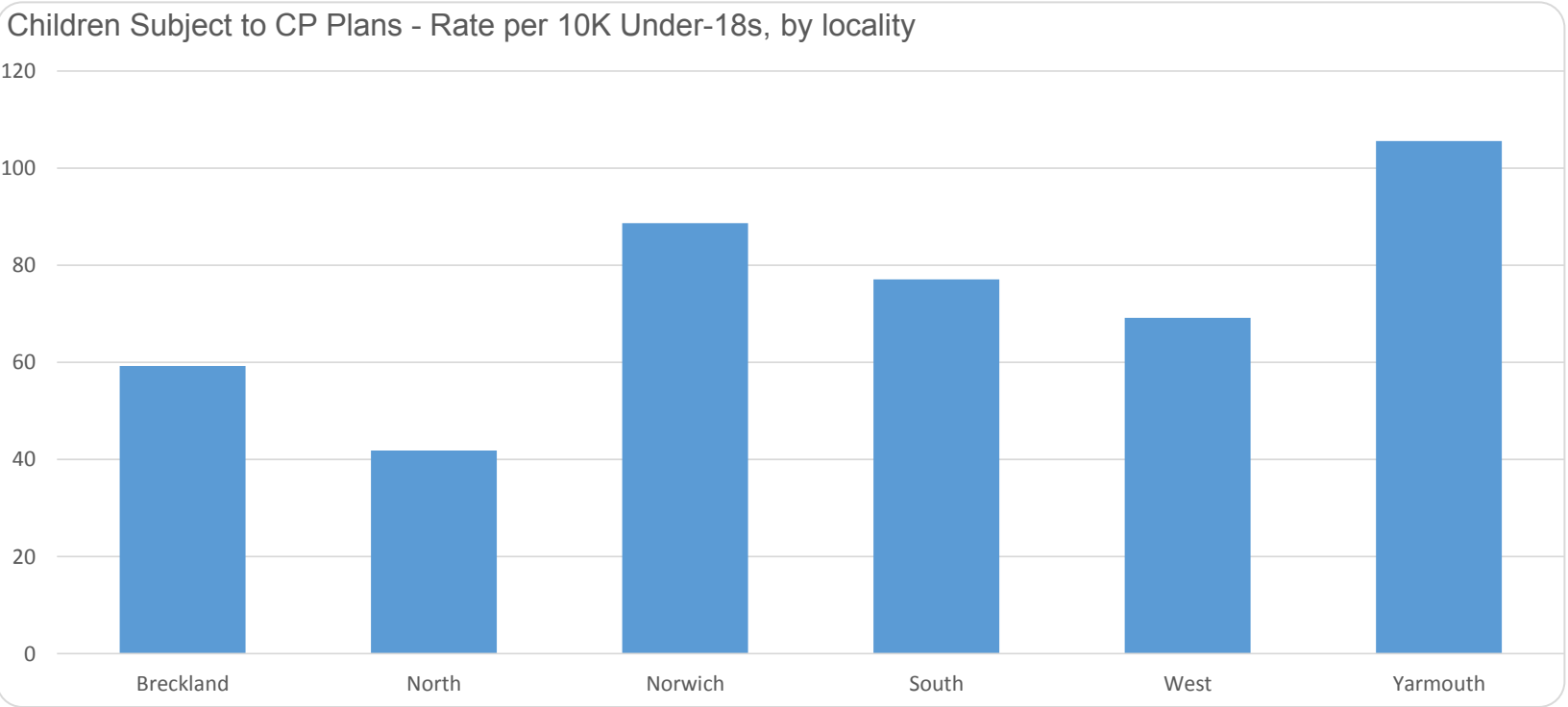
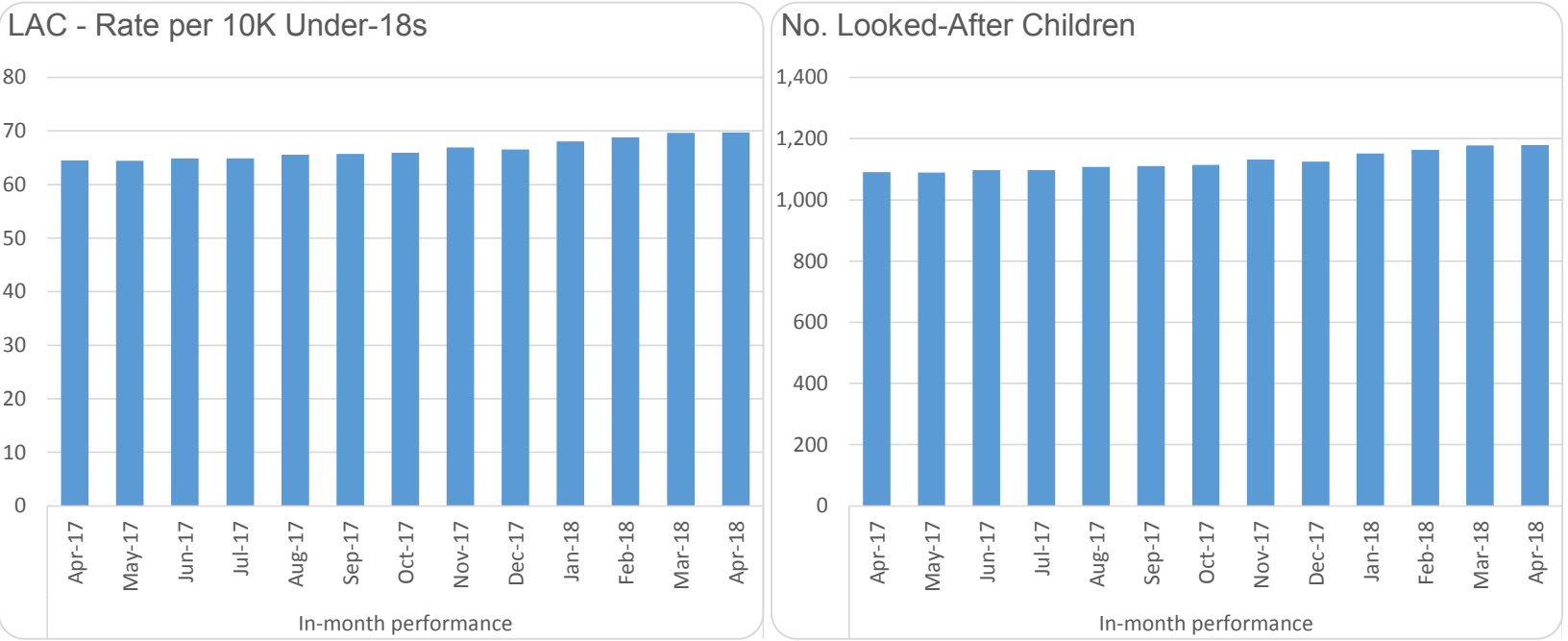
Definition

Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

Performance analysis

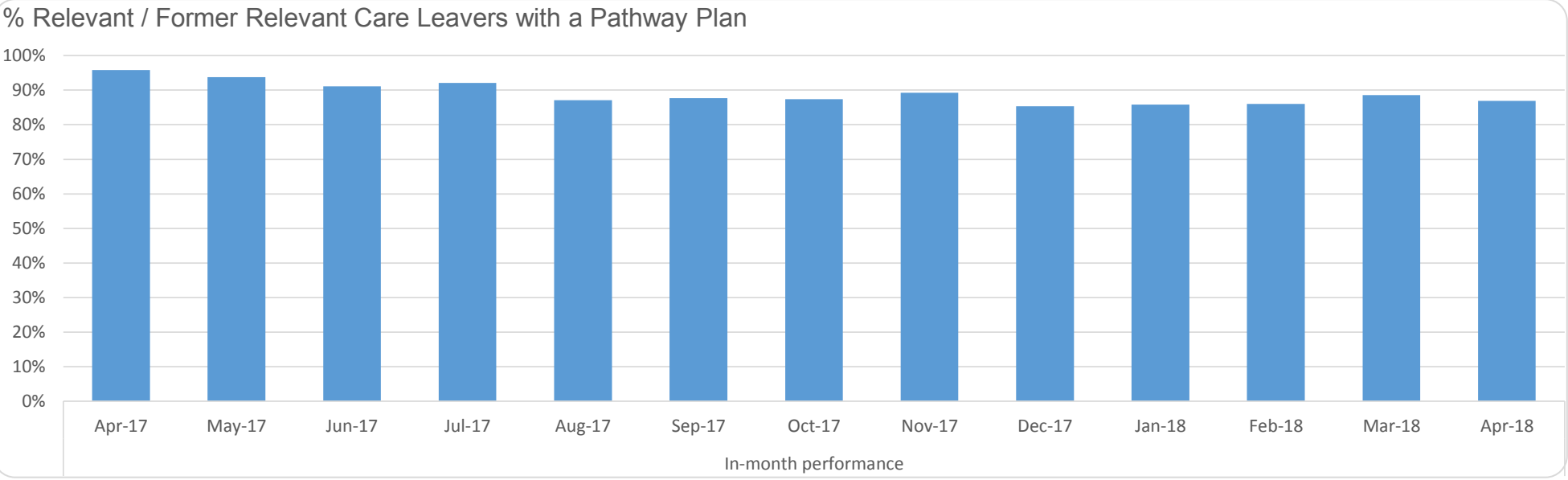
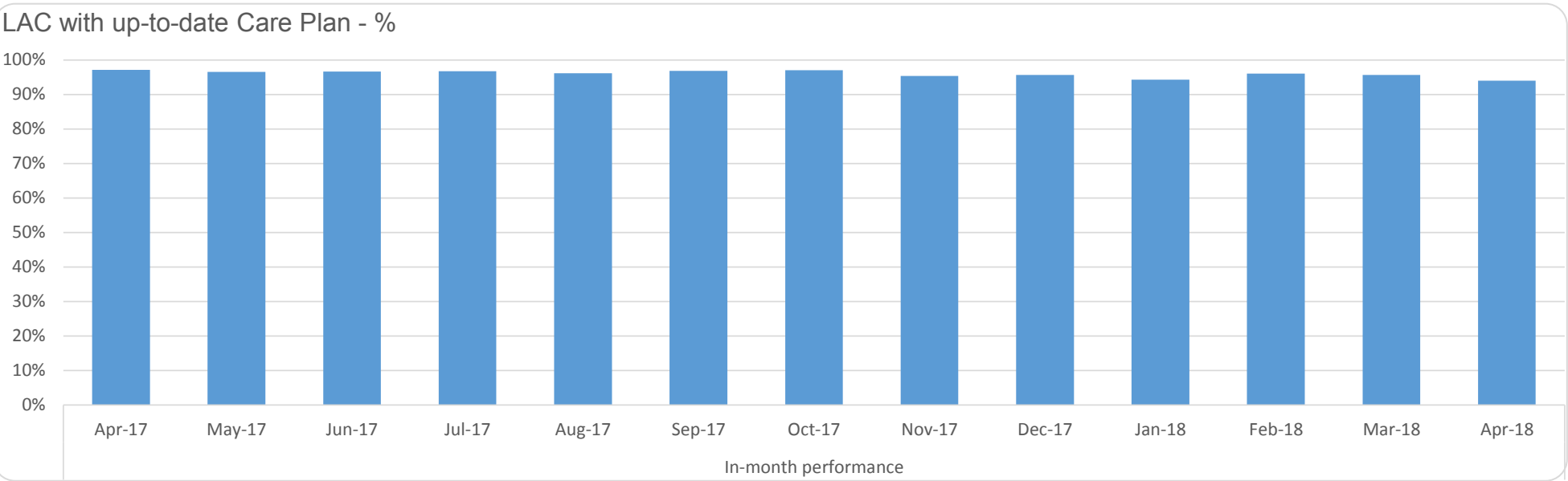
Whilst we still have a high number of children in our care, we have not seen the same rise in numbers month on month as reported since December 17. We also saw significantly fewer children come into our care in the reporting period, however, we do have to be mindful that data was taken early and will not have accounted for children who started and ceased to be looked after, or those children whose records were not updated, after 26/04/18. It also has to be noted that the April figure is the highest over the past 4 years and if the trend continues it is predicted the figure will reach 1200 by March 2019. As highlighted in previous monthly performance reports, understanding and addressing our Looked After Children numbers remains a priority and a key element of our Transformation programme.

		7.2		7.1		7.3		7.4	
		LAC - Rate per 10K Under-18s		No. Looked-After Children		Admissions of Looked After Children		Number of children who have ceased to be Looked After Children	
Good perf. is:		Low		Low		Low		High	
In-month performance	Apr-17	64.5		1,090		32		45	
	May-17	64.4		1,089		30		29	
	Jun-17	64.9		1,097		40		28	
	Jul-17	64.9		1,097		43		36	
	Aug-17	65.5		1,108		34		23	
	Sep-17	65.7		1,111		41		20	
	Oct-17	66.0		1,115		41		33	
	Nov-17	66.9		1,131		59		35	
	Dec-17	66.5		1,125		38		37	
	Jan-18	68.1		1,151		50		23	
	Feb-18	68.9		1,164		43		26	
	Mar-18	69.7		1,178		42		30	
	Apr-18	69.7		1,179		25		21	
Benchmarking		Norfolk	Stat neigh avg		Nat. avg	Nat. top quartile		Eastern region	
LAC - Rate per 10K Under-18s		69.7	53.4		62.0			49.88522697	



Definition	A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at LAC plans and Pathway Plans (when a Looked After Child reaches 16 years and 3 months they become eligible for a Pathway Plan which focuses on preparing a young person for adulthood).
Performance analysis	Our performance in relation to Looked After Children having up to date Care Plans and Care Leavers having Pathway Plans remains good. All localities have over 88% of LAC with an up to date plan and 5 are over 93%. Breckland, Norwich and Great Yarmouth also have over 92% of Care Leavers with a Pathway Plan. Unfortunately North have seen their performance fall for a second month, from 85.3% in February, 80.8% in March to 72% in April. Whilst it is acknowledged that there have been some staffing difficulties within the Leaving Care team in North, ensuring that all Care Leavers had a Pathway Plan that identifies, and works to meet, their needs should be a priority.

		7.14	8.2
		LAC with up-to-date Care Plan - %	% Relevant / Former Relevant Care Leavers with a Pathway Plan
Good perf. is:		High	High
In-month performance	Apr-17	97.1%	95.8%
	May-17	96.5%	93.8%
	Jun-17	96.6%	91.1%
	Jul-17	96.7%	92.0%
	Aug-17	96.1%	87.1%
	Sep-17	96.8%	87.6%
	Oct-17	97.0%	87.4%
	Nov-17	95.3%	89.2%
	Dec-17	95.6%	85.4%
	Jan-18	94.3%	85.8%
	Feb-18	96.0%	86.1%
	Mar-18	95.7%	88.6%
	Apr-18	94.0%	86.9%

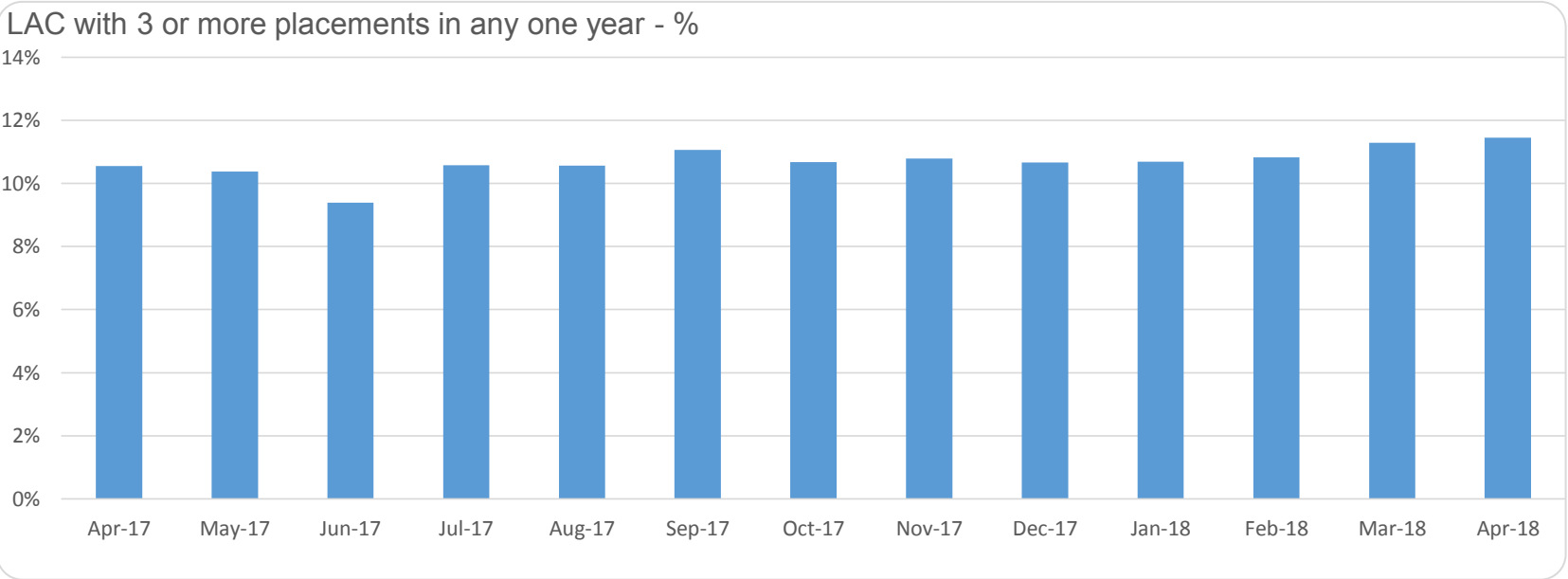


Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.
Performance analysis	The stability of placements for our long term looked after children continues to be in line with national and statistical neighbour averages as does the percentage of children with 3 or more placements in any one year. The recent drop in percentage of stable placements is likely due in part to work to find suitable and stable foster placements for some of our children in long term residential placements. However we are also mindful of some anecdotal reports of long term foster placements breaking down after permanency has been agreed. Some dip-sampling of cases where children have moved placement will be undertaken by the QA team to ascertain what support was offered to try to prevent placement breakdown.

		9.1	9.2n	9.2
		% of long term LAC in placements which have been stable for at least 2 years	LAC with 3 or more placements in any one year - No.	LAC with 3 or more placements in any one year - %
Good perf. is:		High	-	Low
In-month performance	Apr-17	72%	115	10.6%
	May-17	73%	113	10.4%
	Jun-17	73%	103	9.4%
	Jul-17	71%	116	10.6%
	Aug-17	72%	117	10.6%
	Sep-17	71%	123	11.1%
	Oct-17	71%	119	10.7%
	Nov-17	72%	122	10.8%
	Dec-17	79%	120	10.7%
	Jan-18	79%	123	10.7%
	Feb-18	69%	126	10.8%
	Mar-18	69%	133	11.3%
	Apr-18	70%	135	11.5%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	69.8%	69.2%	70.0%	
LAC with 3 or more placements in any one year - %	11.5%	10.4%	10.0%	8.6%



Looked After Children in residential placements

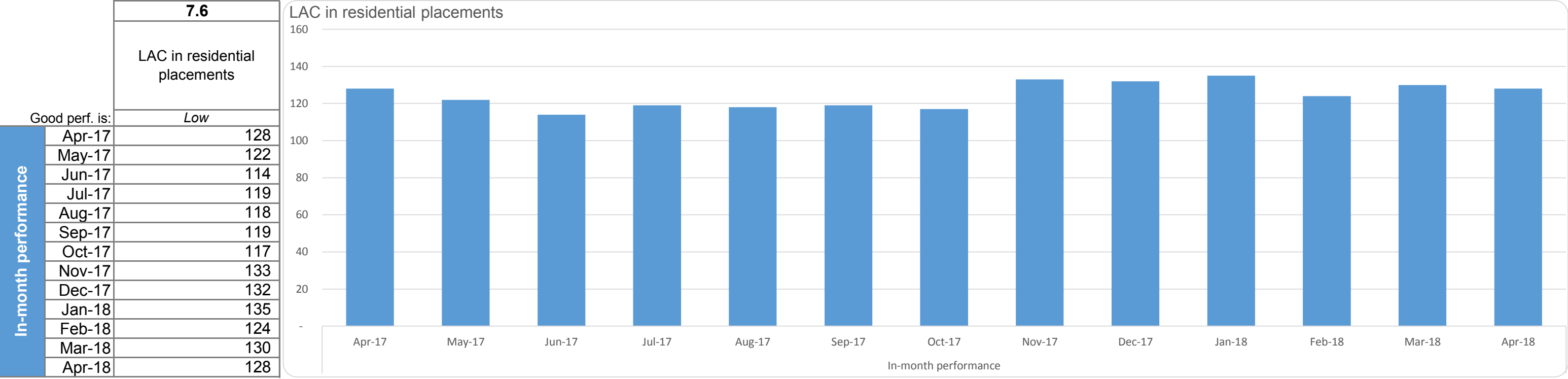
(County - April 2018)

Definition

A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

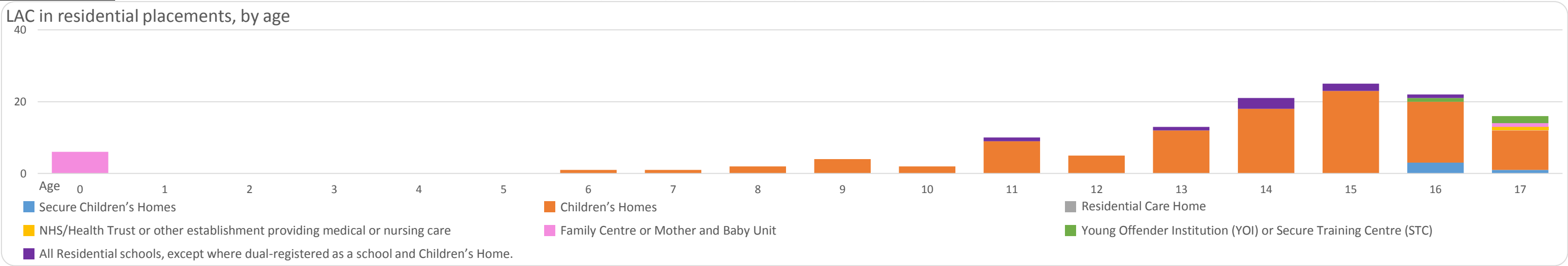
Performance analysis

Whilst we have seen a slight drop in children placed in residential placements, it is too early to say whether this is a result of tenacious effort to have more children placed in local, in-house foster placements. Sustainable, long-term, in-house placement choice with carers who are supported to care for our children with the most complex needs is a key area of the Transformation Programme within Children's Services. The effectiveness of any innovation and changes to recruitment and commissioning will take some time to embed and show sustained reductions in the numbers of residential placements used.



By age and placement:

		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Apr-18	Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1
	Children's Homes	0	0	0	0	0	0	1	1	2	4	2	9	5	12	18	23	17	11
	Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NHS/Health Trust or other establishment providing medical or nursing care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Family Centre or Mother and Baby Unit	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
	All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	0	0	1	0	1	3	2	1	0



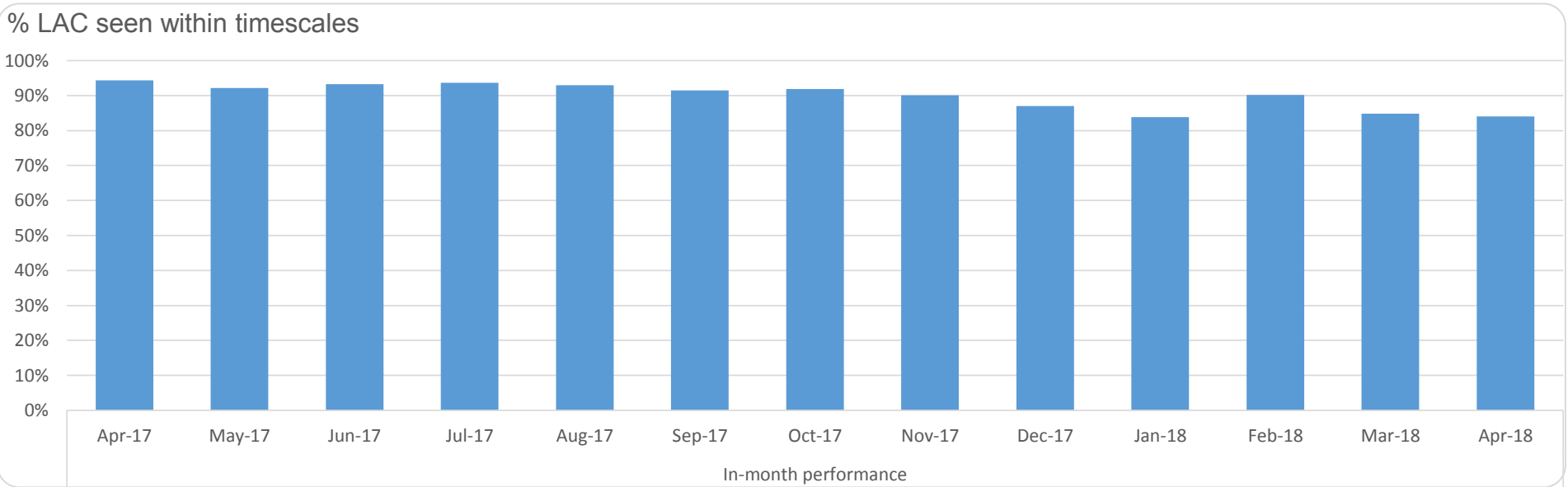
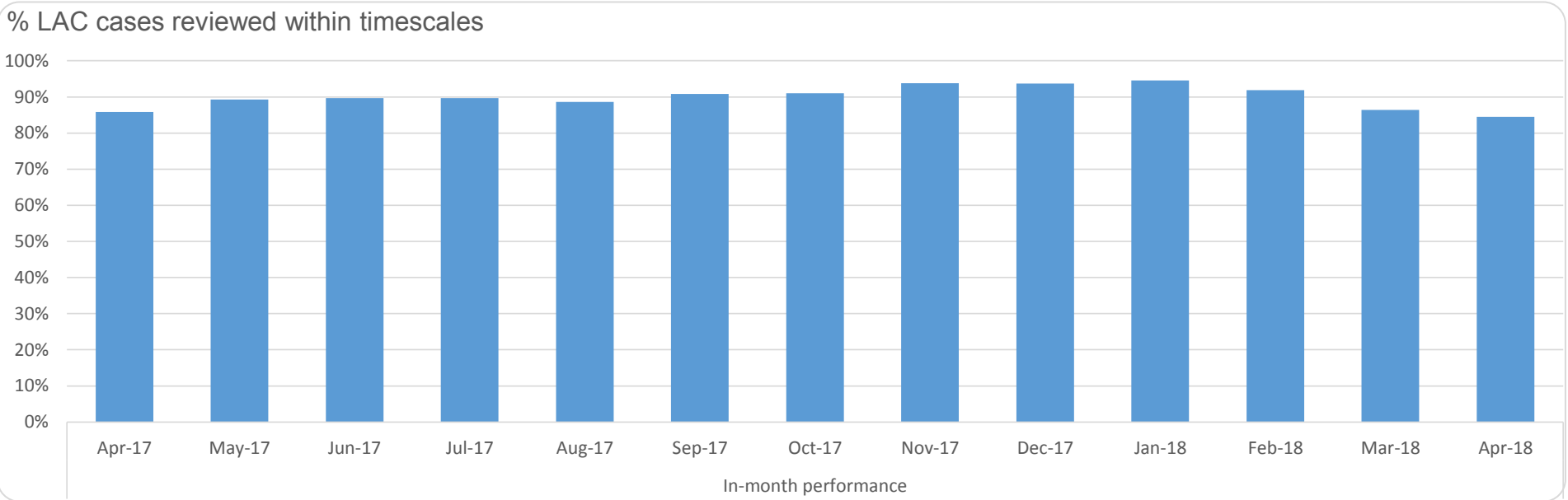
Definition

The purpose of the LAC review is to consider the LAC plan for the welfare of the child & achieve Permanence for them within a timescale that meets their need. The review is chaired by an Independent Reviewing Officer (IRO). The local timescales for a social worker to visit a Looked After Child is on day of placement, within one week of placement, then at intervals of no more than 6 weeks for the first year. Thereafter, intervals of not more than 6 weeks or 3 months if the placement is planned to last until 18.

Performance analysis

Whilst the percentage is not as high as seen a year ago (94.4%), 84% of our Looked After Children are seen within timescales. Breckland, North & Broadland, South and Yarmouth all have performance of 85% or above. Norwich's performance has fallen from 86% in February to 75.7% in April 18. The Team managers and HoSW need to ascertain what has led to this fall in children being seen in a timely way (i.e. whether children have not been visited or whether visits have not been recorded) and ensure there is a plan to address any issues that are identified.

		7.7	7.15
		% LAC cases reviewed within timescales	% LAC seen within timescales
Good perf. is:		High	High
In-month performance	Apr-17	85.8%	94.4%
	May-17	89.3%	92.1%
	Jun-17	89.7%	93.2%
	Jul-17	89.7%	93.7%
	Aug-17	88.6%	93.0%
	Sep-17	90.8%	91.4%
	Oct-17	91.0%	91.9%
	Nov-17	93.8%	90.1%
	Dec-17	93.7%	87.0%
	Jan-18	94.6%	83.9%
	Feb-18	91.9%	90.2%
	Mar-18	86.4%	84.8%
	Apr-18	84.5%	84.0%



Looked After Children Health

(County - April 2018)

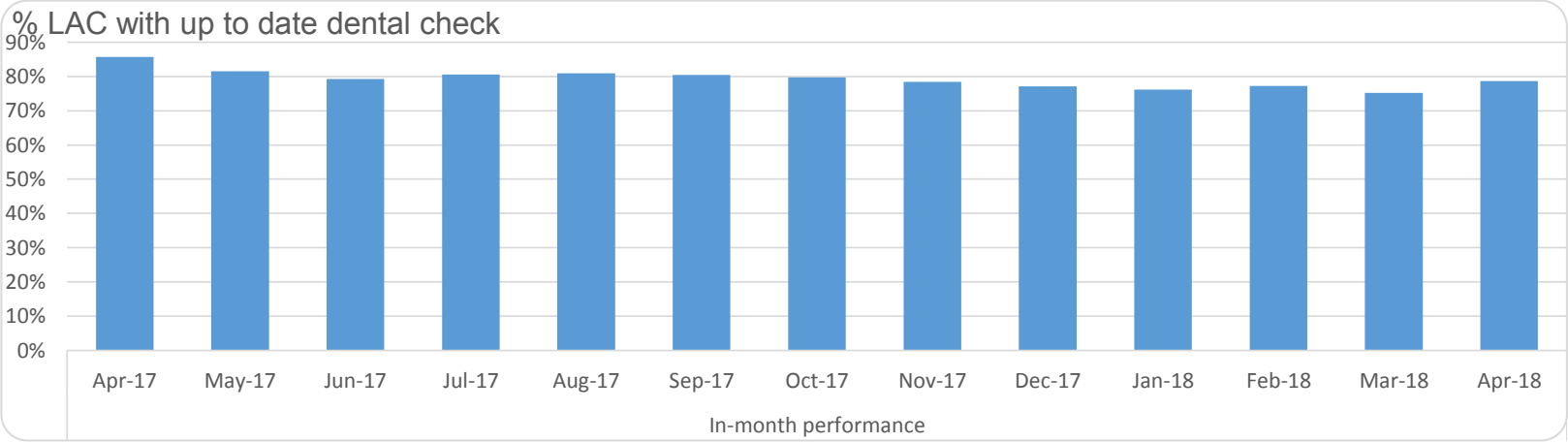
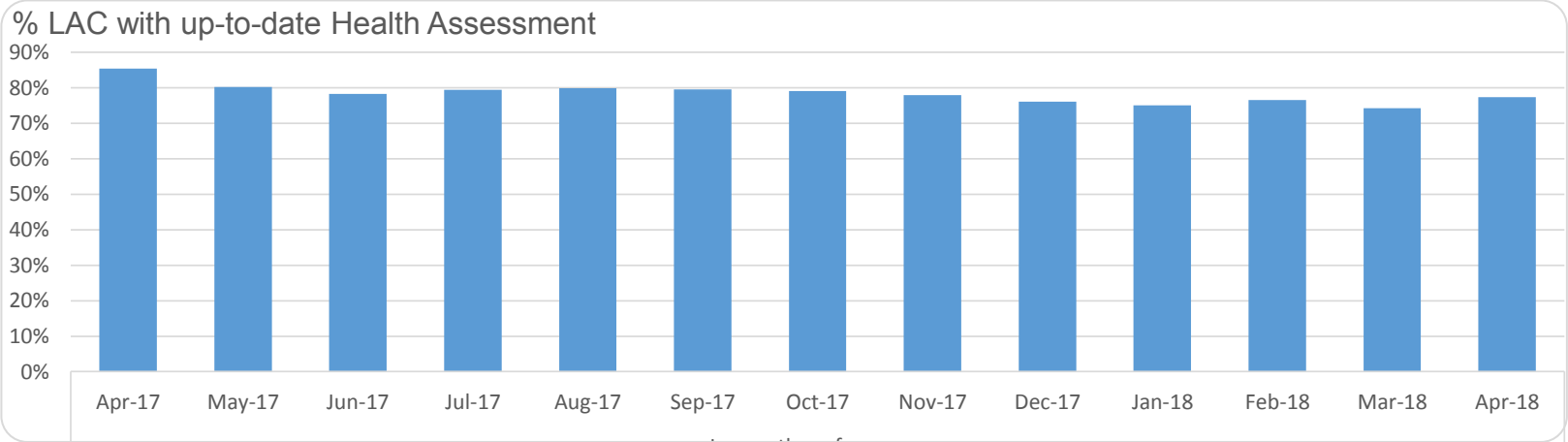
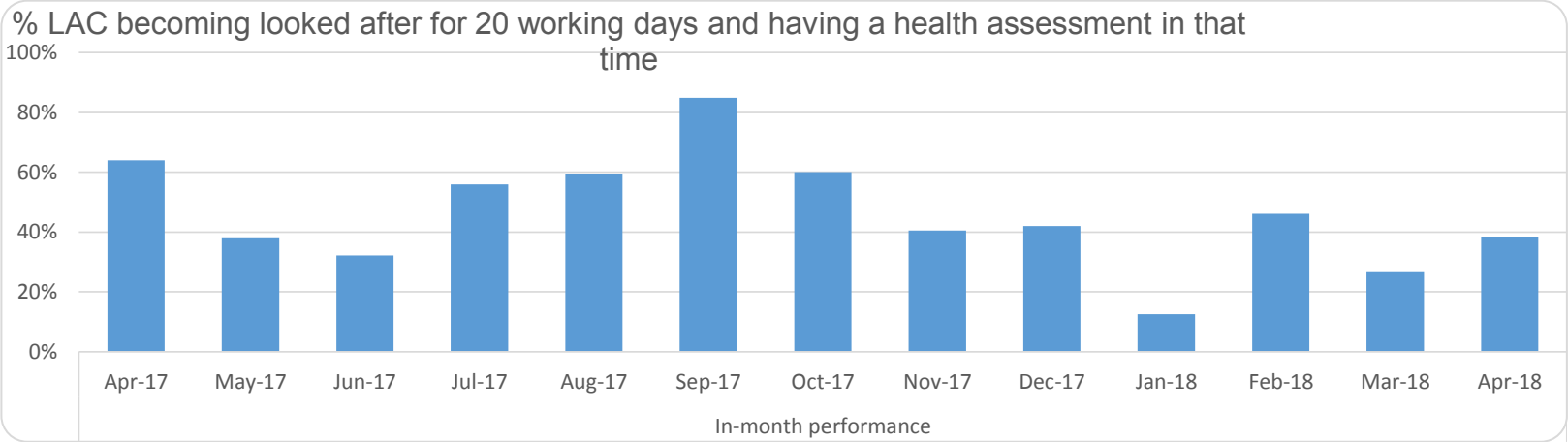
Definition

Local Authorities have a duty to safeguard and to promote the welfare of the children they look after. There is a statutory duty on Local Authorities to make arrangements to ensure that every child who is looked after has his/her health needs fully assessed and a health plan clearly set out.

Performance analysis

Recent analysis by the QA Hub showed that between 01/01/18 and 27/04/18 166 children reached 20 working days looked after of those 65 children (39%) had their IHA in timescale. The analysis also shows that in March and April we saw a big increase in IHA requests being received from Social Work teams within 5 working days of the child becoming looked after (81.6% and 87.5%). By referring children for IHAs in a timely way, we will be more able to assess what the ongoing capacity issues for offering appointments may be for each health provider.

		7.9n	7.9	7.10	7.10p	7.11	7.11p
		# LAC having a health assessment within 20 days of becoming LAC	% LAC becoming looked after for 20 working days and having a health assessment in that time	LAC with up-to-date Health Assessment No.	% LAC with up-to-date Health Assessment	LAC with up to date dental check - No.	% LAC with up to date dental check
Good perf. is:		Info	High	High	High	High	High
In-month performance	Apr-17	16	64.0%	622	85.4%	624	85.7%
	May-17	11	37.9%	590	80.3%	599	81.5%
	Jun-17	9	32.1%	579	78.3%	586	79.3%
	Jul-17	19	55.9%	602	79.4%	611	80.6%
	Aug-17	19	59.4%	614	79.9%	622	81.0%
	Sep-17	28	84.8%	611	79.6%	618	80.5%
	Oct-17	24	60.0%	613	79.1%	618	79.7%
	Nov-17	15	40.5%	610	78.0%	613	78.4%
	Dec-17	21	42.0%	604	76.2%	612	77.2%
	Jan-18	5	12.5%	604	75.1%	612	76.1%
	Feb-18	18	46.2%	613	76.5%	619	77.3%
	Mar-18	13	26.5%	596	74.2%	604	75.2%
	Apr-18	13	38.2%	627	77.4%	637	78.6%
Benchmarking							
Eastern region			44.2%				

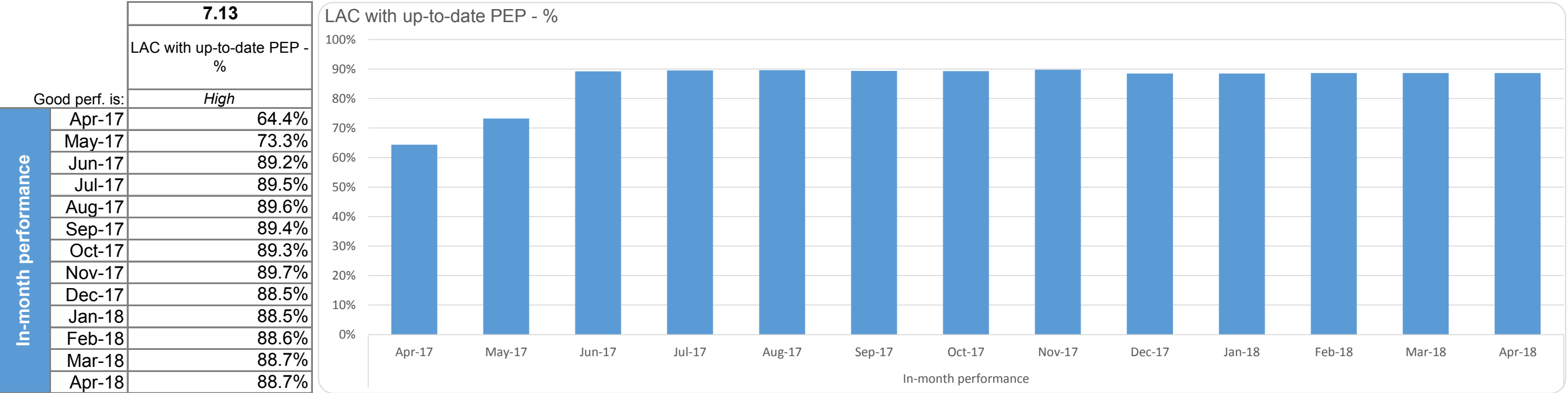


Definition

A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. These are a statutory requirement for children in care to help track and promote their achievement.

Performance analysis

The percentage of LAC with an up to date PEP continues to be high. The Virtual School and QA team are currently undertaken the termly audit regarding the quality of ePEPs, the outcome of which will be summarised in a future monthly performance report.



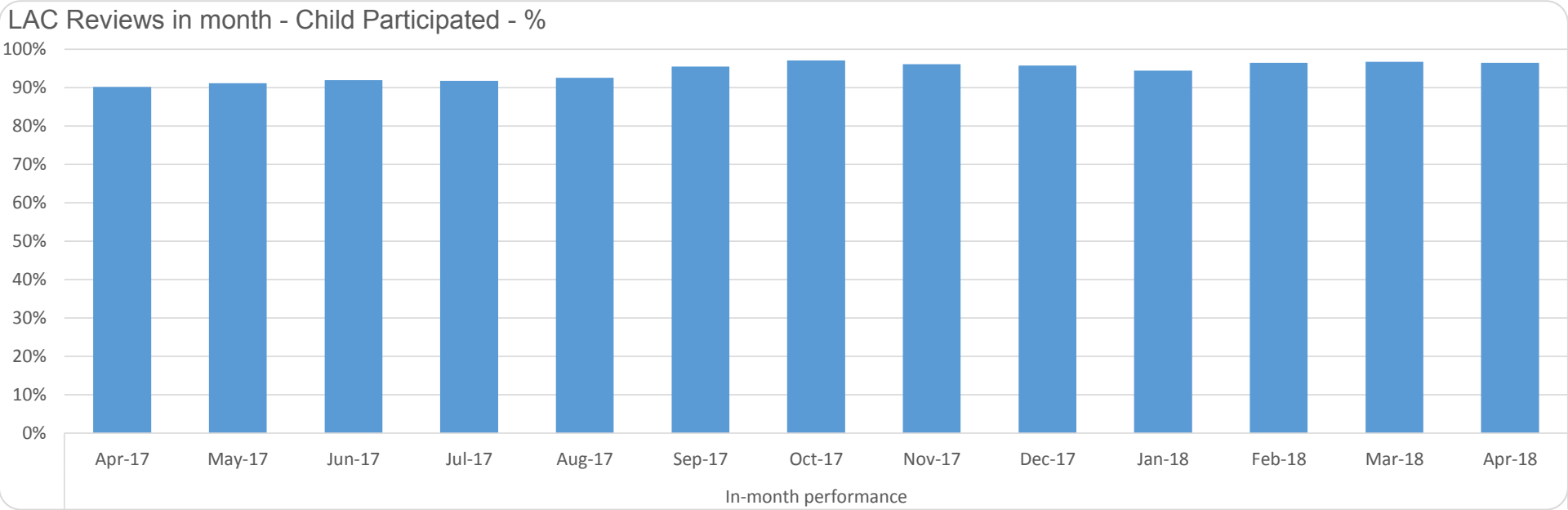
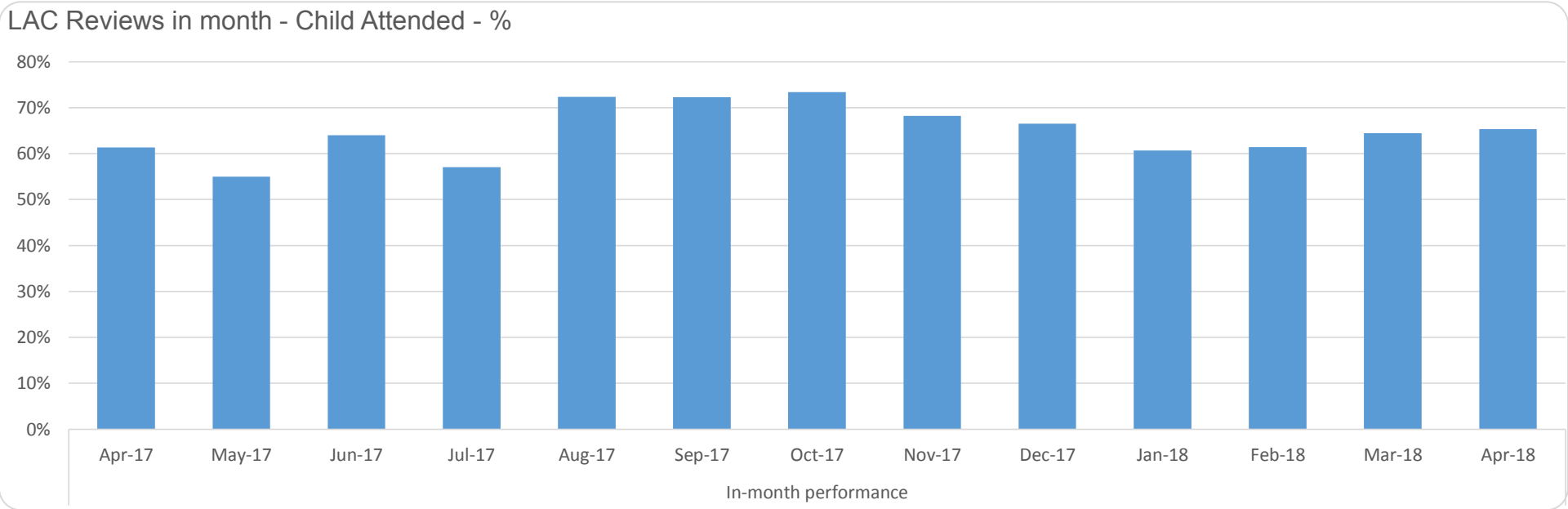
Definition

The Child's Voice is a phrase used to describe the real involvement of children and young people. They should always have the opportunity to describe things from their point of view, be continually involved in assessments and planning and have things fed back to them in a way they can understand. There should always be evidence that their voice has influenced the decisions that professionals have made. The data below relates to LAC children attending and being involved in their LAC reviews.

Performance analysis

Although not as high as the figures seen in August to October 17, we are now starting to see more children attend their LAC reviews, with increases reported over the past 3 months.

		7.17	7.18
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:		High	High
In-month performance	Apr-17	61.4%	90.2%
	May-17	55.0%	91.1%
	Jun-17	64.0%	91.9%
	Jul-17	57.1%	91.7%
	Aug-17	72.4%	92.5%
	Sep-17	72.3%	95.5%
	Oct-17	73.4%	97.0%
	Nov-17	68.2%	96.1%
	Dec-17	66.5%	95.7%
	Jan-18	60.7%	94.4%
	Feb-18	61.4%	96.4%
	Mar-18	64.5%	96.7%
	Apr-18	65.3%	96.4%



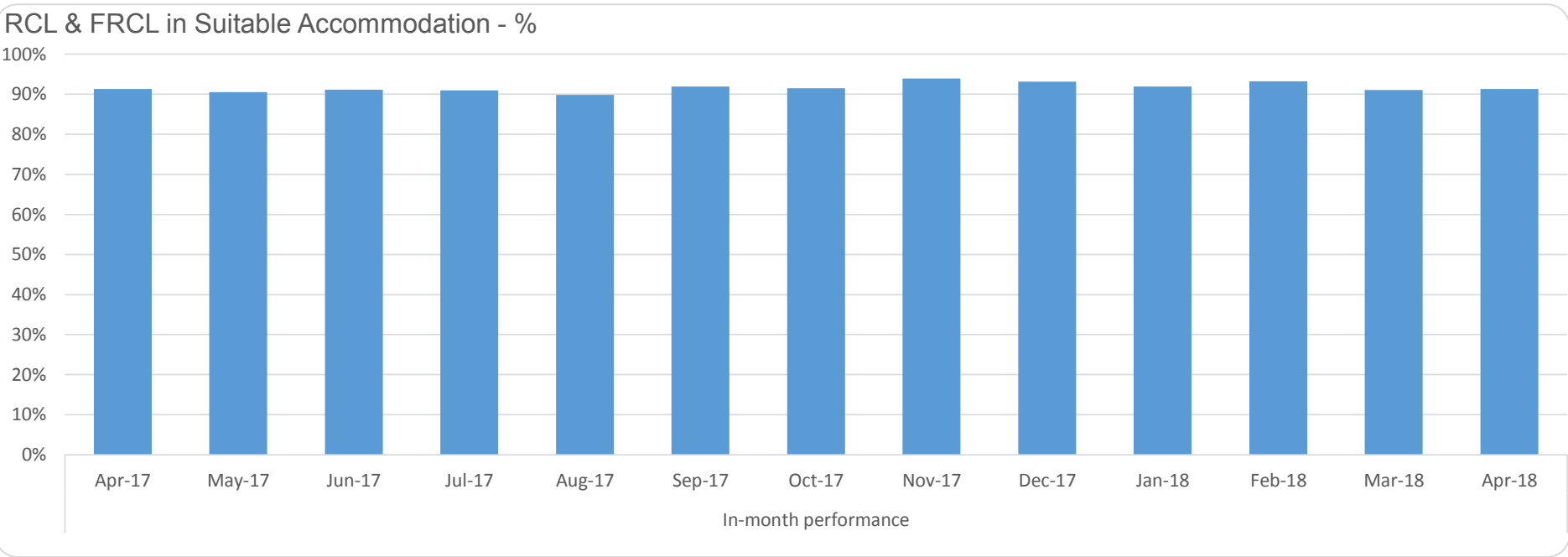
Definition

A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.

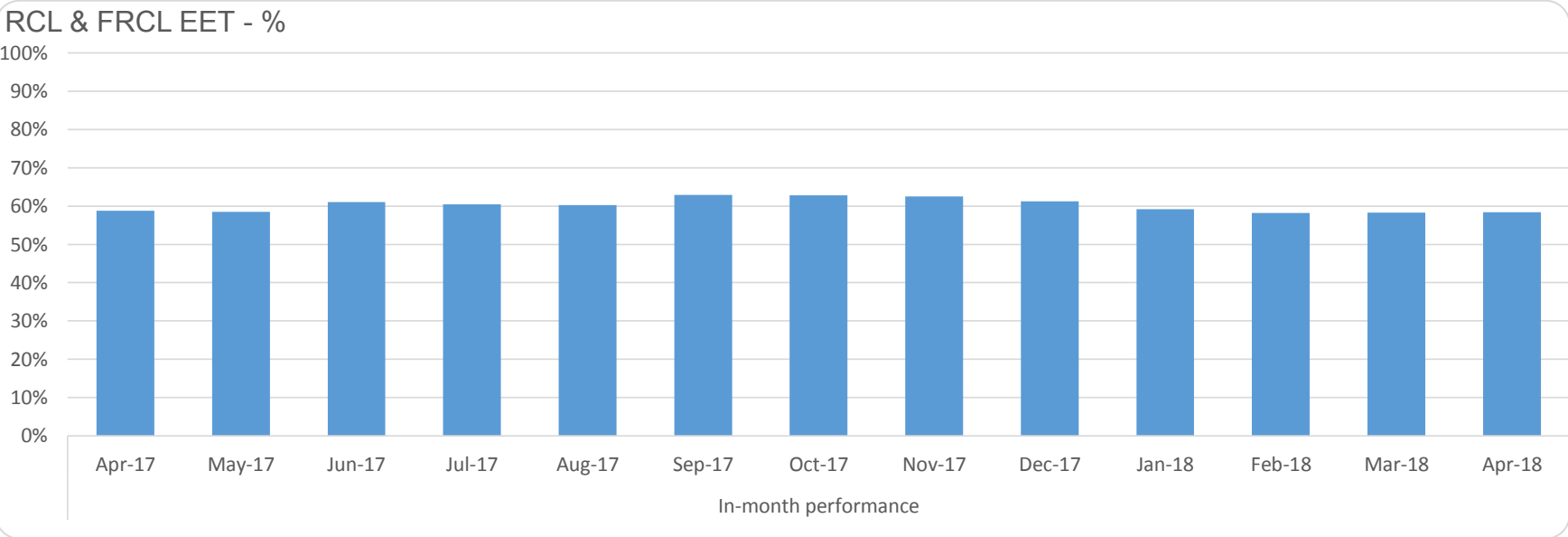
Performance analysis

Performance regarding our Care Leavers in Suitable Accommodation and in Education, Employment or Training continues to be good and above the national and statistical neighbour averages in both measures. Great Yarmouth (78.6%), South (63.2%) and Norwich (60.6%) have high percentages of their young people who are EET. West's performance has fallen from 51.4% on April 17 to 42.2% in April 18, whilst North has seen figures drop from 62.2% a year ago to 48% in April 18. In both localities there needs to be understanding as to why fewer care leavers are now in Education, Training or Employment and a plan to address this. The percentage of care leavers who we were in touch with over the previous 2 months has fallen on a county-wide basis from 75.6% in March to 73% in April. However it does have to be noted that there is a wide variance in performance across localities with Norwich (97.2%), Yarmouth (85.7%) and West (78%) performing well, whilst North have only seen 44% of care leavers. Given this and the low numbers of Care Leavers who are EET in North, the HoSW and TM need to consider and address any practice issues within their leaving care service.

		8.1	8.3	8.4
		Number of care leavers	RCL & FRCL in Suitable Accommodation - %	RCL & FRCL EET - %
Good perf. is:		High	High	High
In-month performance	Apr-17	473	91.3%	58.8%
	May-17	465	90.5%	58.5%
	Jun-17	462	91.1%	61.0%
	Jul-17	465	91.0%	60.4%
	Aug-17	395	89.9%	60.3%
	Sep-17	445	91.9%	62.9%
	Oct-17	436	91.5%	62.8%
	Nov-17	446	93.9%	62.6%
	Dec-17	451	93.1%	61.2%
	Jan-18	458	91.9%	59.2%
	Feb-18	459	93.2%	58.2%
	Mar-18	472	91.1%	58.3%
	Apr-18	473	91.3%	58.4%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	91.3%	87.0%	84.0%		
RCL & FRCL EET - %	58.4%	53.6%	50.0%		59.7%



Definition

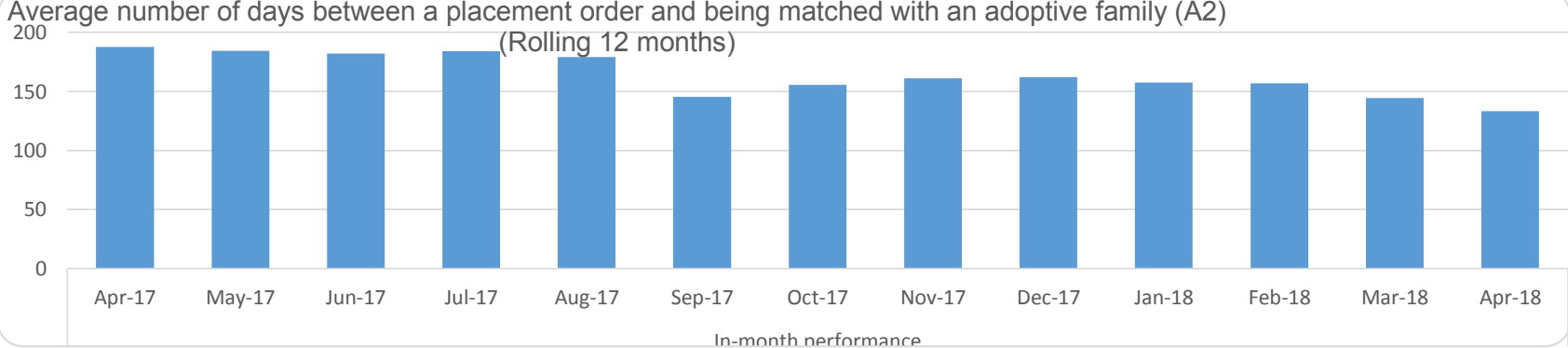
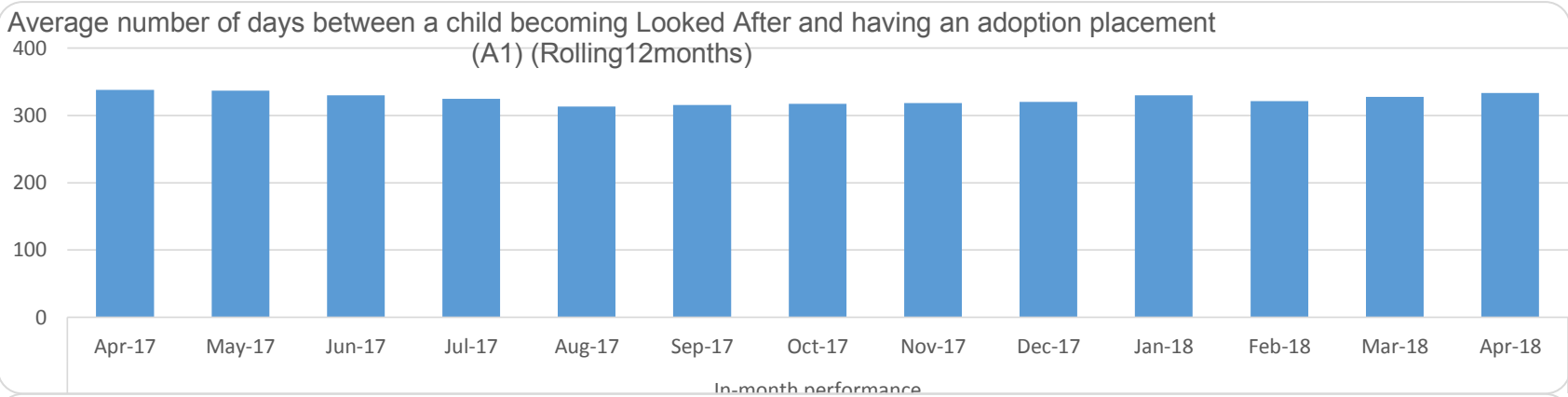
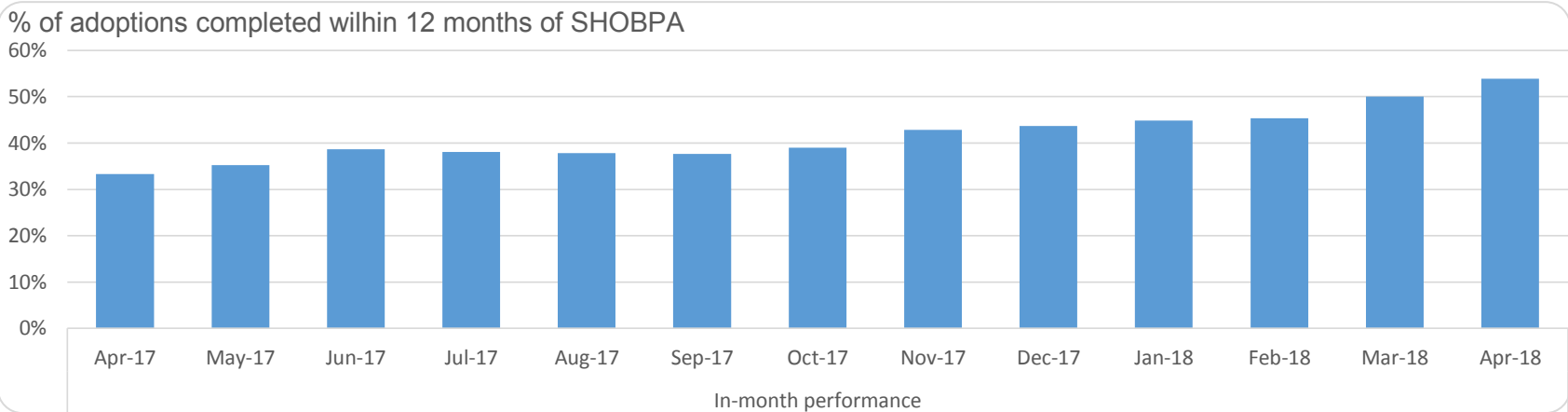
Following a child becoming a LAC, it may be deemed suitable for a child to be adopted, a legal process of becoming a non-biological parent. The date it is agreed that it is in the best interests of the child to be placed for adoption is known as their SHOBPA. Following this family finding is undertaken to find a suitable match based on the child's needs. Once placed for adoption the placement is monitored for a minimum of 10 weeks before the matter is placed before the Court for an adoption order to be made.

Performance analysis

The percentage of adoptions completed within 12 months of SHOBPA continues to improve, from 33% in April 17 to 54% in April 18. The average number of days between a child becoming LAC and having an adoption placement has remained steady and lower than the Eastern Region average over the past 12 months, and our performance regarding average number of days between placement order and being matched with an adoptive family has improved from 187 to 133 over the last year, significantly better than the Eastern Region average of 179 days. Both of these measures evidences how hard our services work to find forever families for our children who have a care plan of adoption in a timely way.

		10.1a	10.1b	10.2	10.3
		Number of adoptions completed within 12 months of SHOBPA	% of adoptions completed within 12 months of SHOBPA	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)
Good perf. is:		Info	High	Low	Low
In-month performance	Apr-17	28	33%	338	187
	May-17	31	35%	337	184
	Jun-17	34	39%	330	182
	Jul-17	32	38%	325	184
	Aug-17	31	38%	313	179
	Sep-17	29	38%	315	145
	Oct-17	32	39%	317	156
	Nov-17	36	43%	318	161
	Dec-17	38	44%	320	162
	Jan-18	39	45%	330	158
	Feb-18	39	45%	321	157
	Mar-18	36	50%	328	144
	Apr-18	35	54%	333	133

Benchmarking	Eastern region
Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	386
Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	179



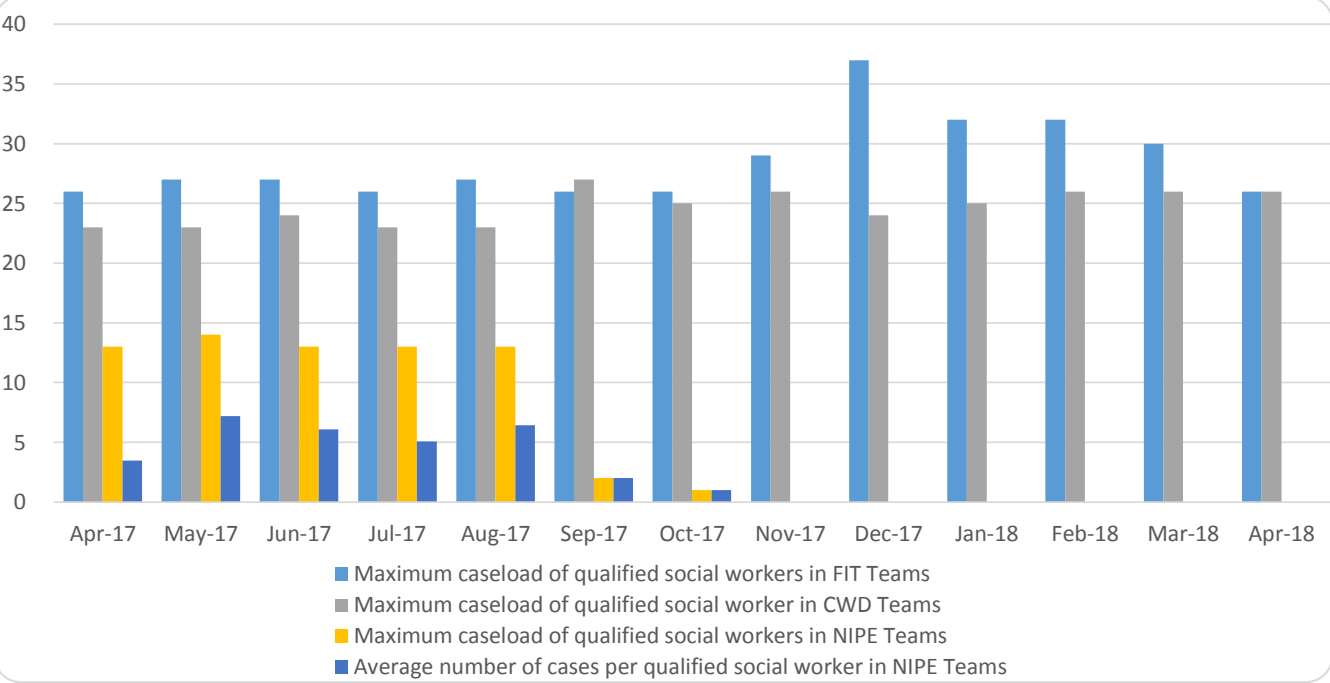
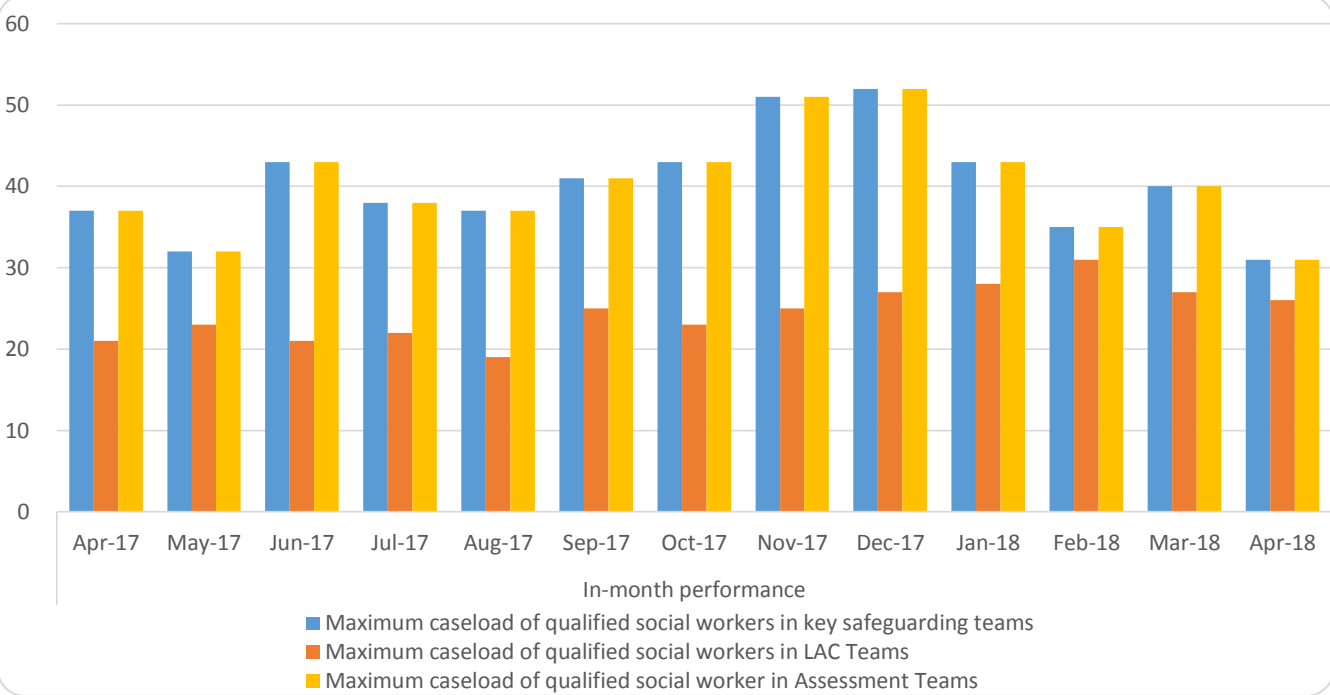
Definition

Caseloads refer to the number of children allocated to individual workers.

Performance analysis

The maximum caseloads seen in Assessment Teams continues to fall. Recent analysis of caseloads showed that in September 17, 32 social workers across the county had a caseload of 25 or more children. As at 24/04/18 this had fallen to 16 social workers across the county having caseloads of 25 or more children. Only 2 of those 16 social workers were not in Assessment teams. In the same period of time, average caseloads in all the Assessment Teams had fallen, except in Assessment 1 North which had remained at circa 16. In order to monitor caseloads across all localities and team types a monthly analysis report will be implemented. The data regarding children experiencing changes of social worker outside of transfer to a new team shows a huge rise (from 4.3% to 11%). As the figures show rises across all the localities, including those who have historically had very low change of worker rates, this data is being tested to ascertain whether it is correct.

		11.1	11.2	11.3	11.4	11.5	11.6	11.6a
		Maximum caseload of qualified social workers in key safeguarding teams	Maximum caseload of qualified social workers in LAC Teams	Maximum caseload of qualified social worker in Assessment Teams	Maximum caseload of qualified social workers in FIT Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of qualified social workers in NIPE Teams	Average number of cases per qualified social worker in NIPE Teams
Good perf. is:		Low	Low	Low	Low	Low	Low	Low
In-month performance	Apr-17	37	21	37	26	23	13	3
	May-17	32	23	32	27	23	14	7
	Jun-17	43	21	43	27	24	13	6
	Jul-17	38	22	38	26	23	13	5
	Aug-17	37	19	37	27	23	13	6
	Sep-17	41	25	41	26	27	2	2
	Oct-17	43	23	43	26	25	1	1
	Nov-17	51	25	51	29	26	-	-
	Dec-17	52	27	52	37	24	-	-
	Jan-18	43	28	43	32	25	-	-
	Feb-18	35	31	35	32	26	-	-
	Mar-18	40	27	40	30	26	-	-
	Apr-18	31	26	31	26	26	-	-



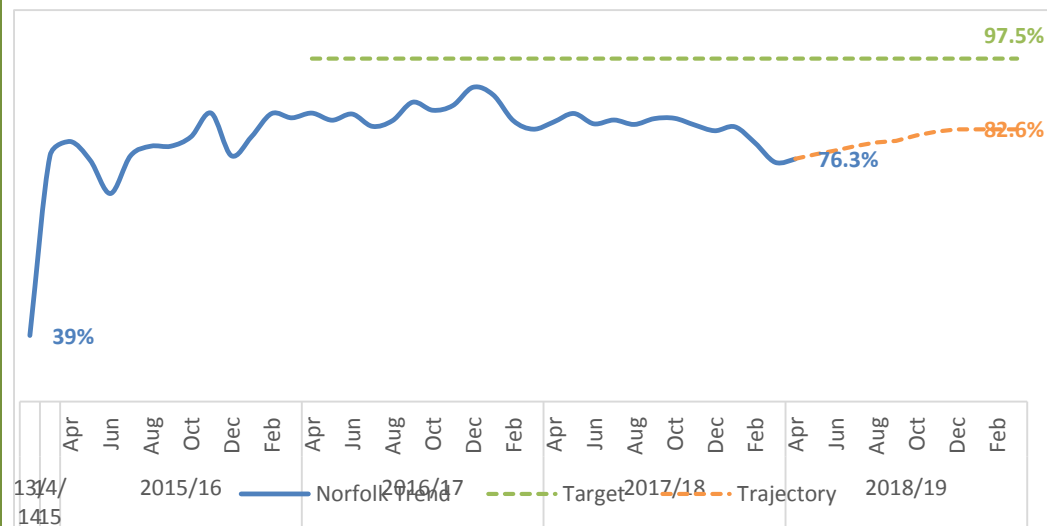
Eligible Care Leavers with up to date Pathway Plan

Why is this important?

A high-quality plan reviewed at regular intervals is key to helping young people in our care prepare for the transition to adulthood.

Performance

Percentage of Eligible Care Leavers with up-to-date Pathway Plan:



What is the background to current performance?

- Completion rates and quality of care Pathway Plans have been the subject of concern from both Members and Ofsted.
- Completion rates have consistently fallen from c.85% to around 76% over the past 12 months and quality remains inconsistent.
- Pathway Plans are now the subject of regular audit by the QA service to support and drive forward improvement in quality.

Action required

- Continue to focus on both completion and quality of Pathway Plans through individual supervision, Locality performance meetings and the Performance & Challenge Surgeries.
- Performance and Challenge framework has been reviewed and introduces weekly team performance meetings. Giving a granular level of scrutiny of areas such as pathway planning.
- New LCS dashboard reporting will support scrutiny of this activity.

What will success look like?

- All eligible care leavers will have a pathway plan that has been reviewed and updated at least every six months.

Responsible Officers

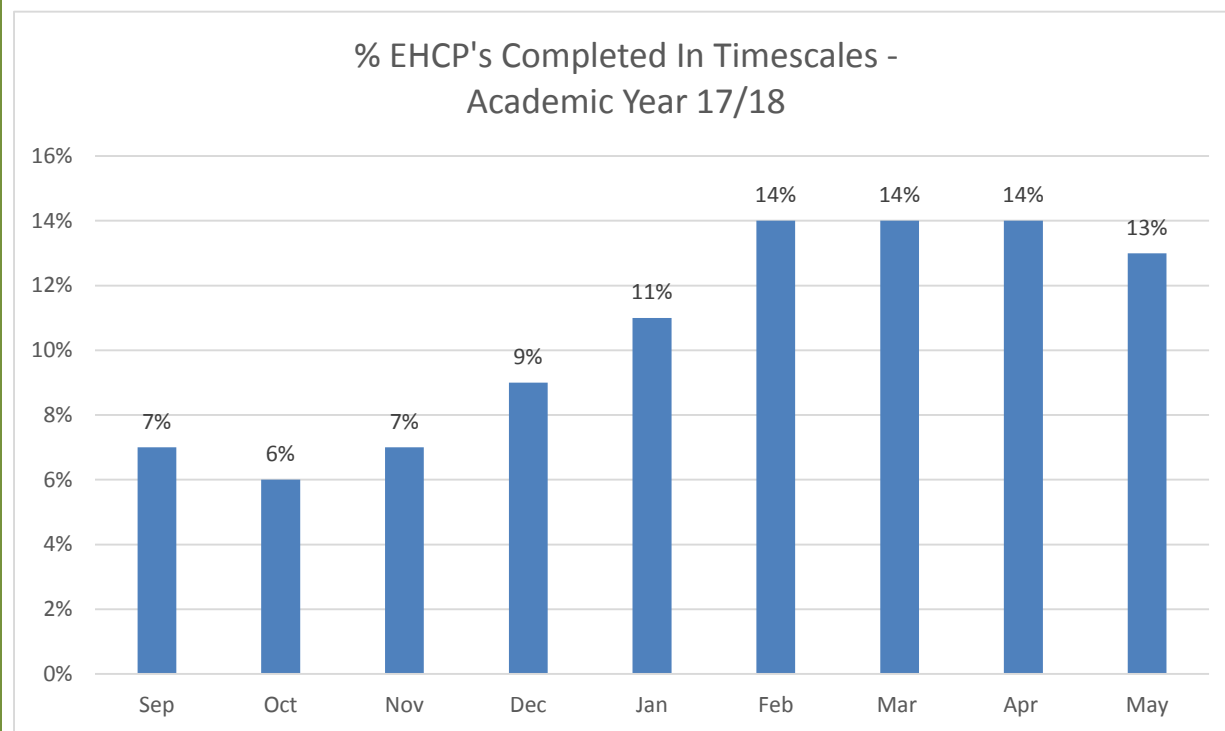
Lead: Phil Watson Data: Andy Goff

% of Education Health Care Plans completed within the required timescale

Why is this important?

Completion/conversion of the EHCP within required timescales in order to establish and secure best possible outcomes across education, health and social care. DfE requested all Statements of SEN to transfer to EHCP by 31st March 2018 for all LA's, Norfolk had 68 cases remaining of a total caseload of approximately 4500; i.e. LA's had 3.5 years to convert all cases and Norfolk started that time period with in excess of 4500 and converted 99%+ within timescale.

Performance



What is the background to current performance?

- Although improved from performance in 2016 (5.8%), the %EHCPs completed within the 20 week timescale still lags significantly behind the national average.
- The number of EHCP plans issued has increased from 501 in 2016 to 726 in 2017 (calendar year)
- Referral rates have increased to over 1000 per year (previous years average referrals were 650)
- DfE targets for all LA's is 90% and the national average had been 55%. These are the interim (55%) and stretch (90%) targets for Norfolk, therefore.
- Last full quarter performance was 14% for Norfolk with 3 quarters remaining to increase performance to 55%.

What will success look like?

- The percentage of EHCP completion/conversion continues to increase month by month so that by December 2018 55% are completed within the required timescale, average performance for the calendar year. With a 90% target starting January 2019.

Action required

- Additional staffing capacity currently in place
- Ongoing changes to process to ensure reduced duplication and increased efficiency
- Professional reports provided to LA on time

Responsible Officers

Lead: Michael Bateman, Head of Education High Needs SEND Service Data: Jackie Goodson, Synergy
Systems Officer, Education Achievement

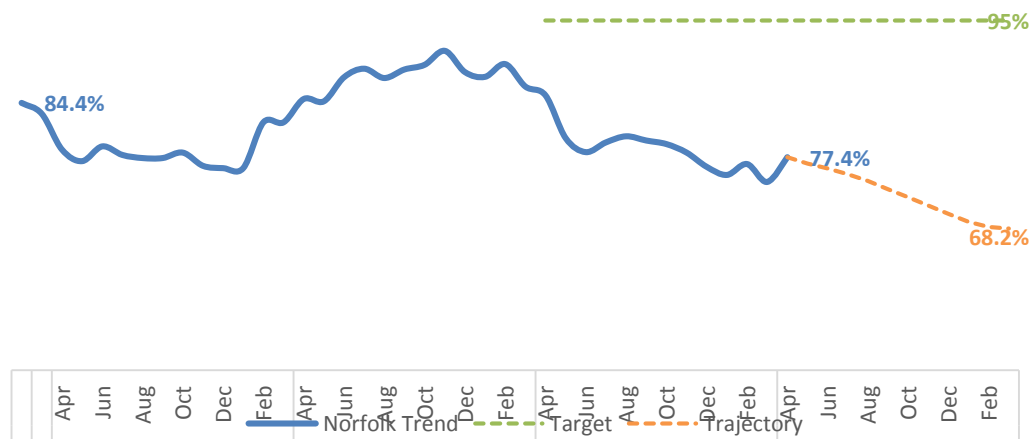
Children who have been looked-after for 12 or more months with up to date Health Assessment (HA)

Why is this important?

Looked-After Children are among the most vulnerable in our society, a great many of whom have experienced neglect or abuse. Regular Health Assessments ensure that any emerging health issues are identified and appropriately managed.

Performance

Percentage of LAC for 12+ months with up-to-date Health Assessment:



What is the background to current performance?

- Capacity issues for health partners, combined with increases in LAC starters requiring initial health assessments has seen performance in this area decline between April & December 2017; however, activity since the start of 2018 has seen performance improve slightly in the last 2 months. It is still too early to say whether this improvement can be sustained over a longer period.

Action required

- QA LAC Health Hub to work with health partners to highlight those children & young people due / overdue a health assessment.
- Continue to focus on HAs as a specific KPI
- Weekly reporting on initial health assessments to ensure scrutiny of data at all levels within the department. Overall scrutiny of initial health assessments is more evident and proactive and is proving to be effective.
- Assistant Director for Performance, Planning and Quality Assurance has agreed this as a priority area for the Children's Integrated Commissioning Group to focus on.

What will success look like?

- Almost all children who have been looked-after for 12 months or more will have had their health assessment in timescale, in line with the top performing 25% of local authorities in England.
- The target is for 97.5% of children who have been looked-after for 12 or more months to have had a timely Health Assessment by the end of March 2017.

Responsible Officers

Lead: Phil Watson Data: Andy Goff

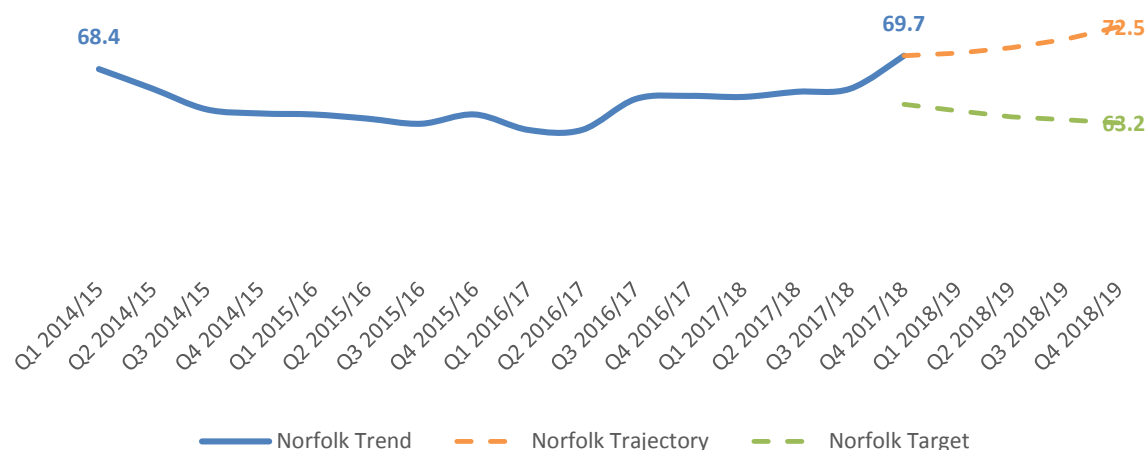
Rate of Looked-After Children per 10,000 of the overall 0-17 population

Why is this important?

Norfolk has many more LAC than its statistical neighbours and we have implemented a strategy to reduce the levels of LAC. LAC rate per 10k is a key indicator in assessing the success of that investment. The LAC rate also provides an indication of the success of the wider children's system.

Performance

Rate of Looked-After Children per 10,000 of the overall 0-17 population



What is the background to current performance?

- Historically Norfolk has had a high rate of LAC, and while numbers reduced between 2014 & 2016, increases have been seen over the past two years, to their current peak in March. This should be viewed in the context of increases in LAC numbers across England leading to record numbers of LAC nationally.
- While LAC numbers increased rapidly between December 2017 & February 2018, the numbers have since stabilised.
- Understanding and addressing our Looked After Children numbers remains a priority and a key element of our Transformation programme.

Action required

- Continue to strengthen Norfolk's Early Help offer to ensure families receive help as soon as it is required, working to enhance their strengths & overcome issues so they can remain together.
- Where appropriate and desired, work with current LAC and their families to enable them to have the skills & understanding to live together again.
- Where appropriate and in the best interests of the child, promote adoption and special guardianship as a means of securing permanence for children.

What will success look like?

- The rate of Looked-After Children per 10k 0-17s is in line with rates in other similar local authorities within England (around 53 as at March 2015 and recent trends have shown that LAC rates among similar authorities are rising, from around 48 in 2013).

	<ul style="list-style-type: none">• Access to Care panel has been reviewed. A 50 case audit was undertaken and the findings positively reflect that the decisions made are right for those children.• Innovative ways of working to reduce the number of children coming into care are always being explored. New ways of working include introduction to rapid response team, family finding training for staff at different levels. Plans to change the front door model, which will release capacity in the system.• Being more robust and tenacious considering permanency options outside of being LAC.
Responsible Officers	Lead: Phil Watson Data: Andy Goff

Children's Services Committee

Item No.....

Report title:	Revenue Budget Monitoring Month 2
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact The report sets out the Month 2 financial forecast for Children's Services and the programme of transformation and improvement that is continuing.	

Executive summary

This report sets out:

- the financial resources to deliver the Safer Children and Resilient Families Strategy of Norfolk Futures.
- forecast revenue expenditure for 2018/19

Recommendations: That the Committee considers and approves

- (i) the service transformation and improvement achieved
- (ii) the forecast outturn of £3.375m for General Fund Children's Services
- (iii) the forecast use of Children's Services General Fund reserves and provisions
- (iv) the forecast outturn of £3.142m for Dedicated Schools Grant Children's Services
- (v) the management action being undertaken to bring expenditure within budget in 2018/19

1. Service Summary

- 1.1 With a net budget of just over £185m Children's Services provides or oversees a wide range of services to almost 170,000 children of Norfolk. Children's Services has a statutory duty to safeguard and promote the welfare of all these children and young people. Children's Services is committed to engaging all children and young people in the process of improving services to transform lives.
- 1.2 Nationally there are considerable pressures in Children's Services. The Association of Directors of Children's Services reports that between 2010 and 2016:
 - Children assessed as being in need have increased 5%
 - Children in Care have increased by 10%
 - Children subject to a child protection plan have increased by 92%
 - 1 in 10 Children in England has a diagnosable Mental Health Condition.
- 1.3 Children's Services intention is to shift resources downstream over time through effective prevention work and supporting resilience at all levels of need. This must be achieved against a background of rising demand and the tight funding position.

- 1.4 The Children's Services budget is only part of the financial resources invested in Norfolk children. The Directorate works with partners to deliver an integrated approach. Other major sources include:
- Public Health funding
 - The five Clinical Commissioning Groups covering Norfolk commission to meet children's physical and mental health needs
 - Special Educational Needs are funded by the High Needs Block of Dedicated Schools Grant
- The Directorate looks to maximise its service delivery across the different funding sources.
- 1.5 Children's Services vision for children and young people is that they will be safe and live with resourceful and resilient families. Helping at an early stage is a key component of delivering the vision, and reducing the demand on social work teams and the number of looked after children. This is achieved by supporting families with a range of early help and preventative services together with a wide range of partners across Norfolk. Preventative work by an integrated Early Help system that works with right families at the time in the right place will prevent higher costs across Children's Services.
- 1.6 The Directorate's budget for Social Care is £86m. Crucial to delivering a safe, sustainable and effective service is a permanent and high achieving workforce with appropriate caseloads. Developing the Directorate's workforce is important and plans for a Social Work Academy will help attract and retain Social Workers. The Norfolk Institute for Practice Excellence is attracting newly qualified social workers to work with the Council. A wide range of initiatives, including a new social work practice model, will avoid over-reliance on agency social workers. Demand is being managed better by continuously improving our front door arrangements. A review of the Multi-Agency Safeguarding Hub arrangements is underway towards a new way of working.
- 1.7 A significant element of the Social Care budget is used to place Looked After Children. The Directorate's Transformation Plan aims to reduce numbers of looked after children. Children's Services will improve the offer and support to families to enable more children to remain at home where it is safe and sustainable to do so. Placement choice will be improved for looked after children. This will be done by increasing the number, support and skills of our foster carers. Reliance on expensive agency foster carers and residential care will be reduced. This will be achieved against a national background of the highest number of looked after children since the implementation of the 1989 Children's Act.
- 1.8 The Directorate has set clear trajectories to March 2022 for reducing looked after children numbers and improving the mix of service provision. At the end of 2017-18 there was an increase above the trajectory. The Directorate expects to be delivering the planned trajectory by the end of this financial year.
- 1.9 The Education Service with a budget of £39m works to ensure every child has access to high quality education and training. This is a separate County budget of £595m of Dedicated Schools Grant that is passed through to schools or spent on Early Years and central school services provision. The Service works is responsible for many statutory functions. It also works with schools and partners to deliver a wider range of services. The budget also meets the cost of Home to School Transport.

- 1.10 Nationally the number of children with either statements of special educational needs or the new Education, Health and Care plans has increased every year since 2010. In January 2018 the annual rate of increase was 11%. Locally increased numbers of plans create considerable assessment pressures in the service. The County's special schools are full, leading to more Tribunal decisions to place children in independent provision. There is a statutory obligation to provide home to school transport for any child with an Education, Health and Care Plan.
- 1.11 The Service monitors school performance. Important work is continuing to help schools reduce the number of exclusions. The Service also has responsibility for planning school provision to meet the needs of Norfolk's rapidly growing population.
- 1.12 Performance and Challenge with a budget of £9m delivers performance information and management systems. Its work enables the Directorate to deliver all its duties and services. The new LiquidLogic system is fundamental to delivering the Directorate's Strategy. To achieve planned savings and better services commissioning is being improved.

2. Forecast Revenue Outturn General Fund Children's Services

- 2.1 An overspend of £3.375m is currently forecast for General Fund Children's Services. Management action to address these pressures is set out below. It is expected that the Directorate can deliver on budget in 2018-19.
- 2.2 The budget provides over £64m to meet the cost of placements for Looked After Children. This is currently forecasting on budget.
- 2.3 The Directorate is focused on trying to move more children from residential care into fostering. It also aims that more children will be able to return home from their fostering placements. The Directorate expects to meet the planned trajectory for these changes. The trajectory was set out in Norfolk Futures. Delivering the trajectory is enabling Children's Services to remain within the placements budget.
- 2.4 The position is being carefully monitored. The finance support to placement panels has been improved. Performance information in this area has been improved by the implementation of LiquidLogic. This is a spending area where pressures can suddenly arise.
- 2.5 An increase in placements toward the end of 2017-18 is being successfully managed down by several approaches:
- A recruitment drive and marketing for in-house fostering
 - Developing supported semi-independent accommodation
 - Further improving how the Multi Agency Service Hub and the front door to Children's Services operate
 - Redesigning social work teams to help with administration and make the best use of professional resources
 - Continuing emphasis on early help and preventative services
 - Expansion of the boarding school placement model in appropriate cases

The budget for leaving care client costs is £5.443m and is currently forecasting a £0.644m overspend. This reflects increasing numbers of care leavers.

There is a £273k overspend forecast on the £379k income budget for the Stay Put project.

- 2.6 The budget provides £3.310m for legal costs. There is currently a forecast pressure of £0.600m due to the high level of tribunal cases and other proceedings. It is expected the pressure can be reduced by increased focus on managing this spending area. This will include ensuring legal resource is not used for elements of case preparation that can be carried out more efficiently by other teams. There is an increased level of proceedings being experienced by most Children's Services Authorities.
- 2.7 A single case of support for a child with disabilities requiring extensive nursing support has led to a forecast £312k pressure on the £576k budget for children with extreme nursing needs.
- 2.8 The staffing budget for operational teams is £20.457m. There is currently a forecast pressure of £0.768m. It is expected this can be managed down by further staffing reviews and vacancy management.
- 2.9 Due to losses of government funding, there is a forecast pressure in the £2.248m Troubled Families income budget of £328k.
- 2.10 The budget for Home to School Transport is £29.082m. This is currently showing a forecast pressure of £450k due to increased special school placements.

Forecast Revenue Outturn General Fund Children's Services			
	Expenditure	Budget £m	Variance over (+)/under (1) £m
1	Leaving care client costs	5.443	0.644
2	Staying put grant losses	-0.379	0.273
3	Legal costs	3.310	0.600
4	Child with disabilities with extreme nursing needs	0.576	0.312
5	Staffing costs	20.457	0.768
6	Troubled Families Grant Loss	-2.248	0.328
7	Home to School Transport	29.082	0.450
8	Other budgets	129.067	0.000
9	Total	185.948	3.375

3. Forecast Reserves and Provisions General Fund Children's Services

- 3.1 Projected changes to Children's Services general fund reserves and provisions are set out in the table below.
- 3.2 £1.163m of grants and contributions have been used. In the majority this is to fund Children's Centres.

Forecast Reserves and Provisions General Fund Children's Services				
	Reserve or provision	Balance April 2018 £m	Use	Forecast Balance March 2019 £m
1	Transport days equalisation	0.494	0.081	0.413

2	Holiday pay provision	0.015	0.000	0.015
3	Norwich Private Finance Initiative sinking fund	0.000	0.000	0.000
4	Repairs and renewals fund	0.147	0.000	0.147
5	Information Technology earmarked reserve	0.030	0.000	0.030
6	Post-OFSTED improvement fund	0.004	0.004	0.000
7	Grants and contributions	3.063	1.163	1.900
8	Totals	3.752	1.248	2.504

4. Forecast Revenue Outturn Dedicated Schools Grant Children's Services

- 4.1 An overspend of £3.142m is currently forecast for Dedicated Schools Grant Children's Services. The Dedicated Schools Grant is ring-fenced and is split into ringfenced blocks, the schools block, the central schools block, the high needs block and the early years block. The pressure is within the high needs block. It is proposed to discuss further with partners overall funding of Special Educational Needs and Disability provision. Much of the high needs expenditure is paid to schools.
- 4.2 Management action to address these pressures is set out below. It is expected that the directorate can deliver on budget in 2018-19.
- 4.3 The budget for top-ups for children with Education, Health and Care plans in post-16 further education is £2.800m. There is currently a forecast pressure of £0.553m.
- 4.4 The budget for non-maintained special school placements is £21.042m. There is currently a forecast pressure of £1.847m. This reflects increasing numbers of placements awarded by tribunals. Concerted management action seeks to avoid additional placements and stay within budget.
- 4.5 The budget for alternative education contracts is £4.786m. There is currently a forecast pressure of £0.520m. This reflects increasing take up of alternative education. Concerted management action seeks to avoid additional expenditure and stay within budget.
- 4.6 The budget for high needs funding paid to maintained schools is £28.440m. There is currently a forecast pressure of £0.222m. This reflects increasing numbers of pupils with Education Health and Care Plans. Many local authorities are experiencing increased numbers of these pupils. Concerted management action in liaison with schools seeks to avoid additional expenditure and stay within budget.

Forecast Revenue Outturn Dedicated Schools Grant High Needs Block - Children's Services			
	Expenditure	Budget £m	Variance over (+)/under (1) £m
1	Post-16 further education high needs top-up	2.800	0.553

	funding		
2	Non-maintained special school placements	21.042	1.847
3	Alternative education contracts	4.786	0.520
4	Maintained special school places	28.440	0.222
5	Other budgets	23.874	0.000
6	Total budgets	80.942	3.142

5. Schools balances

- 5.1 There is a projected decrease in school balances as a result of schools converting to academies and the use of school balances to fund expenditure within the financial year. Cluster balances are planned to decrease as the Local Authority moves away from funding Special Educational Needs through the cluster model.

Projected School Balances as at March 2019					
	Title/description	April 2018 £m	March 2019 £m	Variance £m	Schools becoming Academies £m
1	Nursery schools	0.007	0.030	+0.023	0.000
2	Primary schools	11.765	8.555	-3.210	-0.324
3	Secondary schools	0.562	0.284	-0.278	-0.098
4	Special schools	1.402	1.316	-0.086	0.000
5	School Clusters	1.230	0.688	-0.542	0.000
6	Totals	14.966	10.873	-4.093	-0.422

There are no changes to projected schools' reserves and provisions as set out in the table below.

Schools Reserves and Provisions			
	Reserve or provision	Balance April 2018 £m	Forecast Balance March 2019 £m
1	Non-teaching activities	0.729	0.729
2	Building maintenance partnership pool	2.582	2.582
3	Sickness insurance scheme	0.000	0.000
4	Playing surface sinking fund	0.051	0.051
5	Non-partnership maintenance fund	0.780	0.780
6	Totals	4.143	4.143

6. Capital Programme

- 6.1 There are no amendments or reprofiling to the approved capital programme for Children's Services. The programme and its financing is set out below.

Children's Services Capital Programme			
		2018-19 £m	2019-21 £m
1	Approved Budget	87.764	45.424
	Financed by		
2	Prudential Borrowing	10.440	
3	Revenue and Reserves	0.000	
4	Grants and Contributions	0.000	
5	Department for Education	57.814	45.424
6	Developer Contributions	18.321	
7	Other	1.189	
8	Total Financing	87.764	45.424

7. Risks

- 7.1 The financial forecast is a middle case forecast. There are however risks that will need to be carefully monitored and managed as the financial year progresses.
- Ensuring the delivery of planned transformation projects
 - The planned rapid pace of improvement in practice and delivery
 - The risk of increasing numbers of looked after children and the availability of the most suitable provision for each child
 - The risk of increasing numbers of children requiring high needs funding
 - An increased level of unavoidable legal proceedings and tribunals
 - Management actions being taken expeditiously to achieve the planned effect within the financial year
 - Continued effective working with partners to achieve coordinated and cost-effective services
 - Continuing improvement and development of the front door to serves and the Multi-Agency Service Hub
 - Attracting and retaining suitably qualified teams to deliver a wide range of services

Officer Contact

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Children's Services Committee

Item No.

Report title:	Risk Management
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough, Executive Director of Children's Services
Strategic impact One of the Children's Services Committee's roles is to consider the management of Children's Services risks. Assurance on the effectiveness of risk management and the Children's departmental risk register helps the Committee undertake some of its key responsibilities. Risk Management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with the full Children's departmental risk register, as at July 2018, following the latest review conducted in June 2018. This report presents risks by exception (risks with a current score of 12 or above and a prospects score of Red or Amber). The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- a) **The risks reported by exception from the Children's Services departmental risk register (Appendix A);**
- b) **The reconciliation report (Appendix B);**
- c) **whether the recommended mitigating actions identified in Appendix A for the risks presented are appropriate, or whether risk management improvement actions are required (as per Appendix C);**
- d) **The background information on risk management (Appendix D).**

1. Proposal

- 1.1 The Children's Services Leadership Team (CSLT) continues to be engaged in the preparation of the Children's Services departmental level risk register.
- 1.2 The recommendations for Members to consider are set out above.

2. Evidence

- 2.1. The Children's Services Committee risk data detailed in this report reflects those key business risks that are managed by the Children's Services Leadership Team, and Senior Management Teams of the services that report to the Committee including Early Help, Social Work, Education, and Performance and Challenge. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Children's Services risk register is regularly

reviewed and updated in accordance with the Council's Risk Management Policy and Procedures.

- 2.2. A note of the criteria used to determine which risks sit at which level can be located at Appendix D of this report.

A reconciliation of risk changes to all Children's Services corporate and departmental level risks since the May 2018 Children's Services Committee can be located in **Appendix B**.

- 2.3. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix C**.

3. Financial Implications

- 3.1. The financial implications for the risks identified in this risk report relate to SEND transport spend and increasing demand for EHCP's, the increase in children becoming looked after and the cost of agency social workers versus the cost of a permanent children's social work workforce.

4. Issues, risks and innovation

- 4.1. Whilst there are no additional risks or issues arising from the areas already highlighted, there are a number of activities underway to address the financial implications associated with the identified risks.

5. Background

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix D**.

Officer Contact

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Risk Number	RM14284					Date of update		06 June 2018		
Risk Name	The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates									
Risk Owner	Chris Snudden					Date entered on risk register		04 November 2015		
Risk Description										
There is an increasing demand on services as our numbers of SEND are rising, this coupled with ensuring there is appropriate sufficient placement choice is having an impact on cost. Rising transport costs, the nature of the demand-led service (particularly for students with special needs) and the inability to reduce the need for transport or the distance travelled will result in a continued overspend on the home to school transport budgets and an inability to reduce costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	3	12	2	2	4	Mar-19	Amber
Tasks to mitigate the risk										
Continue to enforce education transport policy, and work with commissioners re school placements. Continually review the transport networks, to look for integration and efficiency opportunities. Work with Norse to reduce transport costs and ensure the fleet is used efficiently and effectively. Look for further, more innovative, ways to plan, procure and integrate transport.										
Overall risk treatment: reduce. Updates will be included in committee reports.										
Progress update										
The year-end figure for FY2017/18 confirmed ongoing underspends for mainstream and post 16 transport and ongoing overspend for SEN transport; we anticipate a similar pattern of spend against budget for the FY2018/19 with potential pressure of approx. £900k. Currently, the strategy to address this overspend pressure remains the same, i.e : Norfolk County Council have now progressed to the next stage of the Hackney Community Transport independent travel training initiative; following on from the formal contract sign-up the provider has now recruited a local manager and implementation is now underway with key NCC services and partners (Headteachers of Special Schools and parent/carers organisation) to increase independence travel training on a payment by results basis. The plan over the next 5 years, is for a cohort of 100 pupils per year to be targeted for this intensive work via Hackney Community Transport (HCT). Ongoing efficiencies will continue to be secured though the cycle of route reviews and re-procurement. New special school places are now coming on stream (3 schools being completed in the current academic year) and we continue to target placements that will reduce travel time and travel costs in addition to meeting pupil needs. The outcome of the consultants, Red Quadrant, review of SEN transport will be reported to CLT in May 2018 and action plans will be adjusted based on those agreed recommendations. • Red Quadrant consultants were commissioned to review all elements of SEN transport and their findings and recommendations were reported to P&R Committee on 4 June 2018. P&R Committee have determined that these recommendations, that highlight potential savings in excess of £1.5million, should now be debated in full via CS Committee.										

Risk Number	RM13906				Date of update			06 June 2018		
Risk Name	Looked After Children overspends									
Risk Owner	Sara Tough				Date entered on risk register			18 May 2011		
Risk Description										
That the Looked After Children's budget could result in significant overspends that will need to be funded from elsewhere within Children's Services or other parts of Norfolk County Council										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	2	3	6	Dec-18	Amber
Tasks to mitigate the risk										
A review of Locality Panels currently underway. A review of the New Directions Service is complete and an action plan being developed. A centralised, coordinated approach to commissioning is being established. A work stream of the transformation programme is dedicated to LAC analysis, spend and prediction of future spend and need. Weekly update report to DCS.										
Progress update										
Current activity taking place analyse current cohort of Looked After Children against cost to better understand cost per head for each Looked After Child. Work is currently underway to implement Norfolk Futures programme with the aim of ensuring the right children receive the right services at the right time for the right cost. The Head of Service for commissioning is now in post.										

Appendix B – Risk Reconciliation Report

Significant changes* to the Children's Services departmental risk register since it was last presented in May 2018 as part of the Risk Management report.

Since the last reporting of risks to the Children's Services Committee in May 2018, there has been a change to four corporate or departmental level risks, including one change to a risk score.. Significant updates are as follows;

- RM14284 - The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates
- Red Quadrant consultants were commissioned to review all elements of SEN transport and their findings and recommendations were reported to P&R Committee on 4 June 2018. P&R Committee have determined that these recommendations, that highlight potential savings in excess of £1.5million, should now be debated in full via this Committee (included in the Education section of the Performance Report)

RM14157 - Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.

- Many of the expected improvements following significant investment into new recording system to be used by Children's Services, Finance and Adults have been achieved since 'go live'. It is still predicted that the functionality of this system will have a positive impact on the services previous reliance on the Intelligence + Analytics (I+A) service for regular reporting in as much as managers will be able to self -serve with reports. Unfortunately, albeit in the short term, this risk has heightened, as I+A have not been able to produce the required reports as initially agreed and estimate that it will be at least 6 months before they enter a business as usual period. Whilst the 2 departments are working closely together to identify priorities and contingencies, there remains considerable pressure on the business in relation to performance information being readily and easily available.
- The proposed support service made up of officers from across the 3 services using Liquid Logic including I+A will mean that IT, reporting, system training, system change and customer support will be integrated with service experts. The consultation for this is currently underway and it is expected that the model will be fully operational from September 2018.
- Functionality of the system will bring about efficiencies in worker time thus impacting on overall performance, this includes the ability for mobile working.
- Functionality of system is workflow led thus impacting positively on quality of data being produced.

RM14148 - Overreliance on agency social workers

- NIPE cohorts continue to impact positively on increasing workforce numbers.
- Initial cohorts have already seen some promotions to senior roles.
- Enhanced recruitment package to attract permanent social workers to Norfolk.
- Regular meetings with HR to better understand social work vacancy rates, reasons and long term absence. To be included in weekly report to DCS.

RM13906 - Looked After Children overspends

- Responsibilities for budgets moved to localities thus enabling Heads of Locality to have responsibility for and accountability of their local spend.
- Review of Locality Panels to better understand what has led to accommodation being requested at a point in time. This is now complete and is being used to inform future and more timely arrangements to a) request additional support to children where required and b) to robustly monitor the child's journey through care and wherever possible through to reunification or permanence.
- Development of intervention service to support families in crisis where only other alternative would be coming in to care for just a few days.
- Analysis of LAC cohort and their social care history.

New risks

Whilst no new risks have been identified, the lack of regular and routine report availability for front line operational managers is a new element of risk RM14157 - Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.

Changes to risk scores

An increased risk score has been identified for risk RM14157 - Lack of Corporate capacity and capability reduces the ability of Children's Services to improve in relation to the availability of performance reports. The likelihood score has been increased from 2 to 3, with the prospects score moving from Green to Amber.

* A significant change can be defined as any of the following;

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description or mitigations (where significantly altered).

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for risk management improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee for action.

A **corporate risk** is one that requires:

- strong management at a corporate level, thus the County Leadership Team should direct any action to be taken.
- input from more than one Executive Director for mitigating any cross departmental tasks. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key corporate objectives and/or suffer a significant financial loss or reputational damage.

A **departmental risk** is one that requires:

- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- input from the departmental management team. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

A **Service Risk** is one that requires:

- strong management at a service level, thus the Head of the Service should direct any action to be taken.
- input from the Head of Service for mitigating tasks. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

The prospects of meeting target scores by the target dates reflect how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.

Children's Services Committee

Report title:	Norfolk Youth Justice Plan 2018-21
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact Norfolk Council is the lead authority in the statutory multi-agency partnership that comprises Norfolk Youth Offending Team. An annual Youth Justice Plan is required to be produced and submitted to the Youth Justice Board, part of the Ministry of Justice. Since the formation of Youth Offending Teams nationally in January 2000 it has been the practice in Norfolk for the youth justice plan to be presented to Norfolk County Council, through its committee structure (or equivalent) for comment. This process has also served the additional purpose of providing an annual update to Members on the work of Norfolk Youth Offending Team.	

Executive summary

<p>The Norfolk Youth Justice Plan has been redesigned and outlines the actions, risks and opportunities to ensure that the desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2018-21. Additionally the Plan sets out the key priorities for the 2018-21 period which are delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation) and others such as the County Community Safety Partnership, Office of the Police and Crime Commissioner and the Norfolk and Suffolk Criminal Justice Board. A copy of the full 2018-21 Plan is attached as Appendix A.</p> <p>Recommendation: That Children's Services Committee note the details contained in the Norfolk Youth Justice Plan 2018-21 and recommend them to Council.</p>

1. Proposal

- 1.1 Norfolk Youth Offending Team (NYOT) is a statutory multi-agency partnership hosted within Norfolk County Council and is required by section 40 of the Crime and Disorder Act, 1998 to produce an annual Youth Justice Plan.
- 1.2 All NYOT activity directly contributes to Norfolk's strategic ambition around 'Caring for our County' and should assist delivery of the 'Norfolk Futures' transformation programme.
 - 1.2.1 NYOT's purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. The aim is to make Norfolk an even safer place to live and work whilst helping young people achieve their full potential in life and make a positive contribution to their communities whilst preventing negative impacts on others.
- 1.3 The Youth Justice Plan also supports Children's Services' ambition to provide comprehensive, multi-agency early help to improve outcomes for children and young people, their families and local communities

2. Evidence

- 2.1 The Plan includes a performance review against the 2017-18 objectives and sets out our priorities for 2018-21.
- 2.2 The Plan focuses on three outcomes prioritised nationally by the Ministry of Justice Business Plan which are:
- Reducing the number of children and young people coming into the youth justice system (first time entrants).
 - Reducing re-offending by children and young people
 - Reducing the numbers of young people going into custody (prison) either sentenced or on remand.
- 2.3 A restorative approach to work with young people and the victims of their crimes is a key theme running throughout NYOT activity. From November 2015 responsibility for the corporate development of restorative approaches transferred from Children's Services Joint Commissioning (Health & Disability) to Norfolk Youth Offending Team. This involves works with a broad range of teams and services, both internal and external to NCC, to inform on and deliver the NCC Restorative Approaches Strategy, 2017 - 2020. Staff also lead on restorative approaches training and interventions, including with educational settings and children's residential provision. This includes work to improve behaviour in educational settings and reduce exclusions as well as deliver against the joint protocol and implementation plan to reduce offending and the criminalisation of Looked After Children
- 2.4 The Harmful Sexual Behaviour Project aimed at improving responses to harmful sexual behaviour [HSB] by children and young people moves into its second year of operation. Norfolk YOT and Norfolk and Suffolk Foundation Trust [NSFT] formed a partnership which aims to develop a skilled children and young people's workforce across the county that is confident in identifying, assessing and intervening across all levels of HSB in children and young people. The team comprises a Specialist Clinical Psychologist and HSB Specialists with significant skills and experience in working with sexual violence, trauma, sexually appropriate behaviour, child sexual exploitation and harmful sexual behaviour. The HSB project are providing a range of training in relation to HSB from improving basic skills in recognising HSB to specialist bespoke training for professionals working with more complex cases. Professionals are also able to seek case consultations in respect of children under 18 living in Norfolk and Waveney where there are concerns or worries about HSB. The HSB project also undertakes direct intervention work.
- 2.5 Successful delivery of NYOT priorities would mean that:
- Children and young people would be law abiding, engaged in positive behaviour and show respect for others
 - Parents take responsibility for their children's behaviour
 - Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police
 - Victims of crime would feel some of the damage caused had been restored and the public would have confidence and feel protected.

3. Financial Implications

- 3.1 NYOT does not have a base budget but each year seeks a contribution from the four statutory funding partners. The financial position for 2018-19 is outlined in the Youth Justice Plan. A number of grants are also received for specific purposes that are all included within the anticipated gross income for 2018-19 of £3,508,769 which includes an 'in-kind' contribution from partners of £969,872 in respect of seconded practitioners. Further financial information is set out in page 9 of the Plan.

4. Issues, risks and innovation

- 4.1 **Impact on Children and Young People in Norfolk:** Norfolk YOT is committed to ensuring that children, young people and their families have a voice and influence in the youth justice system and has developed a service user participation and involvement strategy. This strategy includes a number of tools and mechanisms for routinely seeking the views of children and young people on the services they receive. A snapshot of feedback is contained in page 10 of the Plan.
- 4.2 **Legal Implications:** NYOT works within a range of legislation connected with both criminal justice and child care.
- 4.3 **Human Rights:** All NYOT activity takes into account human rights legislation and principles.
- 4.4 **Equality Impact Assessment (EqIA):** All internal and partnership policies and procedures undergo structured equality impact assessments before being issued. NYOT monitors the ethnicity, age and gender of all young people on a quarterly basis and carries out a full biennial audit to ensure that disproportionate activity in what it or the youth justice system does is noted and minimised.
- 4.5 **Section 17 – Crime and Disorder Act:** All NYOT's activity relates to the prevention of crime and disorder and making Norfolk an even safer place to live and work is a major priority
- 4.6 **Risk implications** relating to the work of NYOT are reviewed quarterly with action points included, if required.

5. Background Papers

5.1 Norfolk Youth Justice Plan 2018-21

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Youth Justice Plan 2018-21



artwork produced by young people working with **Norfolk Youth Offending Team** in partnership with **Norwich Castle Museum**
artwork displayed with permission of the young people



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The annual Youth Justice Plan for Norfolk was presented for approval by the Norfolk Youth Justice Board on 5th June 2018 and its recommendations and amendments incorporated.

The annual Youth Justice Plan for Norfolk will be presented to the Children's Services Committee of Norfolk County Council on 10th July 2018 with an accompanying report by the Executive Director of Children's Services, to the Policy and Resources Committee on 16th July 2018 and to Full Council on 23rd July 2018.

The existing Norfolk Youth Justice Plan has been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2018 - 21. The Plan sets out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation); and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.

The national Youth Justice Board last issued the Youth Justice Plan: YJB Practice Note for Youth Offending Partnerships on 18th May 2018, which offered guidance regarding the content and structure of the Youth Justice Plan. The requirements of this guidance are incorporated in this Plan.

Introduction

Welcome to the 2018-21 Norfolk Youth Offending Team Youth Justice Plan. The Plan gives an overview of the work of the Youth Offending Team in Norfolk and also sets out details of performance over the past year and our priorities for the coming year and beyond.

In Norfolk we continue to work together in partnership to make our communities, families, children and young people safe; the Youth Offending Team has a key role to play by:

- Helping prevent offending and reoffending
- Reducing the use of custody
- Reducing the number of young people entering the Criminal Justice System for the first time.
- Contributing to multi-agency public protection and safeguarding

The YOT does this by working together with its key partners – the Police, the Police and Crime Commissioner, Norfolk County Council Children's Services, Health Services, National Probation Service and the wider Community Safety Partnership - to deliver high quality and effective services to young people, their families and the victims of offending.

The YOT budget continues to be under pressure and will see a reduction in financial and 'in kind' contributions by the National Probation Service (reduction of 1.5FTE /£10K) in the 2018/19 financial year.

YOT Board partners successfully resolved previous funding issues with some CCGs.

The Office of the Police and Crime Commissioner and Public Health have confirmed their continued funding.

The Youth Justice Board have confirmed the 2018/19 Youth Justice Grant for Norfolk which remains at the same level as 2017/18.

The potential risk from reduced resources and funding is the impact on the YOT's ability to maintain the effective transition of young people to adult services.

During 2018-21 the main YOT priorities will include:

To develop and contribute to a dedicated multi-agency Child Criminal Exploitation (County Lines) Team and safeguard children and young people who are vulnerable to radicalisation.

- Focus on reducing reoffending using the Youth Justice Board reoffending tool to identify and target areas for intensive intervention.
- Work with the YOT Board and Partnership to consider how to implement the HMIP Thematic Inspection recommendations on 'Out of Court Disposals' and 'Public Protection'.
- Investigate the evidence base for implementing trauma informed practice in YOT work and to embed desistance theory in line with the Youth Justice Board and HMIP recommendations.
- Prepare Norfolk YOT, the Norfolk YOT Management Board and the Partnership for the new 2018 HMIP Inspection Framework for Youth Justice.

On behalf of the Management Board I am pleased to present the Youth Justice Plan for 2018-21.

Wendy Thomson, Chair of the Norfolk YOT Management Board and Managing Director of Norfolk County Council.

Plan on a Page

Our vision for Norfolk children and young people is that they will be safe and live with resourceful and resilient families. They will live in inclusive and supportive communities, have access to high quality education and training and have opportunities to thrive in adulthood.

In line with Norfolk County Council's strategy 2018-21, we will be guided by the following key principles: • Offering our help early to prevent and reduce demand for specialist services • Joining up our work so that similar activities and services are easily accessible, done well and done once • Being business-like and making best use of digital technology to ensure value for money • Using evidence and data to target our work where it can make the most difference

What we'll do

Aims:

- Norfolk Youth Offending Team (Norfolk YOT) is a statutory multi-agency partnership hosted within Norfolk County Council.
- Our purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes.
- Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life.
- We aim to meet the diverse needs of people in Norfolk involved in or affected by offending.

Outcomes: will focus on those prioritised nationally by the Ministry of Justice Business Plan, which are:

- Reducing the number of children and young people coming into the youth justice system (First-time Entrants)
- Reducing re-offending by children and young people
- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

Priorities:

- Break the cycle and pattern of child criminal exploitation.
- Safeguard children and young people vulnerable to radicalisation
- Prepare the Norfolk Youth Justice Partnership for the new HMIP Inspection Framework for Youth Justice.
- Ensure national best practice is implemented in Norfolk.
- Focus on reducing reoffending
- Respond effectively to emotional trauma and other adverse events in young people's lives
- Deliver services that supports the child or young person to stop offending.

How we'll do it

Break the pattern of child criminal exploitation: by establishing a co-located multi-agency Child Criminal Exploitation Team to (a) raise awareness & provide training, (b) provide consultation & advice, (c) focus on diversion and early intervention (d) support enforcement through the appropriate use of intelligence

Safeguard those vulnerable to radicalisation

- Be cognisant of the Counter Terrorism Local Profile
- Implement the YJB 'Community practice advice: managing extremism for under 18s'
- Provide training and guidance to staff
- Work with partners to provide support & interventions

Prepare for inspection

- Work with the YOT Board to enhance understanding of the framework & set the strategic direction & priorities
- Prepare staff & provide desistance training
- Undertake practice audits against the inspection framework

Implement national thematic inspection recommendations:

By identifying the relevant recommendations in the HMIP Out of Court Disposals and Public Protection thematic inspection reports & developing action plans to implement them into practice

Focus on reducing reoffending: by developing the work of the reoffending project to (a) engage young people at the earliest opportunity (b) Develop specific offence and safeguarding interventions (c) increase practitioner skills in the delivery of interventions and child centered practice and (d) Focus on reducing the criminalisation of young people in care

Trauma-informed practice: by (a) developing a pathway with CAMHS (b) providing training to YOT staff (c) exploring options to offer community based interventions

How we'll know if we've made a difference

We know we have made a difference when:

- Front line staff are confident in recognising the signs of CCE in children and young people
- Interventions that prevent & safeguard young people from becoming involved in criminal exploitation have been successfully delivered
- The number of young people being drawn into the supply of drugs or criminally exploited in Norfolk has reduced.
- CCE awareness in education settings to help safeguard young people from exploitation has been raised
- A good or outstanding rating is achieved in the HMIP inspection
- The Norfolk YOT Management Board is active in setting the strategic direction and priorities for Norfolk YOT.
- Norfolk YOT staff understand and are prepared for the new inspection framework
- By June 2019 the relevant recommendations in the HMIP Out of Court Disposals and Public Protection thematic inspection reports are implemented
- By March 2019 offending rates in the first three months following a young person's court appearance have reduced
- By December 2018 a range of offence specific interventions are delivered by confident YOT staff
- Young people & families contribute to their plan.
- The number of looked after children (a) entering the youth justice system for the first time and (b) reoffending has reduced
- By December 2018, young people receive timely psychological and emotional support
- By March 2019, YOT practitioners capitalise on good engagement, know which interventions are needed and when it is the right time to try different things
- Adopting the Enhanced Case Management Model in Norfolk has been considered
- By December 2018 YOT practitioners are conversant with & apply desistance theory in their work with young people

Partnership Arrangements and Governance

- Direct **governance arrangements** for the Youth Offending Team (YOT) are through the Norfolk YOT Partnership Board, which is chaired by the Managing Director of Norfolk County Council. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk's Police and Crime Commissioner, Public Health, representatives from Norfolk's Borough, City and District Councils and Her Majesty's Courts and Tribunals Service.
- As a statutory requirement of the legislation under which the YOT was formed in January 2000, practitioners are seconded from the Police, Health, NCC Children's Services (including discrete representation from social work and education) and the National Probation Service. We also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice and community reparation and working with parents.
- The YOT is represented by the Head of Service on a wide range of partnership boards and contributes to their action plans and strategic direction. These include the Norfolk Safeguarding Children Board, the Local Criminal Justice Board, the Child Criminal Exploitation Partnership sub-group, the NSCB Child Sexual Abuse sub-group, the County Community Safety Partnership, PCC Rehabilitation of Offenders Board, CAMHS Strategic Partnership Board, MAPPA SMB, Early Help Board and the Prevent Board. The Norfolk YOT Management Board is represented by its Chair on the **Norfolk Public Protection Forum (NPPF)** comprising of all of the chairs of strategic multi-agency groups with a key role to put in place effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected.
- The YOT hosts the Children's Services Restorative Approaches Team and sits on the Restorative Approaches Strategic Board.
- The YOT hosts the Harmful Sexual Behaviour Project a CAMHS /Local Transformation Plan funded initiative.
- Services delivered by Norfolk YOT contribute directly to the delivery of other corporate strategies including the County Council 'Norfolk Futures' vision and strategy for 2018-2021 and within this the Norfolk Children's Services priority 'Safe Children and Resilient Families'.
- The YOT has also contributed to the County Community Safety Partnership Priorities.
- Jointly with Police and Adult Services, the YOT commissions an Appropriate Adult Service for children and young people.

Partnership Arrangements and Governance cont.

What the Board will do to ensure effective governance:

- Oversee the effective delivery of youth justice services and develop the vision and strategic direction.
- Monitor YOT performance against both National and local indicators by scrutinising comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Define the priority areas for scrutiny including current practice and approaches.
- Review Community Safeguarding and Public Protection Incidents and National Standards Audits.
- Scrutinise the YOT annual spending to ensure that all core YOT services are delivered within the allocated budget and that the Youth Justice Board grant conditions are fully complied with.
- Ensure that the YOT is fully integrated into and able to influence strategic developments with which partners are engaged.

All key partners are represented on the Management Board.

The Board will extend its membership to other partners to ensure the progression of a specific development issue. This ensures the Board is best placed to address any barriers to effective multi-agency working and can therefore make an effective contribution to delivering outcomes.

Our primary customers are children and young people in the youth justice system, their families and the victims of their crimes. We also work with children and young people and their families to prevent them entering the youth justice system.

Secondary customers would include all communities in Norfolk who are affected by the criminal and anti-social behaviour of children and young people that we are trying to reduce and prevent.

Norfolk Youth Offending Team (YOT) is committed to ensuring that children, young people and their families have a voice and influence in the youth justice system and Norfolk YOT has an established service user participation and involvement strategy. This strategy includes a number of tools and mechanisms for routinely seeking the views of children and young people on the services they receive.

Key priorities for 2018-21:

- Ensure the YOS fully implements the 2018-21 Youth Justice Plan and that this is reviewed on an annual basis.
- Ensure key agencies are represented at an appropriate level on the Management Board.
- Ensure the YOT maintains a high level of performance against the National indicators and delivers its priorities.
- Critically investigate areas where performance is poor to ensure that this analysis informs partnership developments.
- In 2018-19 work with board members to understand their role in relation to the Youth Justice Board 'Modern Youth Offending Partnerships - Guidance on Effective Youth Offending Team Governance in England'.
- In 2018-19 work with board members and the YOT leadership team to enhance our understanding of the HMIP Inspection Framework domain on 'Leadership and Governance'.

Performance against National Indicators

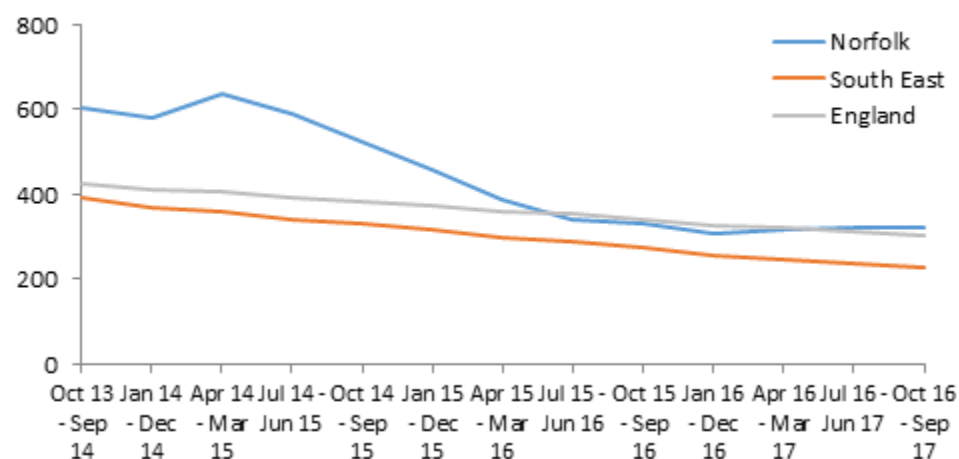
First Time Entrants and Custody

First Time Entrant Analysis:

With the introduction of C4Cs, which is a joint diversion project between Norfolk YOT and Norfolk Constabulary, Norfolk YOT experienced significant reductions in FTEs quarter on quarter. The 'per' 100,000 rate for Norfolk was 636 in Apr14-Mar15 and now stands at 323 in Oct16-Sep17 (a reduction of 49.2%). It was anticipated that year on year further reductions would be harder to achieve and this has been the case with very small increases over the last 3 quarters. In Jan16 to Dec16 the rate was 307 at its lowest and that has increased only slightly to 323 (this represents an increase of just 12 young people in real terms).

Performance is slightly worse than the regional and national pictures, although is slightly better than the family¹ comparator group which compares YOTs with similar demographic profiles. The family rate for Oct16 to Sep17 is 331.

Rate of FTEs per 100,000 under 18's - Oct 16 - Sep 17



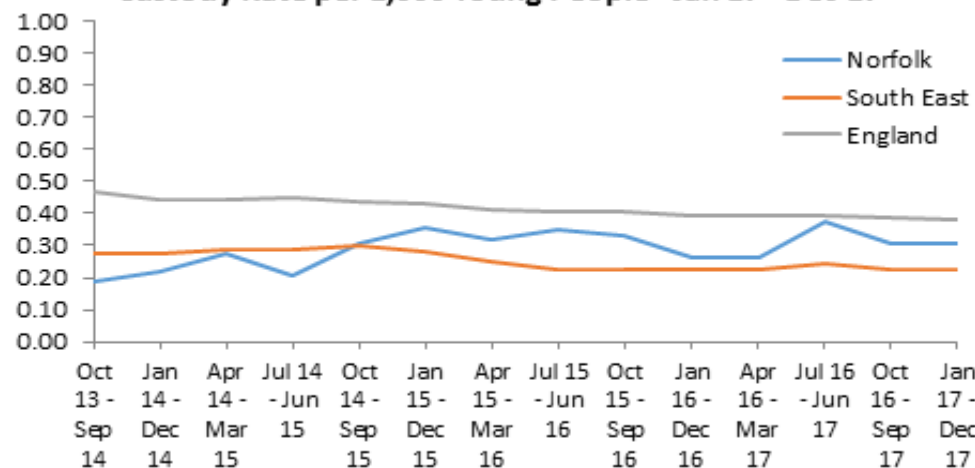
Custody Analysis:

Custody rates per 100,000 of 10-17 year old population have been flat for the last 2 years with rates going from 0.36 for the Jan15 to Dec15 period to 0.26 for the Jan16 to Dec16 period and then to 0.30 for the Jan17 to Mar17 period. In real terms the last year represents an increase of only 3 young people more receiving custodial sentences.

Given the challenging last year with County Lines / Child Criminal Exploitation (CCE) issues coming to the fore, it can be seen as an achievement that the custody rate is as low as it is.

Norfolk YOT will continue to work with partners and the Courts to ensure the need for custodial sentences is kept to a minimum.

Custody Rate per 1,000 Young People - Jan 17 - Dec 17



Performance against National Indicators

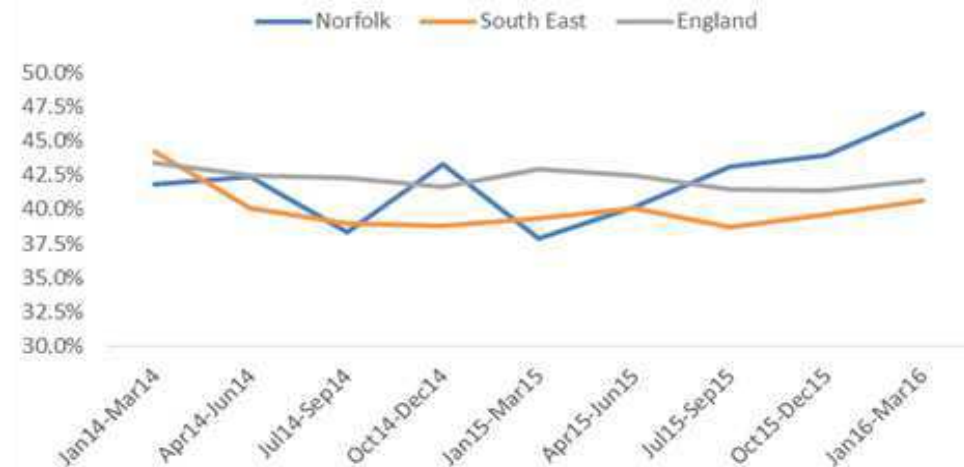
Reoffending, Indicator Risks and Actions

Reoffending Analysis:

By necessity the formal reoffending data is more than two years behind the current period. The indications from a local 'real time' analysis of our reoffending rates suggest a better performance.

Reoffending rates rose from 37.9% in **January to March 2015** to 47.0% in **January to March 2016**. This has the unfortunate consequence of comparing our best quarter's performance with our worst quarter. This rise in reoffending rates coincides with the significant reduction in First-time Entrants figures. Analysis has shown that a large part of the lower end of the scale has been removed from the youth offending cohort and, as a result of the introduction of Challenge 4 Change in 2015, has left the more entrenched, high risk of reoffending young people as a greater proportion of those who are within the service.

Reoffending Binary Rate - Jan 16 to Mar 16



Indicator Risks

First Time Entrants

The current numbers are at a historic low which is likely to make it difficult to achieve large gains and regular, small variations can be expected.

Custody

Custody rates are at historic averages and as the landscape changes for Norfolk YOT, keeping custody rates down will prove challenging given the numbers of young people involved in violence, the sale of class A drugs and child criminal exploitation.

Reoffending

Reoffending is on an upwards trend and will potentially have an impact on custody rates.

Indicator Actions

First Time Entrants

- Work with Norfolk Constabulary to implement the HMIP Thematic 'Out of Court Disposals recommendations' in relation to diversion and establish if there are joint opportunities to further reduce first time entrants.

Custody

- Strengthen our practice and the robustness of alternatives to custody.
- Work with partners to divert young people from involvement in organised drug supply and the associated violence.

Reoffending

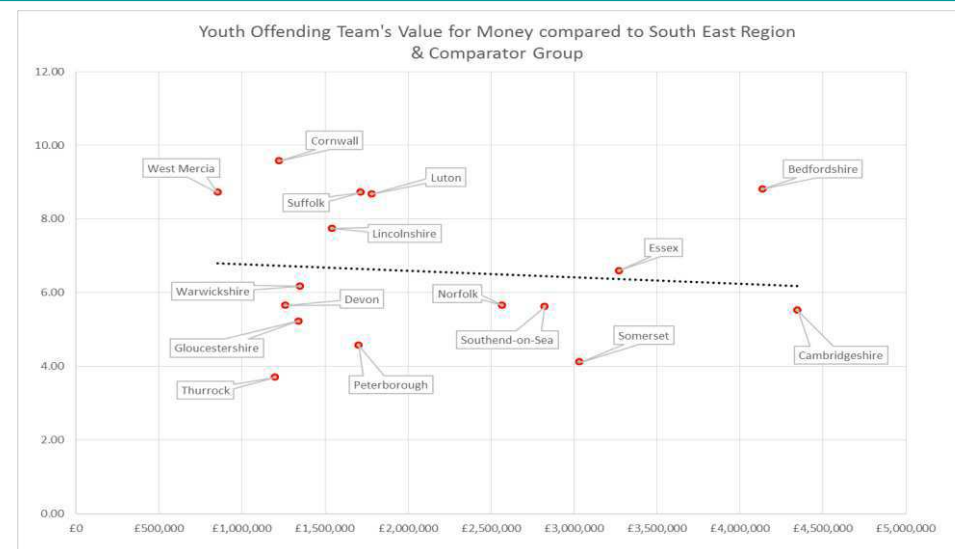
- Engage young people and their parents/carers at the earliest opportunity
- Develop specific offence and safeguarding interventions
- Develop practitioner skills in desistance theory and practice.
- Focus on reducing the criminalisation of young people in care.

Finance

The tentative gross income for 2018/19 is £3,508,769 which includes a predicted 'in-kind' contribution from partners of £969,872 in respect of seconded practitioners. Norfolk YOT does not have a base budget but each year seeks a contribution from the four statutory funding partners and the Police and Crime Commissioner. Additionally a number of grants are also received for specific purposes that are all included within the gross income amount for 2018/19. All contributions have been maintained at 2017/18 levels with the exception of that from the National Probation Service (NPS) where staffing allocation against workload have been reassessed nationally and as a result the number of NPS seconded staff to Norfolk YOT reduced from 3.5 FTE to 2 FTE with a concomitant reduction in support for management costs. On the positive side, following negotiations involving Board members the collective contribution from CCGs has increased and returned to 2016/17 levels.

An internal, **value for money analysis** of YOTs in the South-east and East region indicates that on the basis of spend per head of the Norfolk 10 to 17 year old population against a derived performance score Norfolk YOT is around the group average. Nationally the average cost per offender was £8,713 with the least cost effective (Brighton and Hove) costing £19,732 and the most cost effective (Portsmouth) costing £4,002. Norfolk costs £6,852 (the 28th least expensive) which is 22% less than the cost of working with a young offender in Suffolk.

NORFOLK YOUTH OFFENDING TEAM BUDGET 2018/19 (as at 19 June 2018)		
	£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET		
Children's Services	525,240	
Clinical Commissioning Groups	118,598	
Norfolk Constabulary	150,000	
National Probation Service	10,000	
Sub-total		803,838
YOUTH JUSTICE BOARD GRANTS		
Youth Justice YOT Grant	698,182	
Including Junior Attendance Centres	34,411	
Sub-total		732,593
OTHER GRANTS		
Public Health	43,000	
Early Intervention Grant	325,000	
Police and Crime Commissioner (3 year agreement ending March 21)	114,000	
Children's Services - Restorative Approaches	93,250	
Norfolk and Suffolk Foundation Trust (NSFT) - Harmful Sexual Behaviour Project	65,375	
Sub-total		640,625
Use of Small Commissioning Fund		361,841
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF		
Children's Services - 3.0 fte Education Workers / 4.0 fte Social Workers	616,784	
Clinical Commissioning Groups - 3.0 fte Health Workers	130,674	
Norfolk Constabulary - 3.0 fte Police Officers	143,808	
National Probation Service - 2.0 fte Probation Officers	78,606	
Sub-total		969,872
TOTAL		3,508,769



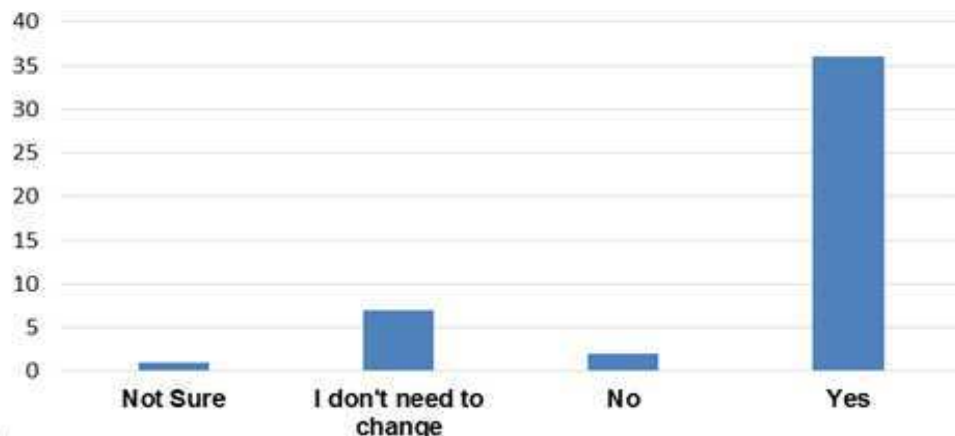
Service User

Service user feedback is based on data gathered from a new, internally developed, Smart Survey feedback form that replaced both the previous ViewPoint Intervention Quality Evaluation and the HMIP Viewpoint questionnaire from the beginning of July 2017. The survey is completed in the last month of the young person's involvement with Norfolk YOT.

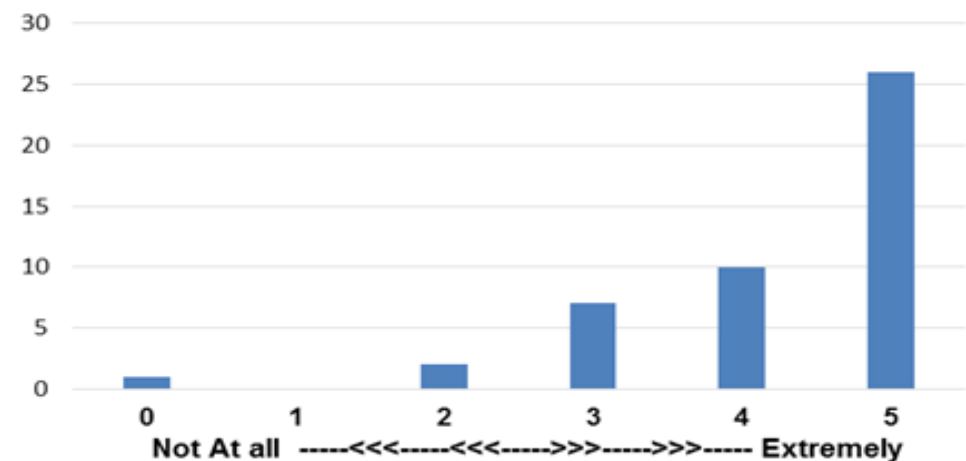
- 43 responses were completed, this is 21% of the cases that closed in the period. National returns for similar youth justice based service user feedback processes average around 20%, so we have picked back up to our previous rate of completion quickly given this is a new questionnaire tool.
- 37 (80.4%) were completed by 15 to 18 year olds, which is slightly down on the previous report (87.5%). The mode being 17 year olds
- 82.6% (38) respondents were male
- 40 described themselves as 'White British' the other three as 'Black or Black British', 'Mixed' or 'White European'
- 93.5% said they preferred English as their first language, 6.5% first preference was Lithuanian

Since 2015/16 service user engagement work within Norfolk YOT has included the involvement of young people in recruitment practices. A number of Norfolk YOT staff, have been trained to support young people's participation in the staff recruitment and selection process. Young people who are current service users have been involved in the design of interview questions, direct involvement in interview panels and contributing to the final selection of candidates

My work at the YOT has made me realise that I can change?



Is it serious to break the law?



Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

What we will do

How we will do it

How we will know if we have made a difference

Criminal Exploitation of Children (County Lines):

Break the cycle and pattern of exploitation working collaboratively with partners including the MASE team and in line with the anticipated County Community Safety Partnership 'County Lines Strategy' to ensure that the criminal exploitation of children and young people is a clear safeguarding and community safety priority.

Val Crewdson, Head of Service

• **Multi-Agency CCE Team:**

Norfolk YOT will play a key part in the development and resourcing of a co-located multi-agency Child Criminal Exploitation (CCE).

• The CCE team will support four key aims by:

- Raising awareness (training) for all partners involved in services to children, young people and vulnerable adults.
- Providing consultation and advice for front line staff and their managers to identify those at risk and advice on prevention and intervention approaches.
- Focusing on the diversion of children and young people at risk and intervene where children and young people are involved.
- Support enforcement of youth court orders and criminal outcomes for perpetrators

• **By June 2019 the CCE Team will have:**

- **Improved awareness of CCE in Norfolk:**
Front line staff will be more confident in recognising the signs of CCE in children and young people, vulnerable locations across the area, the association between CCE and Child Sexual Exploitation and Radicalisation, how to share intelligence relating to CCE concerns and have a clear understanding of the procedures relating to safeguarding and protecting children and young people from CCE.
- **Provided Consultation and Advice on CCE cases:**
Front line staff will develop the knowledge and skills to identify and tackle the issue of CCE.
We will have a clearer understanding of the problem profile in Norfolk.

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<p>through the use of intelligence where appropriate.</p> <ul style="list-style-type: none"> Utilise the Norfolk Constabulary Data Analyst and identify an appropriate 'tracker tool' to measure the work of the CCE team and develop an accurate 'problem profile' in Norfolk. 	<ul style="list-style-type: none"> ➤ Undertaken diversion and intervention activity and/or support colleagues to do so: The CCE team will have successfully delivered or supported colleagues to deliver interventions that prevent and safeguard young people from becoming involved in criminal exploitation, organised crime and serious youth violence and protect young people already involved. ➤ Reduced the number of young people being drawn into the supply of drugs /being criminally exploited in Norfolk. ➤ Supported Education Designated Safeguarding Leads to raise awareness in education settings to help safeguard children and young people.
<p>Safeguarding children and young people who are vulnerable to radicalisation: Children in the criminal justice system or on the edge of it, are likely to be socially excluded, disadvantaged and can be vulnerable to many influences including radicalisation.</p> <p>Tania Fulcher, Area Manager</p>	<ul style="list-style-type: none"> The YOT will be cognisant of the regional Counter Terrorism Local Profile (CTLP). The YOT strategic lead (Tania Fulcher) in conjunction with the Norfolk Prevent Coordinator (Dr Mark Osborn) will implement the Youth Justice Board 'Community practice advice - managing extremism for under 18s' by September 2018. 	<ul style="list-style-type: none"> YOT staff have a good understanding of what makes children and young people vulnerable to radicalisation and follow safeguarding procedures. YOT staff will know how to access specific support for those children and young people who have been identified as being vulnerable to radicalisation.

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • The YOT strategic lead will ensure that YOT staff receive appropriate training, understand their role and are equipped to work with young people who are vulnerable to risky influences during adolescence and that links to criminal exploitation of young people and radicalisation are understood. • Norfolk YOT will work together with the Prevent Coordinator and partners to provide a range of support and interventions for children and young people at risk of radicalisation. 	
<p>Effective practice: Prepare Norfolk YOT, the Norfolk YOT Management Board and the Partnership for the new HMIP Inspection Framework for Youth Justice.</p> <p>Val Crewdson, Head of Service YOT Management Board.</p>	<ul style="list-style-type: none"> • Work with the Norfolk YOT Management Board to ensure that they have a clear understanding of their role in accordance with the new inspection framework. • Work with the YOT Management Board to set the strategic direction and priorities for Norfolk Youth Offending Team. • Through the YOT HMIP working group prepare staff for the new inspection framework via staff briefings. 	<ul style="list-style-type: none"> • Norfolk YOT achieves a good or outstanding rating in their HMIP inspection. • The Norfolk YOT Management Board is active in setting the strategic direction and priorities for Norfolk YOT. • Norfolk YOT staff understand the new inspection framework and are prepared for it

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • Develop a training programme to support YOT staff to work in accordance with the desistance theory. • Undertake regular practice audits against the new inspection framework. 	
<p>Improving Practice: HMIP Thematic Inspection Recommendations: Ensure identified best practice is implemented in Norfolk.</p> <p>Tania Fulcher, Area Manager Claire Winchester, Area Manager</p>	<ul style="list-style-type: none"> • Identify and implement into YOT practice the relevant HMIP recommendations in the Out of Court Disposals and Public Protection thematic inspection reports. • YOT strategic leads (Tania Fulcher and Claire Winchester) to develop an action plan in their area of work. 	<ul style="list-style-type: none"> • Norfolk YOT and partners will have implemented the HMIP recommendations by June 2019.
<p>Focus on reducing reoffending: Continue to develop the work of the YOT reoffending project.</p> <p>Tania Fulcher, Area Manager.</p>	<ul style="list-style-type: none"> • Identify and analyse reoffending risk factors for our top ten offending young people. • Implement post-court practice approach so that young people are engaged with the YOT at the earliest opportunity. • Develop specific offence and safeguarding interventions to reduce offending in both group and individual settings. • Implement young person friendly planning templates and planning practice. 	<ul style="list-style-type: none"> • By March 2019 we will have reduced reoffending rates in the first three months following a young person's court appearance. • Reduce the reoffending rates of the top ten offending young people. • By December 2018 a range of offence specific interventions will be delivered to children and young people improving their engagement and ensuring a structured learning experience.

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • Strengthen our practice in relation to alternatives to custody. • Focus on reducing the criminalisation of young people in care and the implementation of the LAC Protocol. 	<ul style="list-style-type: none"> • YOT staff will be more confident in the delivery of a diverse range of interventions. • Improved the engagement and contribution of young people and their families in their plan. • Reduced the number of looked after children entering the youth justice system for the first time. • Reduced the reoffending rates of looked after children through joint working with Children's Services and Norfolk Constabulary.
<p>Trauma Informed Practice: The Youth Justice Board and HMI Probation have identified this as an area for development in YOT work. Norfolk YOT will consider the evidence base for this approach and report to the YOT Management Board by December 2018.</p> <p>Val Crewdson, Head of Service</p>	<ul style="list-style-type: none"> • Norfolk YOT will consider the evidence base for this approach in Norfolk and report to the YOT Management Board for agreement and implementation. • If Trauma Informed Practice is adopted, develop a pathway with CAMHS to ensure fast access to appropriate psychologically informed interventions for those that need CAMHS intervention. 	<ul style="list-style-type: none"> • Young people will receive psychological and emotional support quickly at a time and in an environment that supports their engagement. • By March 2019, YOT Practitioners will know how to capitalise on good engagement and know which interventions are needed and when it's the right time to try different things. • During 2018/19 Norfolk YOT will engage with CAMHS commissioners and the

Priorities

Norfolk Youth Offending Team Priorities 2018 – 2021

	<ul style="list-style-type: none"> • Train YOT staff to work in a psychologically informed way with young people who have experienced adverse childhood experiences. • Explore options with CAMHS to offer services to young people other than in clinic based model. • By 2020 explore the potential for Norfolk YOT to adopt the Welsh trauma informed Enhanced Case Management model. 	CAMHS redesign project to consider adopting the Enhanced Case Management Model in Norfolk for young people who offend.
Embed Desistance Theory in YOT Practice: HMI Probation have signalled their intention to focus on the ability of YOTs to embed desistance theory into practice.	<ul style="list-style-type: none"> • In line with the recent HMI Probation thematic inspection recommendations, embed desistance theory into our assessment, planning and interventions with children and young people. 	<ul style="list-style-type: none"> • By December 2018 all YOT practitioners will be conversant with and apply desistance theory in their work with young people.

Appendices

Appendix 1 - Staffing by Agency

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Volunteer	Total
Permanent	0.50	2.0		5.0	7.15	22.0	5.5	10.0				52.15
Fixed-term												0
Outsourced												0
Temporary	0.50				2.0	1.0	0.50					4.0
Vacant				1.0		7.64						8.64
Seconded Children's Services						4.0						4.0
Seconded Probation					0.50	1.0						1.5
Seconded Police						2.0						2.0
Seconded Police Vacancy						1.0						1.0
Seconded Health					0.80	2.0						2.8
Seconded Education						1.0						1.0
Total	1.0	2.0	0	6.0	10.45	41.64	6.0	10.0				77.09
Disabled (self-classified)												0

The staffing detail included in this table confirms that Norfolk Youth Offending Team is fully compliant with the staffing requirements of the Crime and Disorder Act, 1998, section 39(5) that is:

- A Probation Officer of which there were 3.5 FTE and will be 2.0 FTE from 1st April 2018.
- A Social Worker of a local authority Social Services Department of which there are the equivalent of 4 FTE.
- A Police Officer of which there are 3 FTE and 2.0 FTE filled with a 1.0 FTE vacancy.
- A person nominated by a Health Authority of which there are the equivalent of 3 FTE.
- A person nominated by the Chief Education Officer of which there are the equivalent of 3 FTE.

Appendix 2 - Staffing by gender and ethnicity including volunteers

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	2	2	1	4	15	31	2	18					11	26	31	81
White Irish																
Other White																
White & Black Caribbean													1			
White & Black African																
White & Asian																
Other Mixed																
Indian																
Pakistani																
Bangladeshi																
Other Asian																
Caribbean						1										1
African																
Other Black					1										1	
Chinese																
Any other ethnic group																
Not known						3					1					4
Total	2	2	1	4	16	35	2	18			1	12	26	32	86	

Appendices

Indicators	Norfolk	South East	YOT familv	England
FTE PNC rate per 100,000 of 10-17 population <i>**Good performance is typified by a negative percentage</i>				
Oct 16 - Sep 17	323	226	315	304
Oct 15 - Sep 16	332	275	357	340
percent change from selected baseline	-2.6%	-17.8%	-11.7%	-10.7%
Use of custody rate per 1,000 of 10-17 population <i>**Good performance is typified by a low rate</i>				
Jan 17 - Dec 17	0.28	0.23	0.18	0.38
Jan 16 - Dec 16	0.26	0.22	0.18	0.39
change from selected baseline	0.01	0.01	0.01	-0.01
Reoffending rates after 12 months - Three month cohorts				
Reoffences per reoffender Jan 16 - Mar 16 cohort (latest period)	3.49	3.89	3.96	3.85
Reoffences per reoffender Jan 15 - Mar 15 cohort	3.36	3.51	3.87	3.64
change from selected baseline	3.9%	11.0%	2.3%	6.0%
Binary rate - Jan 16 - Mar 16 cohort (latest period)	47.0%	40.6%	38.8%	42.1%
Binary rate - Jan 15 - Mar 15 cohort	37.9%	39.3%	42.8%	42.9%
percentage point change from selected baseline	9.1%	1.3%	-4.0%	-0.8%
Reoffending rates after 12 months - Aggregated quarterly cohorts				
Reoffences per reoffender Apr 15 - Mar 16 cohort (latest period)	3.77	3.77	4.03	3.78
Reoffences per reoffender Apr 14 - Mar 15 cohort	3.19	3.55	3.68	3.61
change from selected baseline	18.2%	6.2%	9.7%	4.6%
Binary rate - Apr 15 - Mar 16 cohort (latest period)	43.4%	39.7%	37.8%	41.9%
Binary rate - Apr 14 - Mar 15 cohort	40.5%	39.3%	40.1%	42.6%
percentage point change from selected baseline	2.9%	0.4%		-0.7%
Family – Suffolk, Cornwall, Devon, Lincolnshire, Cumbria, Wrexham, Somerset, West Mercia, Gwynedd Mon, Flintshire				

Children's Services Committee

Report title:	Meeting Special Educational Needs & Disabilities (SEND) Quality, Sufficiency and Funding
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough, Executive Director of Children's Services
<p>Strategic impact</p> <p>This report explains the Local Authority duty to ensure the sufficiency of places for children and young people identified and assessed as having a Special Education Need or Disability (SEND). It further outlines the current capacity and quality of provision, makes national comparisons and identifies the demand and pressure that is driving our strategy.</p> <p>In January we provided a report to CS Committee outlining the government's commitment to provide additional capital funding to all local authorities for special educational needs with Norfolk's allocation being £2.7million over a three-year period. We outlined our intention to carry out a consultation to help determine capital priorities within a more ambitious Special Educational Needs & Disabilities (SEND) Sufficiency Strategy.</p> <p>This report will focus on:</p> <ul style="list-style-type: none"> • Our duty as a Local Authority (LA), working in partnership • The current landscape and how it compares nationally • What provision do we have and is it enough? • Our ambition to improve quality, sufficiency, meet demand and financial pressures • Travel and transport, promoting independence where possible <p>Whilst this paper focuses on the LA role it is enshrined in statute that the voice of all key stakeholders, and especially those of children, their parents and young people should be implicit in the co-production of an effective landscape to meet SEND needs.</p> <p>The appendices are provided for additional contextual information and detail only.</p>	

Recommendations:

Members are asked to discuss the content of this report and specifically:

- 1. To understand the duties placed on the Local Authority in relation to pupils with SEND**
- 2. To agree the direction of travel in relation to the current high level invest to save / budget recovery plan for the High Needs Block**
- 3. To agree plans to explore feasibility study / impact of capital development planning for increased specialist provision across the county**
- 4. To agree that further options are more fully explored in relation to travel arrangements for some children and young people with SEND, where it is suitable, agreed with them and appropriate, and a detailed business case is brought back to CS Committee, outlining risks and benefits of any new proposals for travel and transport.**

1 Context

1.1 There are two main categories of special educational needs:

- The first is **SEN Support** and this describes children and young people who have been identified by their early years setting, school or post 16 education provider as requiring additional support. They provide this support directly.
- The second is for children and young people who have the most complex SEN and require an **Education, Health & Care Plan**. The LA carry out these assessments and determine their provision and placement.

1.2 There are significant statutory duties placed on the LA in relation to children and young people with SEND.

1.3 The LA is required to work in partnership with all stakeholders to deliver the overall duty placed on all, and defined clearly in the SEND Code of Practice.

1.4 The LA is funded through the Dedicated Schools Grant High Needs Block and this funding must support children and young people aged 0 – 25 years.

1.5 Numbers of children and young people in Norfolk identified and assessed as SEND are above the national average.

1.6 Provision in Norfolk's state-funded maintained complex needs / special schools is good or outstanding across the county.

1.7 Provision in Norfolk's mainstream schools can vary, with some schools more confidently meeting needs than others.

1.8 There are delays in placing children and young people who have been assessed as needing a complex needs / special schools place. The reason for this is that Norfolk's maintained, state-funded schools are at capacity.

1.9 A significant amount of funding, above the national average, is spent on children attending independent / alternative provision, as there are insufficient state-funded maintained places in Norfolk.

1.10 The number of children and young people with SEND continues to rise nationally and especially in Norfolk. Nationally this is attributed to greater complexity of need from birth. Locally we recognise this and we are also seeing a significant rise in the proportion of children with Autistic Spectrum Disorder (ASD) and Social, Emotional & Mental Health (SEMH) needs. Demand is outstripping funding. National funding is essentially flat with only a very modest annual uplift. Travel and transport costs are rising. This is exacerbated by small, incremental increases in special or complex needs school places. Building one new school at a time to meet a specialist need results in travel costs for children from all across the county.

2 Executive summary

The LA considers that it works well with partners and stakeholders to co-produce SEND provision. The recent addition of an Area SEND Leadership Board, chaired by the Director of Children's Services, has full membership, representation and accountability from all statutory agencies, partners and stakeholders.

- 2.1 The Norfolk landscape in terms of state funded maintained schools to meet special and complex needs is strong. It is consequently being expanded wherever possible and meets need very well. It is cost effective and high quality. Norfolk has had eleven special /complex needs schools for many years. Recently two new schools have opened. However, this total provision does not meet current demand. As a result there are too many children in independent provision which is too often high cost and not always local.
- 2.2 The rising SEND pupil numbers across Norfolk (also seen nationally) indicate greater need for more specialist and complex needs provision. However, this is costly, and even if capital funding is identified there are additional cost pressures as a result to both the High Needs Block for places and the Children's Services budget for transport.
- 2.3 Mainstream schools host most children with SEND. The majority may not have high needs or an Education Health and Care Plan. Most will be at SEN Support level. Much of the focus across the system has been on meeting need for those with an EHC plan, and there is more to do to improve access to high quality learning for those children at SEN Support. Schools are reporting budget pressures, and recent LA decisions to ensure that High Needs Block funding follows the child from mainstream to special, complex or alternative provision has resulted in an additional financial pressure for mainstream schools.
- 2.4 In order to a) meet demand, b) improve quality, c) meet needs more locally, d) bring down the overspend on the High Needs Block and e) reduce SEND travel spend - we need to:
 - **Plan for significant expansion of state funded special and complex needs provision, with 4 more special schools located strategically across the county and meeting rising demand in ASD and SEMH particularly**
 - **Increase the number of Specialist Resource Bases (SRB) across the county, located in mainstream schools so that every group of schools has access to a local SRB**
 - **Ensure travel time is significantly reduced through more local provision and provide more opportunities for children to travel independently where possible**

3 What must a Local Authority do in relation to SEND pupils

- 3.1 The Children & Families Act 2014 sets out our responsibilities for SEND. The Local Authority is the lead agency, but Clinical Commissioning Groups and all education providers have duties. The government sets out these responsibilities in the SEND Code within seven key principles:
- the participation of children, their parents and young people in decision-making
 - the early identification of children and young people's needs and early intervention to support them
 - greater choice and controls for young people and parents over support
 - collaboration between education, health and social care services to provide support
 - high quality provision to meet the needs of children and young people with SEN
 - a focus on inclusive practice and removing barriers to learning
 - successful preparation for adulthood, including independent living and employment
- 3.2 Over the last few years, working with partners, we have applied the seven principles in these ways:
- **Identification and Assessment**: making sure that individual children and young people who have SEN are assessed and their support is described well and provided in a way that impacts on improved outcomes
 - **A 'Local Offer'**: all education providers and the LA, with health partners, must describe the services that are available across the county within a single website. Norfolk's SEND 'local offer' website contains all of this information here: www.norfolk.gov.uk/children-and-families/send-local-offer
 - **Co-production**: we must work with parent/carers groups at all times to develop our services. We do this with health also and with Norfolk's early years settings, schools and colleges also. This is much more than simply carrying out consultations. Co-production is the direct input of partners in the design of services.
 - **Joint Commissioning**: we have to continuously review all SEND services between education, social care and health services to find opportunities to jointly commission these.
- 3.3 The Local Authority has the duty to assess any child that is referred for an Education Health and Care Plan, and then write that Plan with the child and their family to describe how their needs can be met. We then have a duty to support parental preference, for mainstream or special school placement, and arrange the admission and identify and support the funding of that placement.

4 What does the current provision landscape look like and how does it compare locally and nationally?

- 4.1 More pupils identified as SEND in Norfolk than is the national average. The table below – table 1 – shows that the percentage is higher for both categories of SEND, those with SEN support and those with EHCPs.

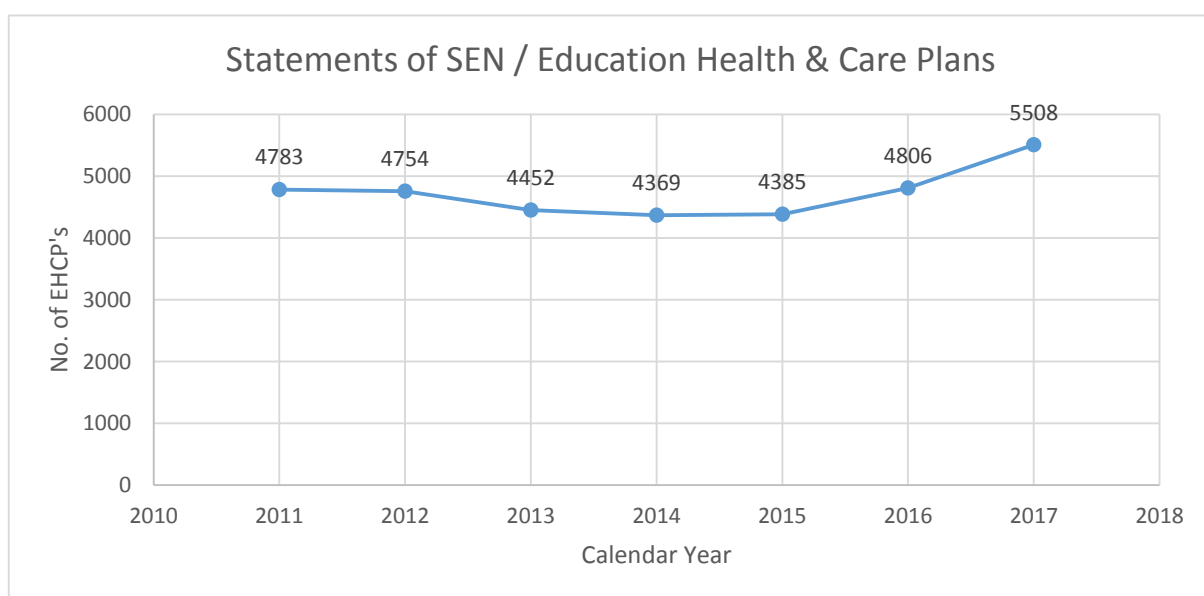
Table 1 – SEND numbers Norfolk and national

Area	Total pupils	%	%	%
National	8,669,080	2.79	11.6	14.35%
Norfolk	119,959	3.09	12.4	15.50%

[DfE, LA data tables, Jan 2017]

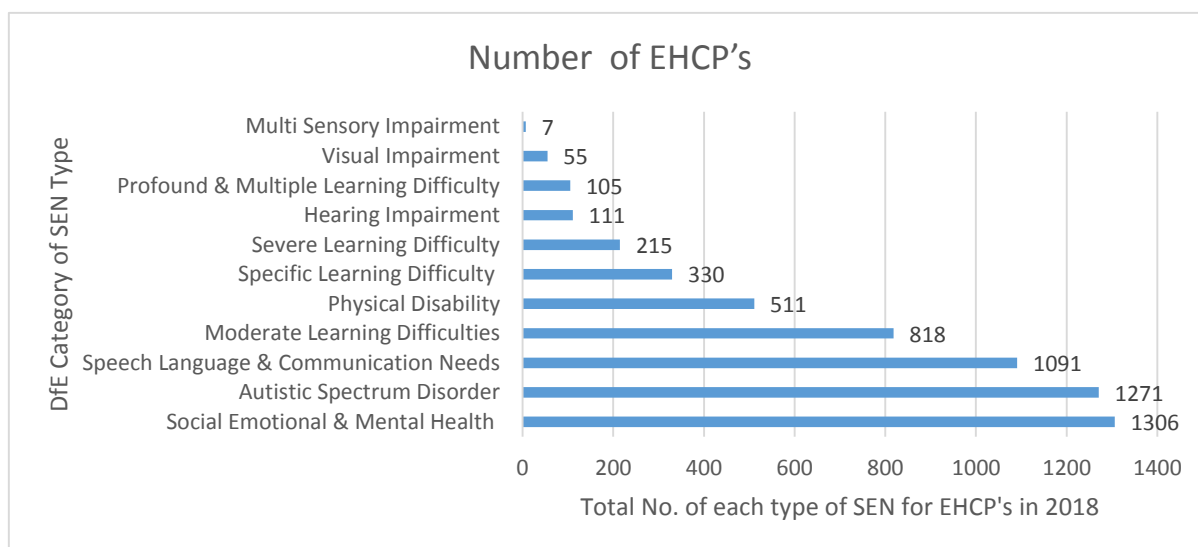
- 4.2 The number of children with an EHCP has risen year on year since 2014. This rise is mirrored nationally. The table below – table 2 – shows the trajectory since 2011 across the county.

Table 2 – Number of EHCPs (prior to 2014 known as Statements of SEN)



- 4.3 Pupils with SEND have a wide range of needs. The Department for Education (DFE) defines types of need. The table below – table 3 – shows the type of need and the Norfolk breakdown of pupils. The table indicates that 44% of all EHCPs are either for Autistic Spectrum Disorder (ASD), or Social, Emotional and Mental Health (SEMH). See Appendix 2 for further information about EHCPs in Norfolk

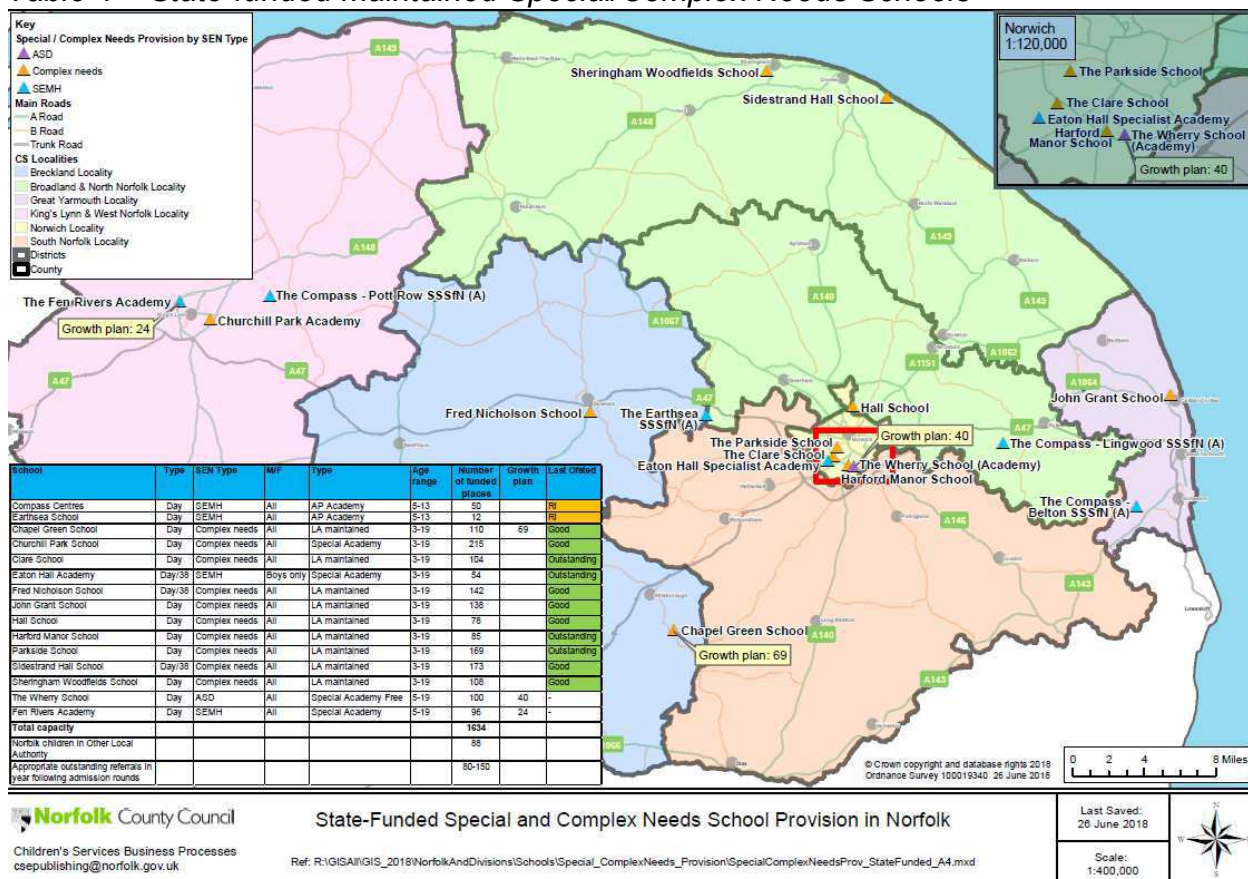
Table 3 – DFE type of SEN for children and young people with an EHCP in Norfolk



- 4.4 Approximately 16,000 pupils with SEND are in Norfolk mainstream schools. Of those approximately 2500 have an EHCP currently. The funding for SEND pupils in mainstream schools is largely from the Dedicated Schools Grant, Schools Block. Schools are funded through their main budgets, and notionally a proportion is identified to cover SEND pupils. This proportion is approximately £36million annually in Norfolk. There are locally agreed criteria that act as proxy indicators to determine this proportion of the overall school budget. Schools are required to use this proportion of their budget to meet the first notional £6,000 of need, over and above the per pupil weighted funding they receive. After that they can apply for top up funding to meet need. £5.3million is notionally identified from the Dedicated Schools Grant, High Needs Block, and managed by the LA.
- 4.5 The percentage of children with an EHCP educated in our mainstream schools is **lower** than the average for other local authorities.

- 4.6 There are thirteen state-funded maintained Special/Complex Needs Schools across Norfolk. Eleven of the schools have a current Ofsted judgement of good or outstanding. Two new schools have yet to be inspected. A full list of each school and its designation. i.e. meeting complex needs, offering residential is attached in [Appendix 1](#).

Table 4 – State-funded maintained Special/Complex Needs Schools



- 4.7 Across these schools Norfolk funds approximately 1600 places. On average the cost is £25,000 which is approximately **£23,000 less** than for an independent/non-maintained sector place.
- 4.8 The percentage of children educated in our state-funded maintained sector of special and complex needs schools is **lower** than the proportion across other local authorities.
- 4.9 There are a wide range of types of independent/ non-maintained schools. Some of these schools are registered as specialist schools and some have developed SEN specialisms in addition to offering small class sizes expected within independent schools. The placement costs are on average much **higher** at approximately £48,000. There are just over 300 pupils in these schools both within Norfolk, wherever possible, or in other LAs across the country. A number of those are residential. The most expensive annually is **£85,000** per pupil, which includes residential. Children in this provision are sometimes travelling further and longer than is acceptable.

- 4.10 The percentage of children in Norfolk, educated in the independent/non-maintained sector, is **significantly higher** than the average across other local authorities. This is because we have insufficient maintained places, and a legal duty, which if tested leads to direction to force a placement in this sector.
- 4.11 Specialist Resource Bases (SRBs) are funded by the LA and based in mainstream schools. They are set up to meet need more locally, within a mainstream school setting and usually they cater for a specific need i.e. ASD. For some pupils the placement in an SRB is short term and they remain on roll at their local school. For other pupils, i.e. those with autism, they transfer fully to the school that hosts the SRB. Approximately 200 children are in an SRB in Norfolk at any one time. The average cost per pupils is £11,000. The aim is to meet need and where possible reintegrate into the mainstream school setting.
- 4.12 The proportion of youngsters accessing an SRB is **lower** than the average in other local authorities.
- 4.13 Table 5 below - shows that overall the proportion of children and young people in state funded, cost effective provision is lower than the national average, i.e. mainstream schools, state-funded maintained special/complex needs schools and specialist resource bases. However, **the percentage in the higher cost independent/ non-maintained sector is more than double the national average. This is due to having too few state-funded special/complex needs schools, and insufficient specialist provision – i.e. SRBs located within mainstream schools.**

Table 5 – Type of school placement for children and young people with an EHCP

	Norfolk	Regional	Statistical	National
Mainstream 0-25				
Mainstream schools 5-16	30.9	39.5	41	34
SEN Units / Resourced provision	2.0	3.4	3.0	5.1
Subtotal	32.9	42.9	44	39.1
Early Years settings	0.9	0.5	0.4	0.5
Post 16 college / 6 th form / training	21.3	14.0	14.4	13.2
Mainstream grand total	55.1	57.4	58.8	52.8
Non mainstream 0-25				
Alternative provision academy / Pupil referral unit	2.0	1.2	1.1	0.7
State funded special school (including 6 th form)	25.7	32.3	27.6	34.8
Independent/non maintained schools (including 6 th forms)	10.3	4.5	5.1	5.9
Special independent post 16 institutions	0.0	0.4	1.5	1.3
Non mainstream grand total	38	38.4	35.3	42.7
Other	6.9	4.2	5.9	4.5

Provision overall for SEND children in Norfolk is often good, but can be variable. For those attending the state-funded special/complex needs schools in Norfolk it is good and outstanding in all schools. Whilst approximately 90% of Norfolk mainstream schools are judged good or outstanding by Ofsted, this is not an explicit judgement about the provision and outcomes for children with SEND. There is variability in the quality of provision for children with SEND and some are more able to demonstrate meeting need than others. Quality of provision and outcomes are also variable across the independent/ non-maintained sector both within and beyond Norfolk.

5 What do we need to do to improve quality and sufficiency?

5.1 The key activity to achieve this is to:

- Ensure that LA services are designed to intervene, challenge and support on behalf of SEND children, young people and their families
- Increase more cost effective, local specialist provision to meet high needs
- Increase mainstream schools' capacity to meet specialist need and drive down demand for higher cost provision
- Change the funding model to ensure funding follows children and is targeted to meet Need

LA Services

5.2 The quality of provision must improve across the county. Every child, wherever they live, whatever their need should have access to high quality local (wherever possible) education provision which meets their needs. This paper will not explore the specifics of the actions we are taking to improve the quality of provision for SEND pupils in our mainstream schools, as well as our independent/non-maintained sector. However, we have taken a key action in revising our LA Education Services to reflect this priority. Five out of six of new services, which came into force in January 2018, have SEND as a key focus of activity. Table 6 below shows the five services that focus on SEND and some of their key functions.

Table 6 – New LA services to support SEND

Education Achievement and Early Years Service	Education High Needs/SEND Service	Education Vulnerable Groups Achievement and Access Service	Education QA and Intervention Service	Education Participation, Infrastructure and Partnership Service
Head of Service: John Crowley	Head of Service: Michael Bateman	Head of Service: Mark Adams	Head of Service: Sue Smith	Head of Service: Seb Gasse
All data and information for SEND pupils/ EHCPs	All SEND assessment – i.e. EHCPs	Focus on all Vulnerable groups – including SEND	Intervention in schools causing concern identified by risk assessment against inclusion indicators	Oversight of capital place planning – and capital priorities – aligned with SEND sufficiency
Risk assessment of school using inclusion indicators	Placements for specialist, complex needs and alternative provision	New Virtual School for SEND – top up and exceptional needs funding	QA of alternative provision	Partnership with schools to develop new collaborations and models of provision

Cost effective specialist provision

- 5.3 More state-funded maintained provision to meet special and complex needs is needed in Norfolk. Expansion of some schools has maximised the opportunity to create additional places and two new special schools are currently on a trajectory to become fully occupied. Four new Special Schools are needed to meet existing and projected demand. In order to prevent even greater movement and travel time for Children and young people across Norfolk these would need to be built **simultaneously**.
- 5.4 The Department for Education (DfE) is providing £215 million of special provision fund allocations, nationally, for the financial years 2018-19 to 2020-21. Norfolk's allocation will be a total of £2,726,497 or £908,832 annually.
- 5.5 These allocations will support local authorities to create new places and improve facilities at existing schools. This funding is primarily intended to develop provision for pupils with more complex special educational needs (i.e. an Education, Health & Care Plan) in mainstream and/or special schools. The government capital grant of £2.7million is far too low to build a school.
- 5.6 The average capital cost to build a new special school, of between 100 and 150 places, is approximately £12 to £13.5 m. There is insufficient capital within the Schools Capital Programme to meet this cost. The two new special schools in Norfolk have been built using a combination of government 'targeted capital bid' (Free School) funding and LA Schools capital funding. An existing special school in Attleborough / Old Buckenham, has also been re-built as a brand new, and enlarged school, using LA capital funding.

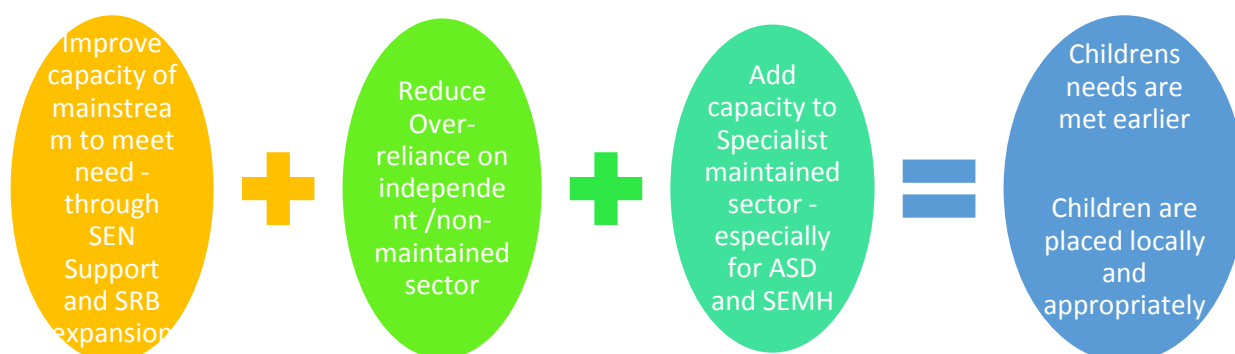
Specialist provision in mainstream schools (SRBs)

- 5.7 We need more Specialist Resource Bases based in mainstream schools. To increase the percentage of children in SRB provision, to be similar to that nationally we would need to create a further 170 places across Norfolk. This will keep children local, in the mainstream, and build capacity and expertise to meet need locally. Earlier this year we carried out a consultation with partners and stakeholders to assist our prioritisation for the use of the government's £2.7million capital funding. This has also helped to inform our plans for a more ambitious capital programme. We have published our initial plans via our SEND Local Offer website and submitted this to the DfE. We have determined to use the initial tranche of DfE capital funding to expand the Specialist Resource Base (SRB) model within mainstream schools.
- 5.8 The costs associated with establishing an SRB are approximately:
- 10 place primary school ASD SRB – £0.5m capital funding
 - 20 place secondary school ASD SRB - £0.8m capital funding

In summary

5.9 Our developing sufficiency strategy comprises three central aims shown below in table

Table 7 – Key themes of Norfolk Sufficiency Strategy



- 5.10 **If the cohort of pupils who are currently over-represented in high cost independent school placements (up to 10% of the overall EHCP cohort) were placed in an expanded number of places in Norfolk’s Good and Outstanding stated-funded maintained special schools there would be annual revenue savings in excess of £6.25 million, over time.**
- 5.11 In order to progress this, a fully costed viability / feasibility revenue and capital programme needs to be developed to determine the potential for a significant *invest to save* strategy, to increase state-funded specialist provision across Norfolk and reduce our reliance on high-cost independent / non-maintained sector placements. This will be overseen by the Capital Priorities Group.
- 5.12 A link to the full SEND Sufficiency Strategy consultation can be found in the Background Section of this report. A full version, SEND sufficiency strategy, that reflects the overview in this report will be published via the Local Offer following CS Committee.

6 What do we need to do to address the funding pressure?

6.1 In summary the actions need to be taken to resolve the funding pressure:

- Drive down demand
- Pay less for places

The LA has three key sources of funding to support SEND:

- (1) the Dedicated Schools Grant High Needs Block,
- (2) the SEND Capital allocation
- (3) the Schools Capital Fund (papers are brought routinely to CS Committee outlining the Capital Priorities Plan).

6.2 The funding pressure within the £80 million High Needs Block has been well documented over the past 18 months and the latest outturn position was reported to CS Committee in May this year. Essentially we are continuing to experience funding pressure / potential overspend in excess of £11million.

6.3 The High Needs Block pays for provision and placements in three main elements:

- Specialist Placements

Special Schools = £31.500 million
Independent Schools = £20.042 million
Alternative Provision = £4.912 million

- Mainstream Inclusion

Top-up funding = £5.300 million
Specialist Resource Bases = £3.042 million

- LA & Commissioned Services

Sensory Support Service = £1.600 million
Speech & Language Service = £0.774 million

6.4 For 2017/18 there was an overspend on the High Needs block of £10.594m. This is as a result of the pressure on demand for high needs placements in independent and out of county special schools and maintained special schools. The increase in school exclusions has led to an increase in demand for Alternative Provision placements and pressure on places at the Short Stay School for Norfolk, which has led to an overspend on both budgets. (See Appendix 3 for the actions taken to date to reduce the High Needs Block spend.)

7. Travel and transport, promoting independence where possible

- 7.1 The council has a statutory duty to offer travel and transport assistance for children and young people who have had their educational placement determined by the LA. This is in line with travel distance criteria in the same way as with mainstream transport entitlements.
- 7.2 In practice, this means that if it is agreed that a child should attend a special school and the distance from home is more than 3 miles, for children aged 10 and below, or 2 miles, for children aged 11 and upward, then an associated travel and transport offer is made. For the vast majority of placements in special schools / alternative provision placements these are well beyond those distances from home.
- 7.3 There are currently in excess of 2,900 children and young people receiving transport within this scheme. There are also a modest number of pupils / students who either use public transport, via independence travel training arrangements, or their parents are being reimbursed for arranging transport themselves.
- 7.4 Due to the significant number of long journeys for children and young people, and associated costs, there is a direct link to both the SEND Sufficiency Strategy and High Needs Block recovery plan and the travel and transport arrangements.
- 7.5 Last month Policy & Resources Committee received a report based on the work of Red Quadrant consultants who had been asked to consider Norfolk's current system and to recommended ways forward. P&R Committee have asked CS Committee to fully consider the proposals in that report.
- 7.6 To give Members of the CS Committee the best opportunity to consider those recommendations we are going to visit other LA's who have implemented similar travel schemes and then prepare recommendations. However, if we implement our SEND Sufficiency Strategy fully as described above, the need for some of those recommendations may change, i.e. if we develop a greater range of specialist provision across the county travel time, and related travel costs, could reduce significantly as a result.
- 7.7 We have written to a number of families who contacted the Council with concerns about the proposals in the report to P&R Committee last month; moving swiftly and decisively to reassure families that there are no reasons to be concerned and we will be considering implications carefully and would always assess individual family needs.

8. Financial Implications

- 8.1. The overall budget forecast, for the High Needs Block and SEN Transport Budgets are outlined in detail in the finance report to this committee. The forecast 2018/19 High Needs overspend is £3.142 m. The forecast 2018/19 home to school transport overspend is £0.450m.
- 8.2. Members have been asked to agree to full feasibility planning to progress and determine the scale, scope and impact of an ambitious capital programme on the basis of an invest to save SEND sufficiency strategy. This is intended to enable the needs of children and young people with SEND to be met, now and in the future, and to enable the High Needs Block to return to a balanced budget in the medium term.
- 8.3. Earlier in this report the need for initial planning for four new special/complex needs schools and more specialist resources bases has been described, with costs for special school capital build in the approximate range of £12 million per school; to illustrate the scale of investment required as part of this invest to save programme of work. Equally this report has explained the savings that can be made through investment in Good and Outstanding state funded specialist provision, with forecasts of annual revenue savings in excess of £6 million being possible.
- 8.4. Detailed financial impacts will be provided to future CS Committees following feasibility planning over the summer and first half of the autumn term.

9. Issues, risks and innovation

- 9.1. The financial risks, linked to the ongoing pressure within the High Needs Block and SEN Transport budgets, have been outlined within the Finance Monitoring Report earlier on the agenda for this committee and at previous meetings.
- 9.2. There are well documented pressures on all specialist SEN provision across the county, within both the state funded and non-maintained/independent sectors. There is a need to increase the availability of high quality SEN specialist provision whilst returning to a balanced budget (High Needs Block) and ensuring that all mainstream schools offer inclusion opportunities for those families who state this preference.
- 9.3. A detailed issues / risks analysis will be included in future reports to CS Committee following feasibility planning over the summer and first half of the autumn term.

10. Background

- 10.1 This is the link to Norfolk's Local Offer, which provides information for families, young people and professional regarding SEND support, services and provision across the county www.norfolk.gov.uk/children-and-families/send-local-offer
- 10.2 These links within Norfolk's Local Offer, provide background information on key elements of the summary information within this committee report, covering:
- SEND Sufficiency Capital Consultation Outcomes Summary:
www.norfolk.gov.uk/children-and-families/send-local-offer/support-for-learning/education-health-and-care-ehc-plans/send-provision-capital-funding
 - SEND Funding Guidance for Schools : www.norfolk.gov.uk/children-and-families/send-local-offer/education-and-training-0-25/schools/sen-funding-for-schools
 - SEN Support Expectations : www.norfolk.gov.uk/children-and-families/send-local-offer/education-and-training-0-25/special-educational-provision-we-expect
- Appendix 1 : Norfolk state funded special school provision map Reference
 - Appendix 2 : Education Health & Care Plans : Performance & Demand Management
 - Appendix 3 : High Needs Block : Funding pressures and mitigations

Officer Contact

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

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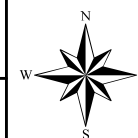
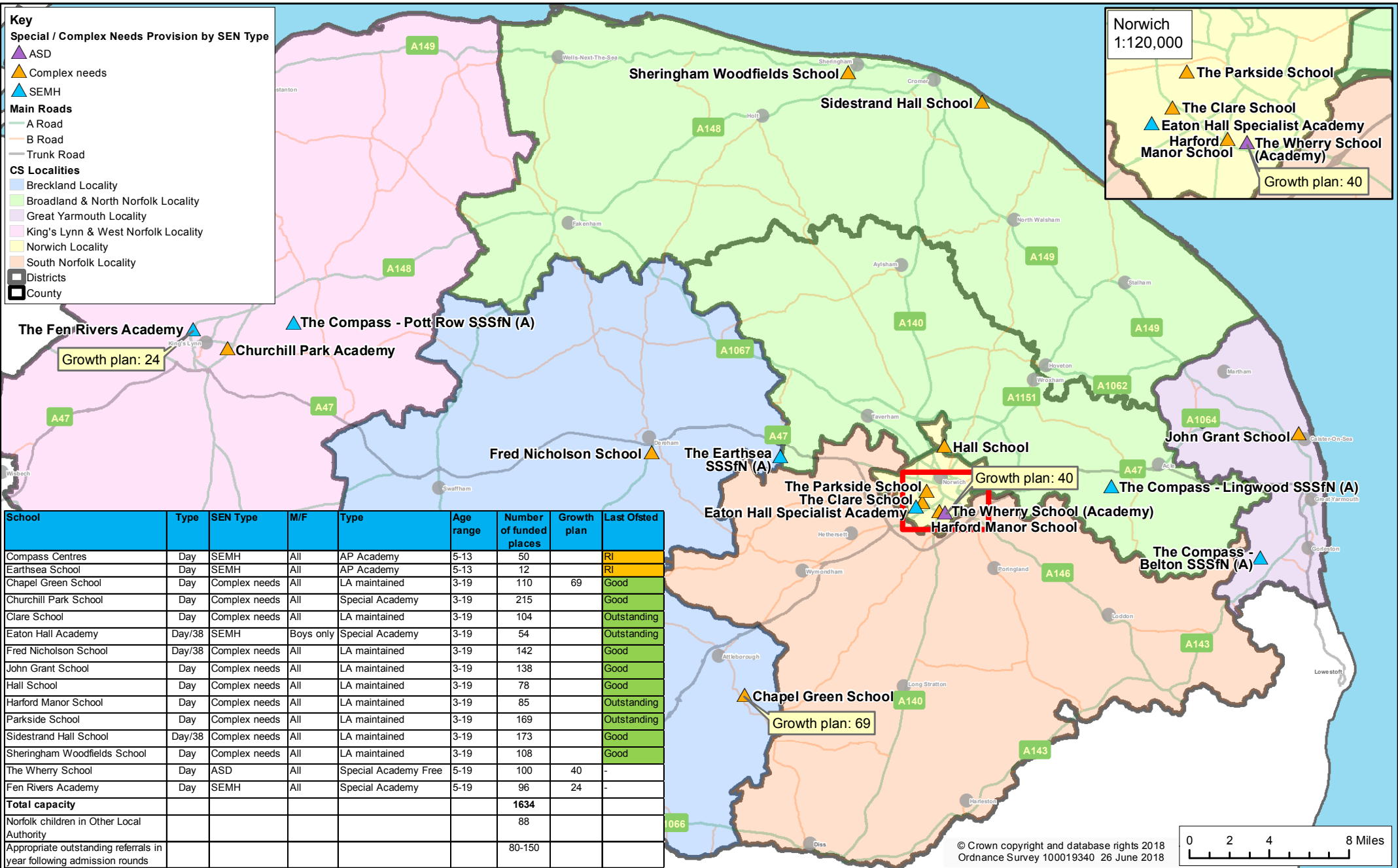
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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



Appendix 2

Education Health & Care Plans: Assessment performance & Demand management

A key challenge is to ensure improved performance in relation to EHCP assessments:

- Norfolk is above the national average for the number of EHCP's (currently 5508)
- We have seen a rise in referrals annually for EHCP assessments from previous average referral rates of 650 per year to over 1000 in the last year
- We are responsible for co-ordinating over 5500 annual reviews per year

The DfE expect all Local Authorities to carry out 90% of EHCP assessments within the 20 week timescale

- In 2016 we only achieved 5.8% performance
- In 2017 we increased slightly to 9.3% performance
- Our interim target is 55% (2017 national average) and our stretch target is 90%

We have increased staffing on a temporary basis and improvements have started:

- Educational Psychology reports now on time for 55% of cases
- Our overall performance in 2018 has increased to 14%
- 99% of transfer cases (from old Statements to EHCP's) completed before the DfE deadline of 31 March 2018

Our teams have worked hard to ensure that this major transfer process was carried out within a 'person centred' approach; taking account of parental wishes and presenting individualised plans. The team have received many compliments directly from parents during this time, a key theme of these being the care that they had taken to understand the child and families wishes and to reflect this in the final plan.

This significant achievement and joint endeavour across our services and with health must now lead to improvements to new EHCP assessments within 20 week timescale.

We will continue to prioritise this area of work for local authority improvement, however, we are also looking actively at the reasons for the high referral rates and to see if our revised approach to SEND 'top-up' funding and our plans for increased specialist provision that can be accessed with the need for EHC Plans can assist with demand management also.

We meet regularly with our DfE SEND Adviser and the recent note of visit stated that:

'...The LA had made very good progress to complete all but 69 of the 1700 outstanding transfers in November 2017, by the statutory deadline of 31st March. The current figure was down to 39, with only a handful of cases expected to continue into June. In all cases, drafts were being discussed with parents...'

It has been encouraging to note that the DfE do recognise that we are making progress within SEND overall and that we have identified the required next steps, which were mirrored in the conclusion of their note of visit to us:

'...There is a sense of gathering momentum under the new leadership of the SEND agenda in Norfolk. The successes achieved with the transfer of statements to EHC plans must now be applied to the 20 week production of new EHCs. A sufficiency plan must address the development of the appropriate specialist provision, EHCP threshold guidance must be published, and consultations on a new SEND Strategy must be undertaken....'

Appendix 3

This table provides a summary of the actions taken over the past two financial years to reduce pressure on the High Needs Block:

FY 2017/18	Budget Element	Budget Type - notes
£1.800 million	Schools Block	Transfer from Schools Block to High Needs Block to partially off-set increased costs due to pupils moving out of mainstream schools to special school + high rate of permanent exclusions
£0.750 million	High Needs Block – LA Hosted Services	Reduced HNB contribution to a number of LA services / function
£2.550 million	Total Savings to HNB in FY 17/18	
FY 2018/19	Budget Element	Budget Type - notes
£2.340 million	Schools Block	Transfer from Schools Block to High Needs Block to partially off-set increased costs due to pupils moving out of mainstream schools to special school + high rate of permanent exclusions
£3,980 million	High Needs Block – Cluster Funding	Reduced cluster funding for SEN ‘top-up’ funding: now allocated direct from the LA to individual schools as part of new SEN Funding model (See Section 2. Above)
£6.320 million	Total (forecast) Savings to HNB in FY 18/19	
FY 2019/20 to FY 2022/23	Budget Element	Budget Type - notes
£1.000 million	High Needs Block – exclusion costs Short Stay School for Norfolk	Forecast saving if current high exclusion rates reduced by 66 per year
£1.000 million	High Needs Block – independent / non-maintained placements	Forecast saving if current high cost independent / non-maintained placements reduced by 40 per year via expanded Good & Outstanding state-funded special school places
£2.00 million	Total (forecast) Savings to HNB annually from FY 21/22	

Children's Services Committee

Item No.....

Report title:	School Organisation in Winterton and Hemsby
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough, Executive Director of Children's Services
Strategic impact The County Council has a number of powers in relation to the organisation of schools in the County. It exercises those powers, often in partnership, to make organisation changes to a school or to schools in a local area. The purpose is always to ensure that there is a positive impact on the long-term sufficiency and sustainability of education places and an efficient use of capital funding. A sustainable and well-organised school system contributes to Norfolk's overall strategy for 'Excellence for All' and a stronger local educational landscape.	

Executive summary

The purpose of this report is to provide information about a proposal for school organisation change for Winterton and Hemsby which is currently in the public domain. The proposal is to close Winterton Primary School, Winterton on Sea, Norfolk and extend the catchment area of Hemsby Primary School, Hemsby, Norfolk, with effect from 31st December 2018.

This report also outlines the powers of the County Council, the consultation process and how decisions are made following consultation. The County Council's agreed process does not provide for the Committee itself to decide whether to move to the next stage following consultation i.e. to the publication of a Public Notice to express the intention of making a change. The decision is for the Executive Director of Children's Services in the light of consultation returns, but where a school closure is possibly involved, such as in the case of Winterton, Committee is always asked to offer comments at the consultation stage.

Recommendations:

The Committee is asked to;

- **note the Council's powers in respect of school organisation**
- **note the current public consultation for Winterton and Hemsby**
- **make any comments on the proposal for Winterton and Hemsby, to inform the Director's decision on whether to proceed to Statutory Notice after the end of the consultation period.**

1. PROPOSAL AND EVIDENCE

School organisation proposal for Winterton and Hemsby

- 1.1 The proposal is to close Winterton Primary & Nursery School (Foundation), with effect from 31st December 2018 and to extend the catchment area of Hemsby Primary School (Community), to accommodate the change.

Winterton Primary school is a primary school taking pupils from the age of 3 years to 11 years and is designated as a rural school by the Department for Education, 2017.

- 1.2 The consultation on the proposed closure of Winterton Primary School was brought forward as a request from the Interim Executive Board of the school on 16th May 2018. The Board reluctantly requested the Council to consult on closure of the school as;
- A route for the school has been rigorously explored by the Local Authority and the Department for Education, involving discussions with a number of Multi Academy Trusts and local schools. However, no practical outcome has been secured.
 - The numbers of pupils at the school will not provide sufficient funding for the school to unilaterally provide a sustainable and acceptable level of education for the pupils.
- 1.3 The proposal to close Winterton Primary School is based on;
- A lack of sustainable governance model, including no viable Multi-Academy Trust solution
 - A lack of sustainable leadership
 - An unsustainable budget, due to the pupil numbers at the school.
- Therefore it is difficult to deliver and sustain quality education for children now and in the future.

Evidence and key elements for the case for change

- 1.4. There are a number of aspects that the County Council as the Decision Maker must take into account when considering the organisation of schools to ensure it is in the best interest of children's education and achievement. These include school leadership, performance, impact on the community, diversity of provision, need for places, travel, early years provision and special education provision.
- 1.5 Since November 2016, options of Federation with other schools or joining a Multi-Academy Trust have been explored. Intervention support has been provided to the school since 2017. However, it has not been possible to secure any long term governance solution, to take Winterton forward. This also means that a sustainable shared leadership arrangement could not be found.
- 1.6 The school has been unable to secure sustainable leadership arrangements, which will ensure high standards of education for children. Since the headteacher left the school in December 2016, there have been a number of interim arrangements to support the school leadership, but a permanent solution has not been possible. The inconsistencies in senior leadership and governance were recognised by Ofsted which judged the school as Requires Improvement in January 2018 in all areas; leadership and management, quality of teaching, outcomes for pupils and early years provision. As a shared leadership solution has not been secured, Winterton would need to employ a Headteacher with a teaching commitment. It is recognised that recruiting a teaching headteacher can be difficult to achieve. The lack of sustainable leadership means the school is at risk.
- 1.7 Pupil numbers determine the majority of the school budget. All schools receive a lump sum as part of their annual funding budget from the Department for Education, which is added to, with remaining funding based on the number of pupils on roll. As there has not been any success in finding an Academy Sponsor, the school budget now needs to include the costs of a Headteacher, with teaching commitment. The school is projecting deficits of £16,979 in 2019/20 and £72,370 in 2020/21. In order to address this deficit, there will be a need to reduce staff costs, resulting in a move to only two classes in the school

and the closure of the Nursery. The move to two classes compromises any further attempts the school might need to make to deliver an acceptable quality of education. There appears to be no reasonable prospect to recovery of the budget, without a detrimental impact on the education of the children.

- 1.8 The proposal to close Winterton Primary School has an impact on the catchment area for children from the Winterton area. Norfolk County Council is proposing to extend the Hemsby catchment area to include Winterton. Hemsby Primary School is a community school, for children aged 4 – 11 years. The capacity of the school is 210 places, however the numbers of pupils on roll as at January 2018 is 174 places.
- 1.9 The assessment of primary phase places at schools in the local area, shows there are 150 places per year group. Taking into account any change of school for Winterton children, should the school close, there are plenty of spaces available. Unfortunately Hemsby Primary School, is currently not able to take all the Winterton children, particularly in the current Year 3 as it is full. However several children who currently attend Winterton Primary School come from outside of the school's catchment area.
- 1.10 School transport will be considered for children who are affected by school organisation changes, such as school closure, at the time of the school organisation change is made.
- 1.11 Future use of existing building: The Norwich Diocese Board of Finance lease the original school buildings to the Governing Board. The playing field is owned by the School Governing Board. The existence of an Interim Executive Board does not affect these arrangements. If the proposal for closure is agreed, negotiations will need to take place on the ownership of the building and associated land.
- 1.12 The consultation period opened on 12th June 2017 and closes on 24th July 2018. All statutory consultees, as required by the Department of Education guidance, have been sent the consultation document. The consultation period meets the six week requirement.
- 1.13 Two consultation events have been arranged for 16th June and 26th June for parents and the local community. There will be an update for Councillors on the issues arising from these events, at the Children's Services Committee meeting.

2. BACKGROUND

School organisation and statutory processes – the County Council's role

- 2.1 The County Council has a statutory duty;
 - to ensure there are sufficient places in its area for children of school age
 - to promote high educational standards, diversity and parental choice
 - to ensure fair access to educational opportunity
 - to help fulfil every child's educational potential.
- 2.2 School organisation powers for Local Authority maintained schools are available to the County Council, and in some cases Voluntary School Governing Bodies, to propose and effect organisational changes which provide greater strength to the local provision of Good school places.

- 2.3 Statutory guidance allows local authorities to determine their own procedures within the statutory framework. At its meeting on 10th July 2014, Children's Services Committee agreed the process for fulfilling the County Council's role and in particular to give the Executive Director of Children's Services the role of Decision Maker.
- 2.4 The DfE guidance on 'Opening and Closing maintained schools', April 2016 sets out the school organisation process as:
- Stage 1 is the informal/pre-consultation stage, to consider options for possible re-organisation. This is not the statutory consultation.
 - Stage 2 is the publication of the statutory Public Notice and proposal,
 - Stage 3 is the formal consultation. It must be a 4 week formal statutory consultation. It is at this stage that the statutory consultation proposal must set out plans for any school closure.
 - Stage 4 is the decision, made by the Local Authority Decision-Maker, and should be made within 2 months of the closing date of the Public Notice.
 - Stage 5 is the implementation stage.
- 2.5 Proposals can be withdrawn after each of the stages, meaning effectively that the status quo always exists as an option, even if it is not explicit in the consultation material published.
- 2.6 At the end of the Notice period Norfolk County Council's processes provide for final determination to be made by the Executive Director of Children's Services, in consultation with the Chair and Vice Chair of the Children's Services Committee. In reaching a decision, the Executive Director must have regard to the statutory 'Decision-maker's Guidance'. In considering a change in school organisation attention must in particular be paid to;
- the likely effect of closure of the school on the local community
 - the educational standards at the school and the likely effect on standards at neighbouring schools
 - the availability and likely cost to the Local Authority of transport to other schools
 - any increase in the use of motor vehicles and the likely effects of any such increase
 - any alternatives to the closure of the school.
- 2.7 There is also the presumption against the closure of rural schools. This does not mean that a rural school will never close, but the case for closure should be strong and must be clearly in the best interests of educational provision in the area.

3. Financial Implications

- 3.1 There are no financial implications to the County Council arising from this proposal.

4. Issues, risks and innovation

- 4.1 There are no matters to be considered in these respects in this report.

5. Background

- 5.1 Opening and Closing of maintained schools, April 2016 DfE statutory guidance for proposers and decisions makers.
- 5.2 Consultation document link: <https://norfolk.citizenspace.com/childrens-services/winterton-and-hemsby>

Officer Contact

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Children's Services Committee

Item No.....

Report title:	Recruitment and Retention – Social Workers
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough Executive Director, Children's Services
Strategic impact <p>The ability to recruit and retain social work qualified professionals to deliver services and outcomes for children, young people, and their families is critical. Understanding where our pressure points are and having strategies in place to mitigate them is essential.</p> <p>In considering strategies we have considered:</p> <p><i>Prevent and reduce demand:</i> reshaping services to provide early help and reduce call on professional social work</p> <p><i>Joining up work; done once and done well:</i> joint social work academy with adults for professional development focus, centralised recruitment and management of agencies through neutral vendor agreement</p> <p><i>Being business - like:</i> clear view of costs and benchmarking</p> <p><i>Data and evidence to target data:</i> improved workforce data and planning from one centralised source</p>	

Executive summary

Following questions at the March committee about our social work workforce, this report has been compiled to advise members of our status, progress and continuing plans to ensure a stable and well-resourced workforce.

This report demonstrates improvements in increasing our social worker capability against a challenging workforce backdrop. Continuing to achieve a fully established workforce against this backdrop requires a different approach and cannot rely on recruitment as the solution.

In summary, our recruitment approaches are improving our overall permanent headcount, supported significantly by our newly qualified programme and we ensure a safely resourced service using agency workers.

Our strategy over the coming year, whilst still pursuing recruitment options is to remodel how social work provision is provided. This could be through a skills-mix approach or using multi-disciplinary professionals working in an integrated way with other providers, coupled with how we manage demand overall for services. Ultimately this will support a reduced agency reliance and spend and ensure we provide a consistent service for families without unnecessary or planned changes of social worker.

Specifically, the report provides an overview of the national picture in relation to recruiting and retaining social workers and how we bench mark to provide an overall picture of the current challenges.

The strategies to achieve a stable and well-resourced workforce include:

1. Recruitment plans including education routes into practice
2. Rebalancing the mix of permanent staff and agency workers
3. Improved Career development to support retention
4. Future thinking on the role of the social worker as an alternative to address skills shortages and manage demand of workload

To help inform our thinking we have visited Hampshire, Hertfordshire and other authorities to understand how they have transformed their services and identify elements that would work for Norfolk.

Recommendations:

Members are asked to note the content

1. Current Picture

1.1 National insight and benchmarking

The recruitment and retention of Childrens' Social Workers is a national issue. The Department for Education has applied a new data methodology for 2017 to understand the national workforce picture and provide a new benchmark. (it should be noted that the data is considered experimental.) Details are provided at Appendix A.

The data indicates that we are increasing the number of employed social workers in the workforce *faster* than other Local Authorities and that our turnover in 2017/18 is lower than the national average. We remain reliant on agency workers as a key component of our workforce and although this is higher than the national picture, we are seeing a reduction in usage.

	National	NCC
Year on year (yoy) change in number of social workers employed	+3%	+10%
% vacancies	17% increase of 5% yoy	10% Decrease of 8% yoy
% turnover	15%	14%
Less than 2 years' service	34%	29%
Less than 5 years' service	58%	53%
Agency rate	16%	23%
% of agencies filling vacancies	75%	68%
Increase in agency usage yoy	0%	-14%

Additionally, qualitative feedback in the 2016 Local Government Association (LGA) survey of 91 authorities, over half of respondents identified recruitment as being in their top three risks across all services and 42% were 'not very' or 'not at all' confident about having enough social workers to meet demand over the following 12 months.

We have undertaken several County visits to understand other models of social work provision to consider alternative models including skills mix and multi-disciplinary working.

1.2 NCC workforce data (Social Work qualified roles):

The establishment (Budgeted roles FTE) was permanently increased by 66 FTE in 2015 in response to Ofsted recommendations. Below is a record of the workforce position as at June 2018:

Post				
	Established fte	Actual fte	Vacancies	agency
Social Worker	201.26	129.67	71.59	
Snr Social Worker	97.48	79.95	17.53	
Practice Consultant	33.88	20.41	13.47	
Team Manager	56	51.61	4.39	
IRO/LADO	17.7	16.5	1.2	
Sub Total	406.31	298.14	108.17	75.75
NIPE cohort		25.5	25.5	
Total Vacancies less agency	406.31	323.64	82.67	6.92

These figures include a temporary uplift in the establishment of 30FTE posts secured through transformational funding to respond to an increasing number of referrals into the system thereby reducing backlog and provide safe services.

For the year ending 2017/18, we demonstrated an improvement in our workforce with an increase of **26** headcount predominantly at Social Worker Level 1 (newly qualified), with a total of 44 leavers and 70 new entrants to NCC.

1.3 Workforce Plan for 2018/19

Assuming that as a minimum we maintain current recruitment activity, turnover stabilises at 12%, and the establishment reduces by the 30 posts in 2019, then the predicted impact on vacancy levels (without the benefit of agency staff) is shown in the table below.

	2018	2019	2020
Actual fte	298.14	298.14	
Established fte	406.31		
Vacancies	108.17	78.17	
NIPE Recruitment	50	50	50
Other recruitment	30	30	30
Turnover	-35.8	-35.8	
Total predicted fte	298.14		

The sections below, provide further insight of how we would seek to improve our recruitment capability, particularly considering a much-improved story to tell, and other organisational

strategies which can enable a faster flight path to reduce the agency reliance and cost associated.

2. Recruitment – Our Strategy

2.1 Experienced social worker recruitment:

Over the last 5 years, we have used recruitment marketing techniques in conjunction with Community Care to improve our visibility to encourage applicants to Norfolk. With our recent Ofsted findings and a newly stabilised leadership team, we have the ingredients to tell an increasingly positive story and make NCC a more attractive proposition. We will continue to work with Community Care as our agency provider and through use of advertorials, targeted emails and adverts provide a renewed focus on our recruitment campaigns. We are planning a Community Care Live event in September to continue to maintain our presence in the market with potential candidates. We are increasing our capability within HR to include permanent resource with a focus on recruitment marketing.

2.2 Newly qualified social workers:

Providing a route to qualification is and will continue to be the primary source to grow our workforce of qualified social workers. By October 2018, we will have recruited more than 200 Newly qualified social workers over 4 years, of which we have retained 148 (76%).

In 2014 we set up a more structured approach to the recruitment and training of newly qualified social workers (NQSW) with the creation of the Norfolk Institute for Practice Excellence (N.I.P.E.). This has proved a popular offer for those leaving university and in their most recent report, Ofsted noted that:

Strenuous efforts to build a stable, skilled workforce are beginning to secure positive results. Continued investment in Norfolk's Institute for Practice Excellence (NIPE) ensures good-quality support to newly qualified social workers when they start their employment in children's services. This programme has been effective in achieving a more stable workforce and is an example of good practice.

During initial training NQSW on the NIPE programme are not counted as part of the budgeted establishment because of the protected time needed to complete required learning.

Alongside the NIPE arrangements, we offer a number of initial training routes enabling individuals, including some of our own employees, to gain a social worker qualification under the umbrella of the Norfolk Social Work Academy. By providing trainees with work placements in our service we build a relationship with them which can be continued through the NIPE process and on into front line teams. Routes include degrees in Social Work through the UEA or OU, Social Work apprenticeships which come online in 2019, Frontline and the DfE funded Step Up to Social Work programme. We have also worked regionally on the LGA's Return to Social Work pilot. We will be taking the lessons learned from this and considering how we can develop our NIPE offer further.

2.3 Supporting the Future Pipeline:

Through the work of the teaching partnership we have three Practice Education leads who work closely with the UEA (and other local social work degree providers) and Team Managers to identify student placements to support practice development. The experience the student has in their placement is critical to their future career planning. Improving the quality of the placements we offer will encourage student social workers to join us as NQSWs. This is a significant pipeline into our NIPE recruitment.

NCC currently aims to provide placements for all locally-based students on any social work degree course. We provided **79** placements in the 17/18 academic year.

2.4 Use of Agency staff:

Children's Services	Average FTE over year
2015-16	65
2016-17	82
2017-18	72

Agency workers have played an important part in meeting our workforce needs and whilst agency working may be perceived as short-term and less reliable, we have secured agency workers for longer-periods of duration providing consistency and expertise. The number of agency workers in the market has remained static nationally at 16% and plays an important role to cover absence, and peaks of workload. It remains a key strategy to reduce the reliance on agency staff in line with our workforce plan targets. They additionally play a critical role as additional resource whilst newly qualified staff carry a reduced case load.

2.5 Managing Agency Costs:

We manage our recruitment through our neutral vendor contract with De Poel managed centrally in HR which allows us to better control independent agencies seeking to negotiate prices.

We are part of the East of England Memorandum of Co-operation which means that we have signed up to an agreed rate for each type of role and will not take on agency staff who have worked in a permanent role in the region in the past 12 months. This has helped us reduce the cost of agency staff and discouraged staff leaving permanent roles to become agency workers.

2.6 Converting agency staff to permanent employees

We have been successful in providing a new offer to encourage 15 agency workers to transfer to permanent status and support their relocation and training. This has been facilitated by the introduction of the IR35 regulations (whereby agency workers join the NCC IR35 payroll and are deducted tax and national insurance monthly). For those staff converting, the transfer to permanent status has been less impactful financially than historically was the case.

3. Career Development to support retention

We are successfully tracking the career progression of our NIPE cohorts. 29 (22%) staff from earlier cohorts have been successfully promoted as Social Workers, Practice Consultants or managers. This is a key component of retaining social workers who might otherwise move to other Authorities to secure promotion. The table below the progression of our early NIPE cohorts through to various levels of social work up to Team Manager level with 4 years of joining the organisation.

	2014	2015
Total cohort	39	57
Leavers	7	16
Internal moves to Adult Social work	4	1
Social Worker L1	0	0
Social Worker L2	6	28
Practice Consultant /Snr Social Worker	17	9
Team Manager	2	
Other	3	

We offer sponsorship for MA Social Work modules at the UEA as a key retention measure and support for improved practice and career development. We also encourage Practitioners to train as Practice Educators to support student workers with their workplace learning. We also encourage practitioners to become involved in supporting the UEA in their research and learning activities.

We are relaunching our Social Work Academy and are currently developing a job family framework that will support learning and career progression. Our social workers will understand the range of roles there are for them, here in Norfolk, and what they need to do to develop towards the role(s) they are interested in.



4. Future activity

- 4.1 We have refreshed our workforce data and reporting in order to publish monthly workforce data providing focus and priority to the workforce plan
- 4.2 We continue to refresh our recruitment marketing to publicise the positive change in our Ofsted rating and showcase Ofsted findings and how we are transforming our services.
- 4.3 We are currently reviewing the Multi Agency Safeguarding Hub (MASH) / Front Door arrangements the outcome of which would seek to reduce unnecessary assessments by social workers and therefore reduce workload.

- 4.4 Alongside this we are reviewing our frontline social work teams to explore different ways of working to allow social workers to spend more time with children and families. The changes resulting from these reviews have been shown in other authorities to allow a different mix in the social care workforce and **potentially** a reduction in the numbers of fully qualified staff we will need in the future and thereby reducing our vacancy gap and reliance on agency workers.
- 4.5 Some early research conducted through EELGA indicates that our salary ranges for experienced social workers may have fallen slightly compared to regional comparators. We will complete the review of market pay rates and provide any recommendations if required.
- 4.6 In September, we will be re-launching the Norfolk Social Work Academy across Childrens and Adults to lead the professional development of social workers (and occupational therapists) within the context of integrated services, and provide ongoing learning opportunities and development pathways for all Norfolk County Council social workers/occupational therapists to support our recruitment offer, promote development, improve practice and showcase our professions in Norfolk.
- 4.7 The opportunities presented through the new Social worker apprenticeship will be exploited and will form part of our workforce planning / service design.

5. Finance

- 5.1 We currently we have some AGREED commitments over establishment on our staffing budget and the intention is to address these through successful demand management which should, over time, reduce the number of qualified staff we need in the model.
- 5.2 We will be transforming the model to return the staffing spend to the current base establishment and budget.
- 5.3 We also have a significant current reliance on agency workers – cost of circa £1.7m – representing an opportunity to drive down costs by designing a new model which does not require this level of agency resource.

6. Issues, risks and innovation

Failure to recruit, motivate and retain social workers impacts on quality of service as clearly identified through national and local inspection regimes and reporting.

The delivery of a clear workforce plan, accurate workforce data and monthly performance reporting on progress will provide a clear route for improvement

Providing appropriate development support to enable newly qualified social workers to train with appropriate workloads and supervision requires an appropriate ratio of experienced to new social workers.

7. Background

The recruitment offer is provided in our recruitment microsite at www.norfolkbetterfutures.co.uk

Officer Contact

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

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Children's Service Committee

Item No.....

Report title:	Review of Children's Services MASH
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough, Executive Director for Children's Services
Strategic impact <p>The proposal to adopt new ways of working at the front door into Children's Services will help achieve key outcomes for the service and meet the Council's priorities in the following ways:</p> <ol style="list-style-type: none"> 1) Ensuring more timely and effective decision making for vulnerable children and young people by ensuring right decision first time 2) Reducing unnecessary demand for and cost of specialist assessments and services by directing cases towards earlier help and prevention where appropriate 3) Further improve partnership working and system-wide collaboration that sees safeguarding as everybody's business 4) Make better use of data to track decision making and outcomes where concerns are raised about children 	

Executive summary

In 2012 Norfolk County Council developed its Multi Agency Safeguarding Hub (MASH) with Norfolk Constabulary. In successive inspections it has been identified as an area requiring improvement, most recently a key recommendation arising from Ofsted's visit in November 2017. Their report highlighted that high volumes of work and overly complex systems were leading to delays in decision making for children, with resultant pressures on staff, inconsistency in applying thresholds, and excessive caseloads in Social Work Assessment Teams. A significant proportion (60%+) of those assessments were also not leading to the requirement for an ongoing Social Work service suggesting that some referrals were being inappropriately routed into Social Work teams rather than in preventative services.

As such, following an internal audit of practice and processes, and initial improvement work, an external review was commissioned from Professor David Thorpe, an industry expert who has worked with many successful Children's Services nationally (e.g. Leeds, North Lincolnshire), into the way in which information relating to worries about children is handled at the front door into services.

The findings of his research, shared in full with Council staff and partners 03rd May 2018, suggested that through new ways of working, and discussing those concerns by means of collaborative professional conversations rather than written referrals, the number of Social Work Assessments (SWA) could be reduced by 30%+, and dealt with alternatively and more appropriately by colleagues better placed to meet the needs of that child e.g. family support practitioners, school staff.

By staffing this team with our most experienced practitioners and providing dedicated training from Professor Thorpe, we will create a team who are able to skilfully discuss cases with referrers at the point of first contact, gather the relevant information, probe the issues, pinpoint the risks and identify the appropriate route forward.

This will improve on the current system of written referrals which often only provide partial information that can either over or under-play the nature of risks to children. SWAs are being used too frequently to gather further information that could be captured earlier on through professional conversations – absorbing time and capacity which too often leads to no further action once assessments are completed.

Additionally, the experience of partners would improve by being offered a direct line to a dedicated team of senior Social Workers (removing multiple existing handoff points with inherent risks), who could offer an advice and consultation service at the outset.

Recommendation:

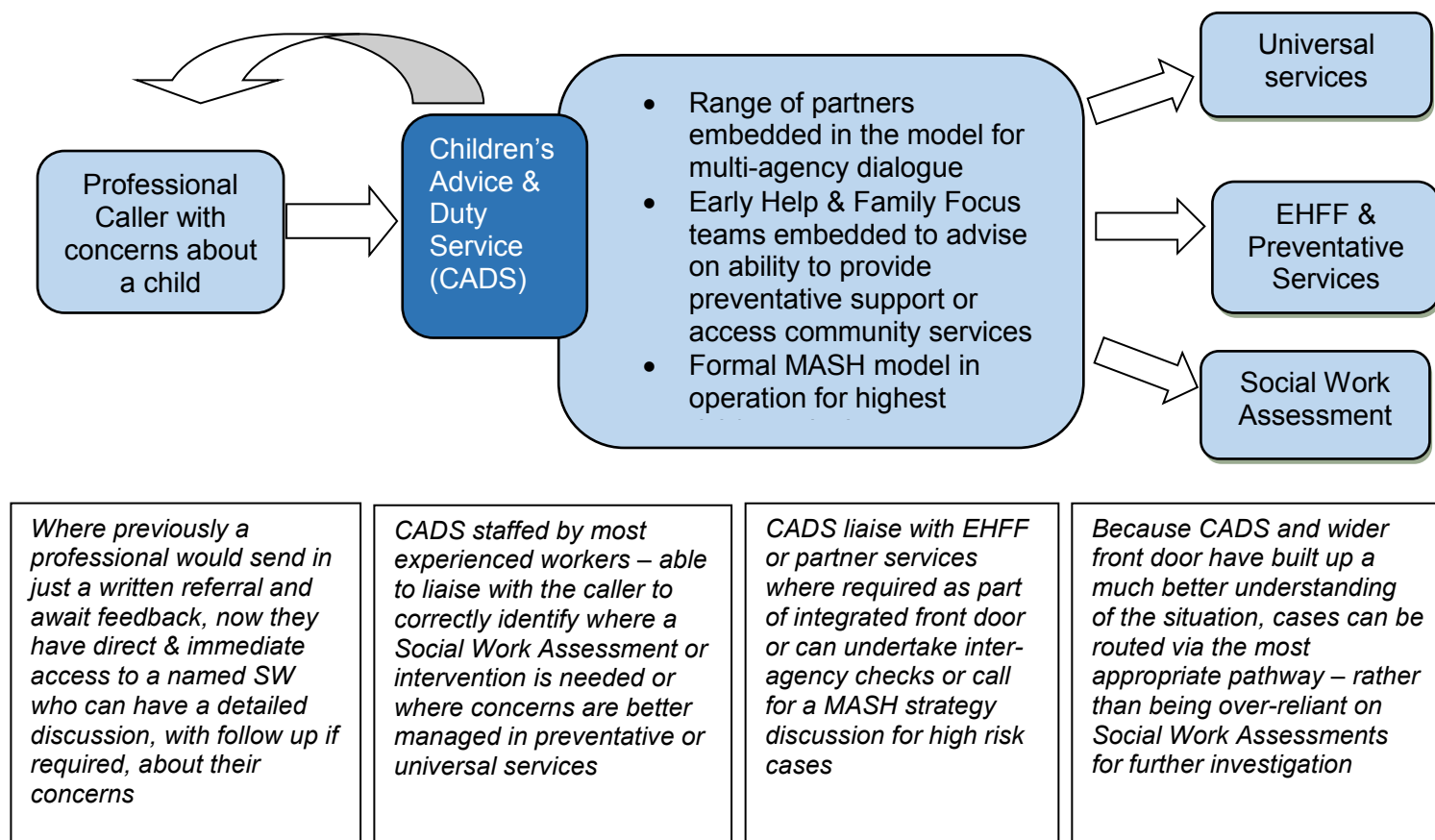
That Committee make note of and comment on the proposal towards a new approach to managing contacts and referrals into the Council's Children's Services.

1. Proposal

- 1.1 By mid-October 2018 establish a team of senior experienced Social Workers (SW) to provide an initial advice and consultation service for all professionals calling with concerns about children with a working title of 'Norfolk Children's Advice and Duty Service (CADS)' as the first point of contact.
- 1.2 A dedicated line and single number for professionals will be set up providing direct access to a named senior SW in CADS, removing multiple handover points. Members of the public will continue to use NCC's Customer Contact Centre. Contacts will be managed via telephone calls and written referral forms stopped.
- 1.3 Increase current capacity of the SW team from 8 to 16 WTEs to account for additional time required to hold conversations rather than process referral forms /written information, and offer an extended hours service from 8am – 10pm weekdays and a weekend service (being considered). This will ensure consistency and continuity in the quality of practice and approach out of hours, leading to fewer children becoming looked after and a reduction in assessments passed to the SW teams outside of office hours.
- 1.4 The existing Multi-Agency Safeguarding Hub (MASH) arrangements will remain in place, and continue to undertake cross -agency checks for those children for whom there is greatest concern and the threshold for significant harm is or is likely to be met at the outset.
- 1.5 Early Help Family Focus (EHFF) will continue to offer a presence at the front door and route into preventative services, as well as support for partners in universal settings (e.g. schools) where required, to support their ongoing management of identified need.
- 1.6 There is concurrent joint work on streamlining the MASH elements of the existing front door, and the police are working separately with Professor Thorpe on improved demand management to reduce the volume of low level incidents referred in by that agency.
- 1.7 Intensive training around holding conversations with partners based on a 'whose best placed to meet the needs of a child'/'never do nothing approach', will be provided by Professor Thorpe and team for the new call handling SWs i.e. CADS w/b 15th October, with a proposed go live date of the new way of working 17th October 2018.

- 1.8 The adoption of this new approach will coincide with a move of all staff (Council and otherwise) from Vantage House to County Hall planned mid-September, supporting the shift towards the front door being perceived as a Children's Services rather than police led operation.
- 1.9 However, the wider front door will remain a partnership endeavour and hub of sharing information and collaborative decision making towards improved outcomes and timely decision making for children. This will include establishing joint weekly case review meetings that will collectively monitor all activity and referrals, identifying trends, interrogating decisions and tracking individual cases.

Children's Services Integrated Front Door



2. Evidence

- 2.1 Ofsted inspection in November 2018 highlighted that high volumes of contacts/referrals and overly complex systems in the MASH/Front Door were contributing to delays in decisions for children, pressures on staff, and excessive caseloads in the SW assessment teams. Additionally, a significant proportion of SW assessments (60%+) were not leading to any on-going SW service.
- 2.2 Pressures on staff in the front door and morale in the teams was negatively impacted, and feedback from partners portrayed a poor experience of referring into the MASH, with a lack of clarity around where information went and what decisions were made about children.
- 2.3 As a result, an in-depth internal audit of practice and processes at the front door was undertaken, and has led to more immediate improvements from Nov 17 to April 18.

This has included a reduction in contacts from 4205 to 2643, an increase in SW Assessments leading to a SW service from 32.2% to 42.5% and a 15% decrease in new assessments being initiated across the County.

2.4 However, compared to national, regional and Statistical Neighbour performance, numbers of Contacts, conversion to assessment levels, assessments leading to No Further Action, re-referral rates (28%), and caseloads in the assessment teams remain too high, and do not allow SWs sufficient focus on the quality rather than quantity of their interventions with those children at greatest risk.

2.5 Highlights from Professor Thorpe's report, following his research (including 300+ case sample, observations) and feedback to internal and external stakeholder groups 03rd May 2018, included;

- Rates of significant harm are no different in Norfolk than elsewhere
- Too many points of processing information and handoffs between personnel in MASH
- Too many SW assessments being undertaken which result in no service from children's social care
- 70% of referrals about children are progressed through formal investigatory safeguarding route v 52% elsewhere
- Assessments are being used to clarify concerns raised about children in a higher proportion or referrals than seen elsewhere
- Written referrals contribute significantly to levels of assessment as more likely to be converted
- Potential to reduce assessment levels by a minimum of circa 1/3 (27.7%)

2.6 Where similar specialist training and this particular conversational methodology have been adopted elsewhere, including Good to Outstanding Local Authorities (e.g. Leeds, North Lincolnshire), typically assessment levels have reduced by 33%, the number of s47s initiated halved, with a cascade effect of reducing children subject to plans and children in care numbers over time. Leeds are national leaders in the Partners in Practice Programme and North Lincolnshire children's service have been rated an unprecedented 'Outstanding' in their last 3 inspections.

3. Financial Implications

3.1 This project will incur one-off costs of 80k associated with the change programme including the research and analysis by Professor Thorpe, service design and the training programme for the new model. These one-off costs will be funded as a part of the strategic transformation funding agreed for Children's Services in September 2017.

3.2 The total staffing cost for the new model will be £1,351k. This represents a £478k increase on the current base budget for the service. However the proposal to strengthen the front door will deliver demand reductions across the rest of the Children's system and so over time we will be able to realign resource from other areas of Children's Services into the Front Door as pressure on those areas is alleviated.

3.3 Overall the staffing establishment for the new model will therefore be delivered within existing resources but there will be front loaded costs as we will need to resource the expanded Front Door from the point of implementation in October and the reductions in demand and cost savings elsewhere will take time to impact. It is therefore recommended that we deploy £239k from the transformation investment

fund to cover the 6 months year's costs of the expanded model and that base funding is moved from elsewhere in Children's Services thereafter.

3.4 In addition to the above, the business case for the development of extended hours service operation is also being tested – that proposal would incur further additional costs at the front door for longer opening hours, but could have the potential to significantly reduce demand – including preventing out of hours admissions to care and further reductions in volumes of SWAs. Again the proposal would be for this extended to provision to be at least cost-neutral when viewed in the round.

4. Issues, risks and innovation

4.1 The proposal is an innovative model of practice, that whilst adopted by other successful Local Authority Children's Services, places Norfolk at the forefront in a select group of Councils nationally.

4.2 Providing an extended hours front door service in addition, will add to the impact of this approach, and although delivering huge potential for improved decision-making and outcomes for children, is not widespread. This will further cement the Council's reputation as a place of innovation and transformative solutions.

4.3 The model being recommended in response to concerns raised by Ofsted, is now recognised nationally as a best practice approach, validated by the inspectorate, and seen as returning to relationship based practice over an overly mechanistic and transactional process.

4.4 Creation of the new front door service and timing of its launch will be dependent on a number of contingencies;

- Decant of a large group of staff from Vantage House to County Hall by September 2018.
- Recruitment of a sufficient number of permanent Senior SWs as part of the new CADS team.
- Ensuring business continuity during implementation to allow for specialist training phase (2.5 days classroom input).
- Consistent communications and engagement with partners in the intervening period and beyond.
- LiquidLogic functionality ensuring accuracy and sufficiency of data to support new operating model and reporting of impact of new ways of working.

5. Background

5.1 Please refer to Executive Summary.

5.2 Please find attached slides evidencing results from previous authorities (Appendix 1)

Officer Contact

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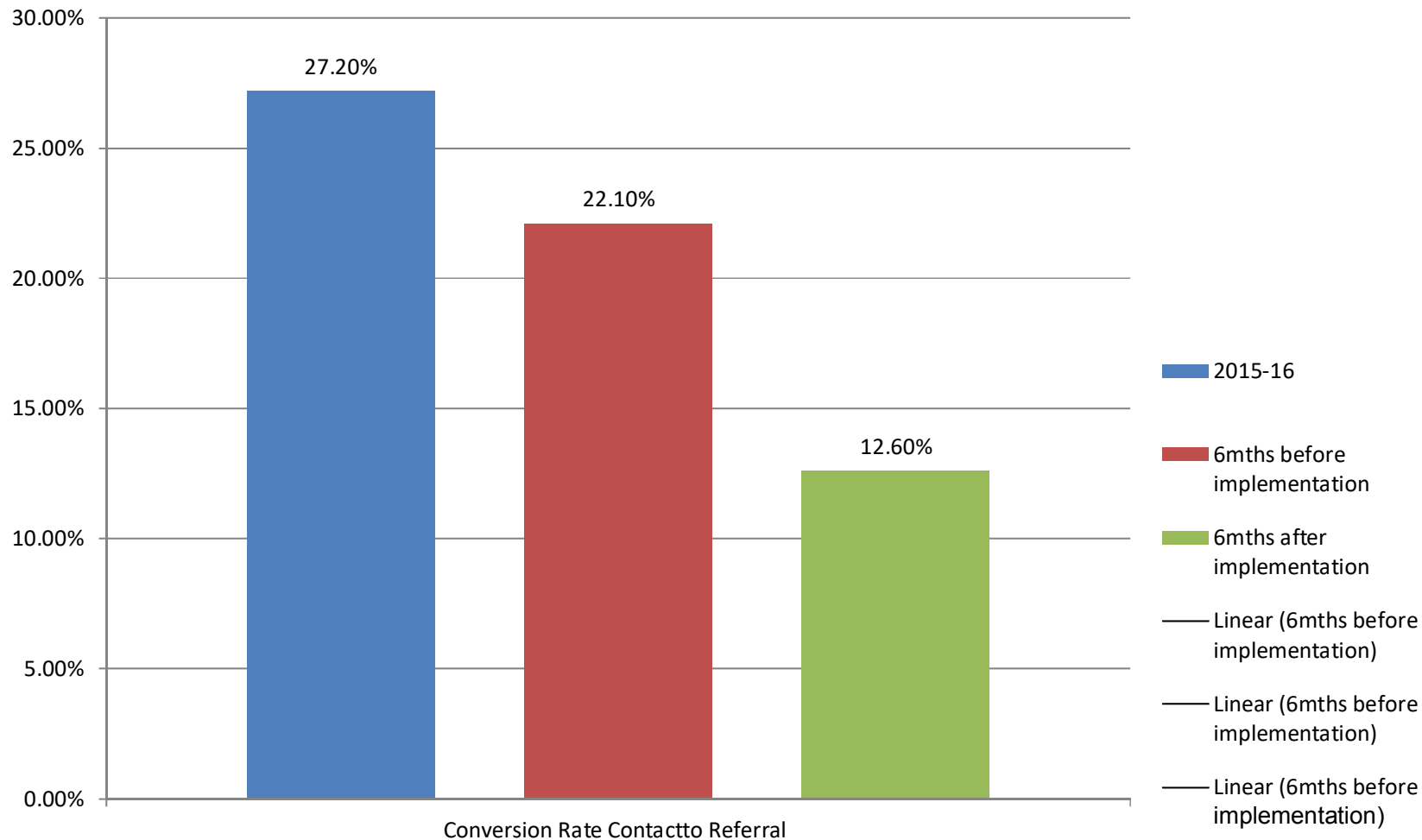
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IMPACT OF THE APPROACH IN OTHER AUTHORITIES

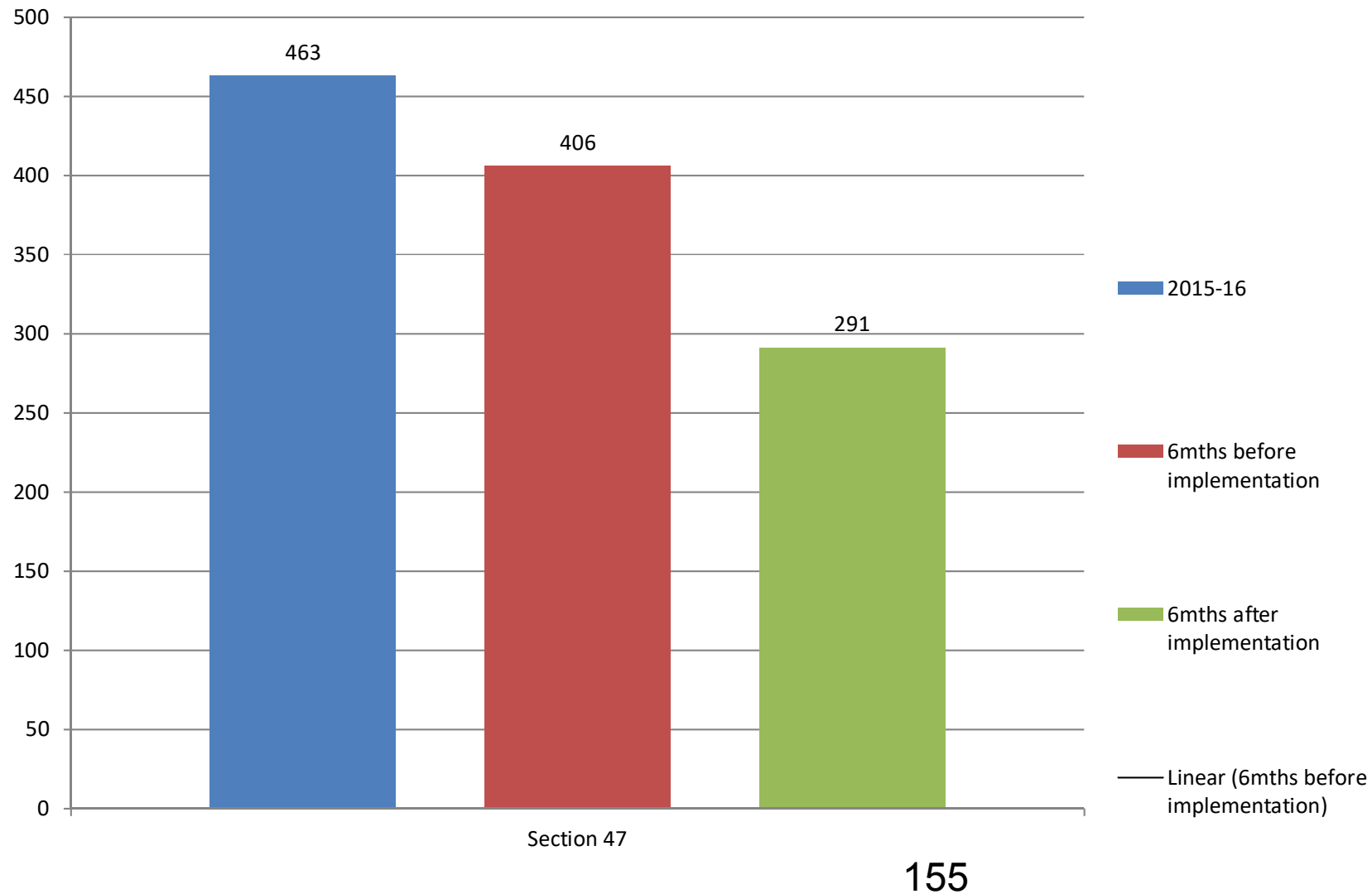
This model has been implemented in a number of other authorities. It has a measurable impact on assessments and referral rates immediately, and there is also a strong correlation with a reduction in LAC numbers in these authorities

These slides show data from these authorities before and after implementation

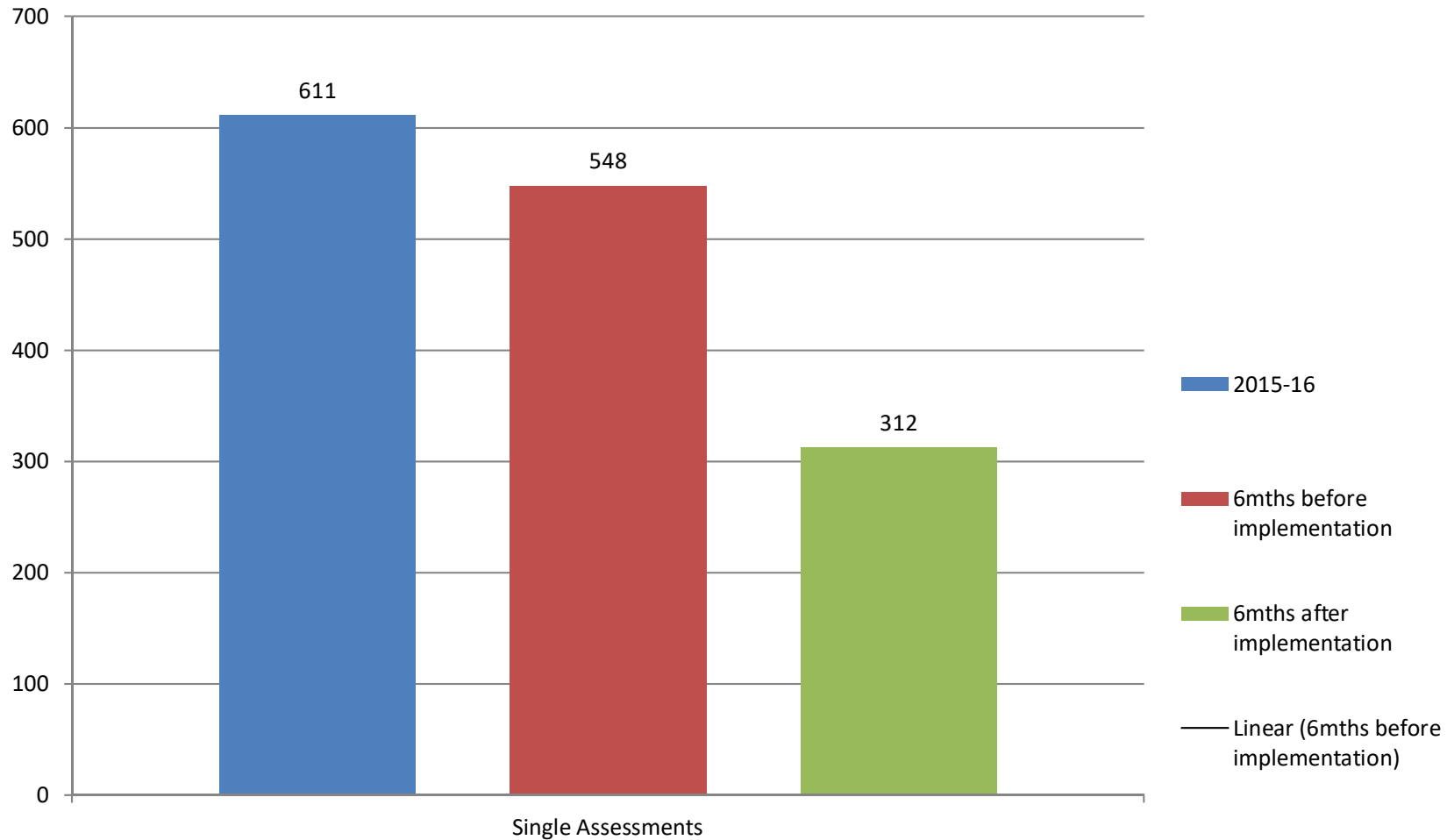
Impact in Southampton - Conversion Rate Referral To Assessment



Impact in Southampton – Reduction in Child Protection s47 enquiries



Impact in Southampton – Reduction in Social Work Assessments



156

Impact in Southampton – Reducing LAC Numbers

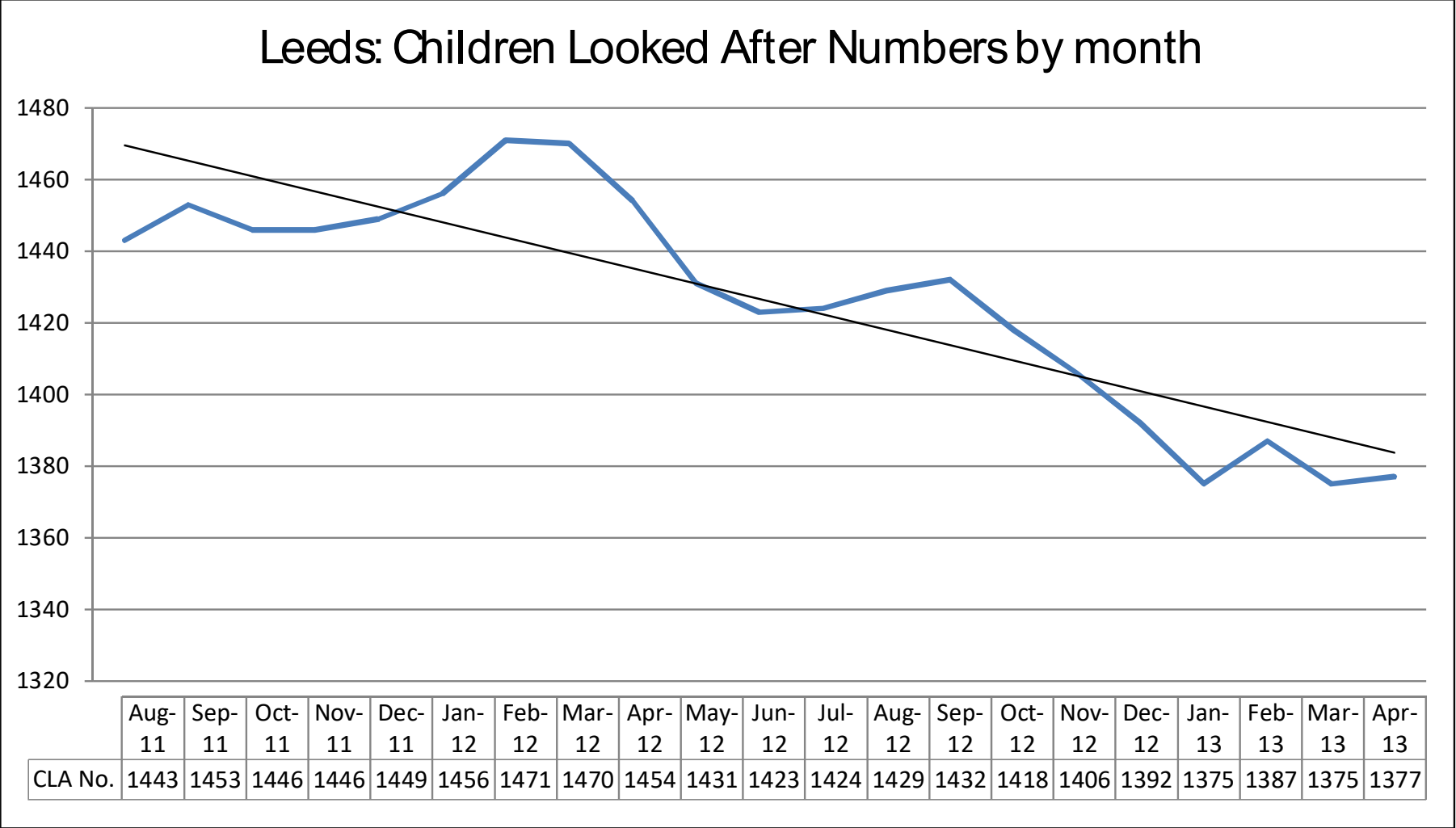
January 2017
591 LAC

March 2017
540 LAC

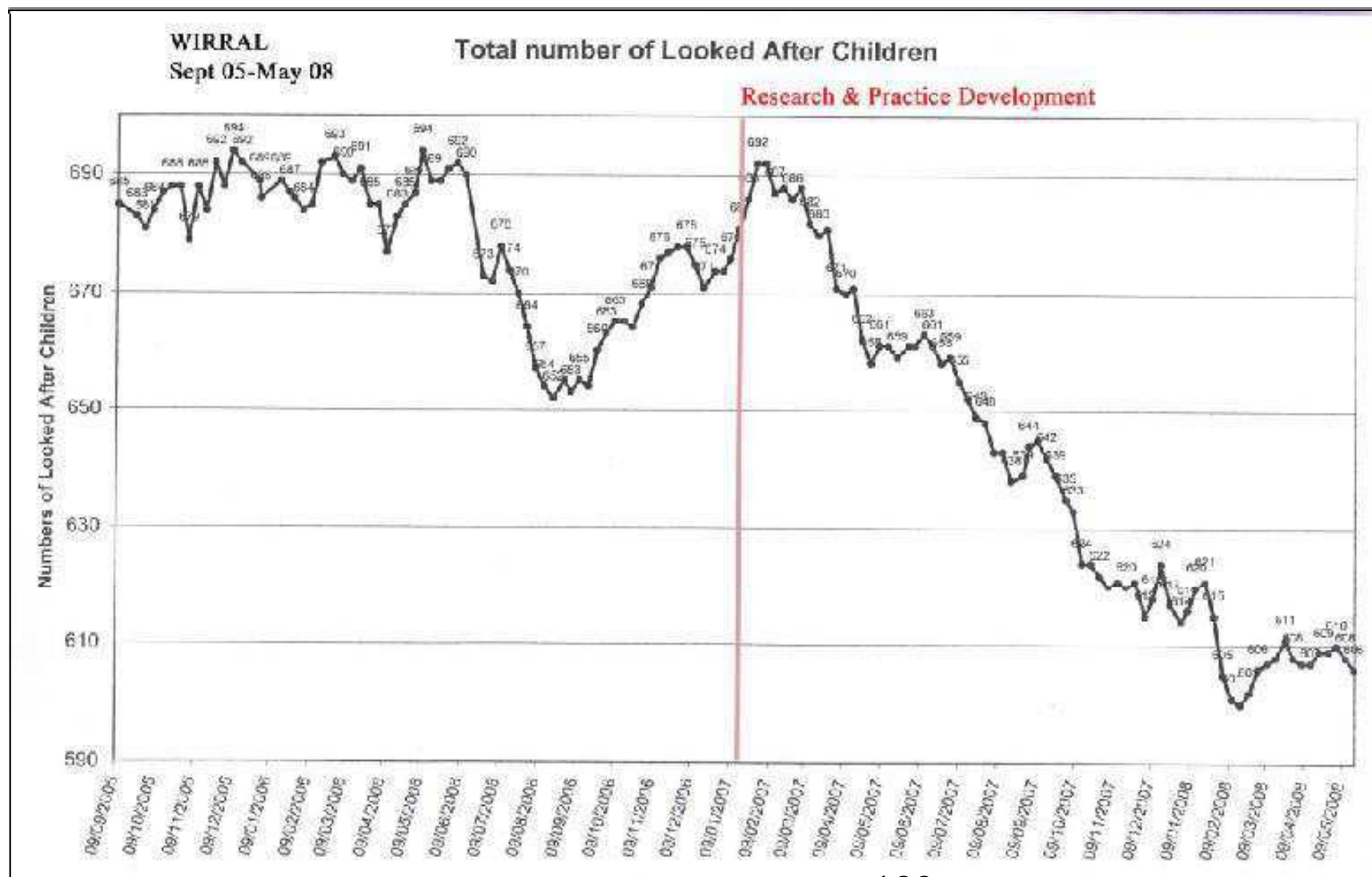
Impact in Leeds - Trends (Aug 2011 - Jan 2013)

	Aug. 2011	Jan. 2013	Vol. Change	% Change
Total Accumulation	2472	2995	+523	21% increase
Contacts	1429	1899	+470	33% increase
Referrals	1043	1096	+53	5% increase
Initial Assessments	686	436	-250	36% decrease
Looked After	1447	1375	-72	5% decrease

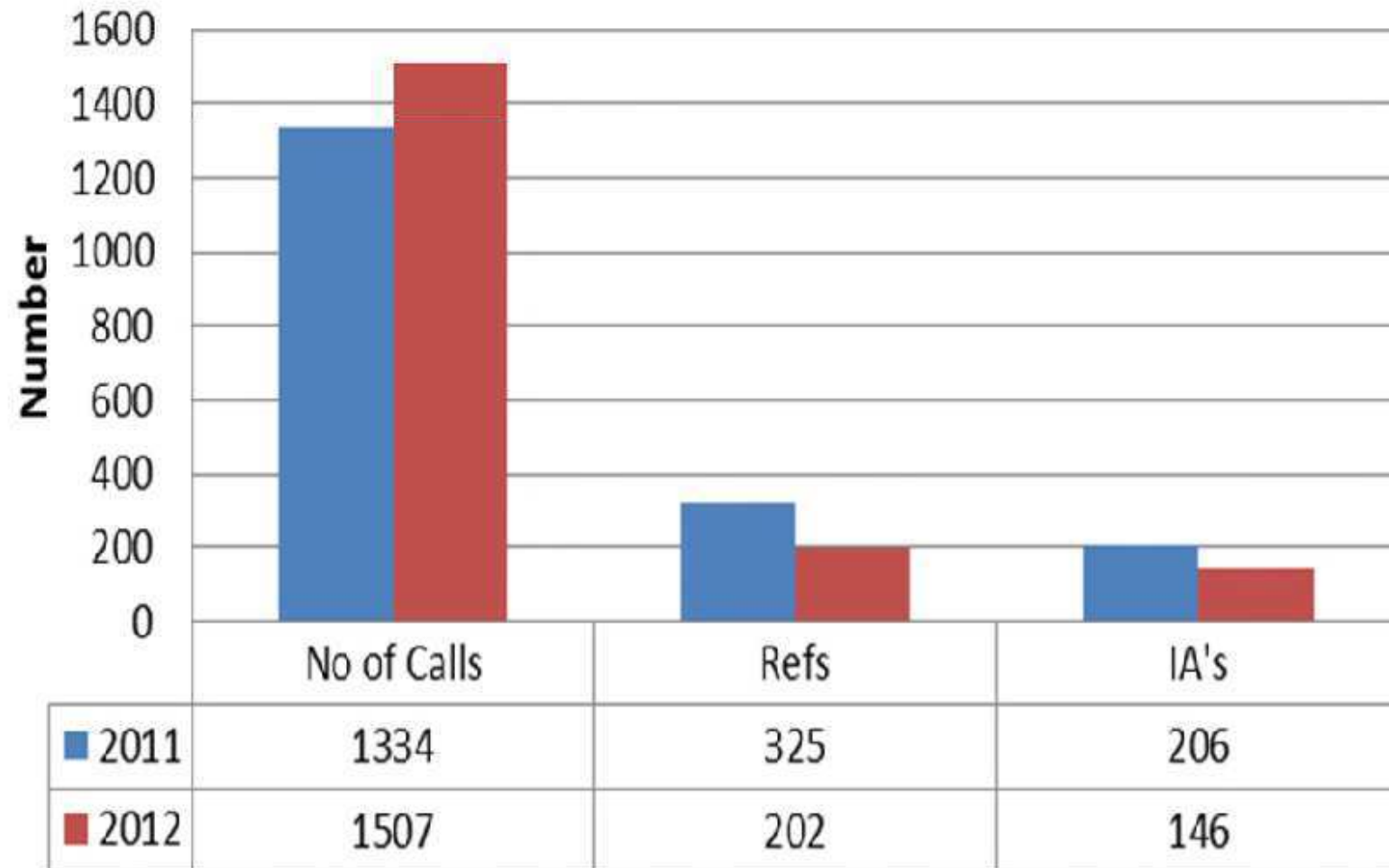
Leeds: LAC by Month 2011-2013



Impact in Wirral: Total LAC Sept 2005 – May 2008

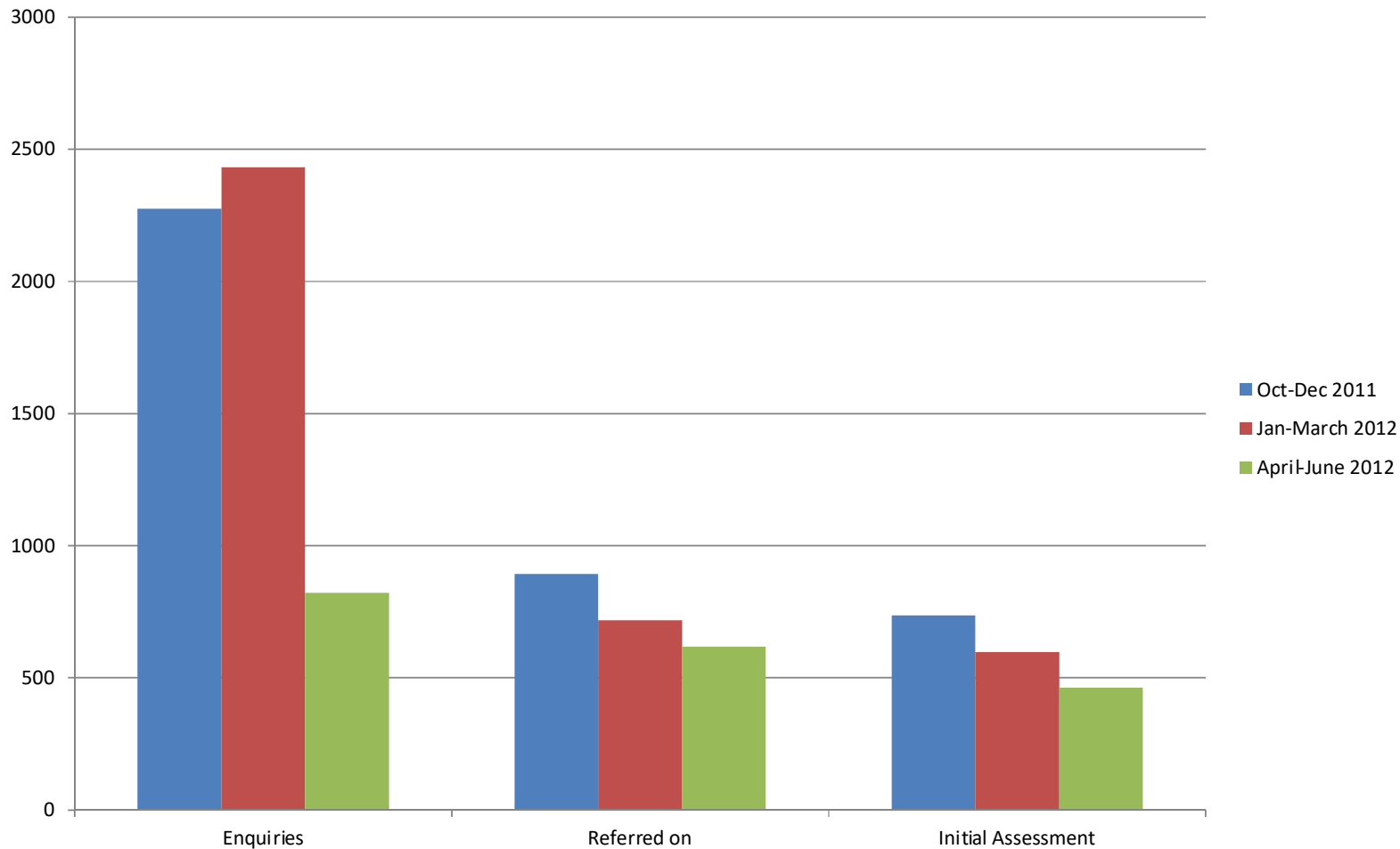


Impact in Bradford: 5 Weeks Post Implementation & Corresponding 5 Weeks in 2011 – more calls but fewer assessments



Impact in Wakefield MDC – fewer referrals and assessments

Implementing new telephone call-taking practices from October 2011



Thorpe Research LTD

Children's Services Committee

Report title:	Children Centre Service Re-Design Update
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact <p>The re-design of children's centre services is taking place with full regard to the council's Norfolk Futures Strategy to transform how council services are delivered, by modernising them and making them fit for purpose. Through offering a blend of support to develop community and peer led support for families with young children, alongside universal access to digital online information and advice, and targeted support for vulnerable families with additional and complex needs, the future service model will reflect the four guiding principles of Norfolk Futures:</p> <ul style="list-style-type: none"> • Offering our help early to prevent and reduce demand for specialist services; • Joining up our work so that similar activities and services are easily accessible, done once and done well; • Being business-like making best use of digital technology to ensure value for money; • Using evidence and data to target our work where it can make the most difference. 	

Executive summary

This report provides an update to Children's Services Committee on the timeline for the re-design of children centre services.

In February 2018 Norfolk County Council ratified its budget and confirmed that annually up to £5m would be made available for the provision of early family support from April 2019. This remains a substantial investment in children and families when compared to some statistical neighbouring authorities and more broadly across England. This investment must also be seen within the wider context of resources currently committed by the County Council to support families, including our Early Help Family Focus teams, our focus on improving outcomes for children through Early Years education, home learning, Family Information, libraries and the Healthy Child Programme.

We are working on ambitious proposals to create a new early childhood and family service that will aim to bring services for families together and target those in the greatest need.

As part of our strategy to deliver fully integrated and join up public services, we have an opportunity to develop a service that brings together children's centre services the Healthy Child Programme; community health provision; our work to ensure childcare sufficiency and community development activity.

As such the service redesign work is extremely important and has a great many dependencies. It is a very large and complicated project and it is vital that we get it right. For this reason, we are working with our providers to extend children's centre contracts for a further six months. This will give us the time we need to re-design services for children and families and put forward proposals which can help to reduce demand on other services, helps to keep families together and lead us towards an integrated early

childhood and family system.

We have a comprehensive stakeholder engagement plan in place and we are meeting with all providers and a range of other stakeholders as we continue to shape proposals for a new service model. We intend to consult publicly on these proposals in the autumn. We will present Children's Services Committee in January for a decision on any future model for supporting families with young children.

Recommendations:

To note the updated timeline for children centre services re-design

1. Proposal (or options)

- 1.1 We will work with providers, partner agencies and families in developing proposals to deliver our vision that:

Early childhood and family services will collectively support Norfolk's children to get the best start in life, targeting those in greatest need and supporting families to be resourceful and resilient so that their children can thrive.

- 1.2 By offering a blend of support to develop community and peer led support for families with young children, alongside universal access to digital online information and advice, and targeted support for vulnerable families with additional and complex needs reflecting the four guiding principles of Norfolk Futures:

- Offering our help early to prevent and reduce demand for specialist services;
- Joining up our work so that similar activities and services are easily accessible, done once and done well;
- Being business-like making best use of digital technology to ensure value for money;
- Using evidence and data to target our work where it can make the most difference.

- 1.3 As part of a phased approach that builds an integrated Early Childhood and Family System, the recommissioning of children centres provides an ideal opportunity to design and deliver an early childhood and family service that engages effectively with vulnerable families with additional and complex needs, at the earliest point, and provides appropriately targeted responses to meet their needs.

- 1.4 We have an opportunity to secure a refreshed approach that draws together universal and targeted support for families with young children and therefore improve outcomes for children, through integration with the Healthy Child Programme, community health provision, our work to ensure high quality, sufficient early years provision, support for home learning, family information, community development activity and the council's ambition for flexible and agile use of community assets, as part of delivering fully integrated and joined up public services.

- 1.5 We have a comprehensive stakeholder engagement plan in place and are meeting and working with providers and a range of other stakeholders including the Voluntary Sector, Education, Health and District Councils, as we shape proposals for an innovative service model. We intend to consult publicly on these proposals in

the autumn, to inform decision making by Children's Services Committee in January 2019 on any future service model for supporting families with young children.

2. Background and Policy Context

2.1 Children's centres were first established in Norfolk in 2000, with the first centre opening in Norwich under the national Sure Start programme. Their aim was to offer support to families in the most disadvantaged areas of the county, offering a variety of services. Over time the focus of children's centre provision has changed, with an increasing focus on targeted support for families with specific vulnerabilities and disadvantages.

2.2 There are currently 53 designated children centres across Norfolk, operating from a variety of settings including schools, libraries and purpose-built buildings, outreach venues and directly to some families in their own homes.

2.3 The services are delivered through contracts with 12 different providers including a national charity, a local charity, an NHS Trust, and schools including academies.

2.4 Services currently include:

- Antenatal and postnatal programmes and support
- Parenting advice and programmes
- Individual support for parents experiencing difficulties such as mental health, drugs and alcohol use and domestic abuse
- Advice about early years education and childcare
- Support, information and advice on a range of topics from healthy eating to employment and training
- Drop-in play sessions
- A place to meet and talk to other parents/carers

2.5 The current children's centre service model was constructed more than seven years ago and contracts with existing providers are coming to an end in 2019. This is the right time to review, redesign and deliver a consultation about proposed the new ways the service could delivered, to reflect the change in needs and how families access services, and to seek views on how these services can be provided in the future.

2.6 Since the initial establishment of the Children's Centre programme there have also been major policy changes and recommendations, including:

- The Early Years Foundation Stage (EYFS) curriculum became statutory in 2008, setting standards in learning and welfare for any provider caring for children from birth to five years old
- Responsibility for public health transferred to councils on 1 October 2015, including the commissioning of a Healthy Child Programme for 0-19s
- An entitlement of 15 hours free childcare for three and four-year olds was introduced in 2010, extended to 30 hours for children of working parents in 2017
- 15 hours free childcare for disadvantaged 2 year olds was introduced in 2014
- Recommendations from "Unlocking, talent, fulfilling potential: A plan for improving social mobility through education" including improving early language development. Department of Education, December 2017.
- Recommendations from "State of the Nation 2017: Social Mobility in Great Britain, Social Mobility Commission, November 2017 - Every local authority should develop an integrated strategy for improving disadvantaged children's

outcomes to include improved support for early education settings, collaborative working groups, tailored advice and comprehensive training for early year's teachers.

2.7 Norfolk County Council is required to have regard to the statutory guidance issued by the Department for Education in 2013, when carrying out duties relating to children's centre services under the Childcare Act 2006. This places a duty on the Council to improve the wellbeing of children from birth to age five in Norfolk and to reduce inequalities between them. The Act makes clear that we so far as is reasonably practicable, we must make sufficient provision of children's centres to meet local need. We must also work together with relevant partners and ensure that early childhood services are provided in an integrated manner.

2.8 A children's centre is defined in the Act as a place or a group of places:

- which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority's area are made available in an integrated way;
- through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere); and
- at which activities for young children are provided.

2.9 From the statutory definition children's centres should make appropriate and integrated services available. There is no specified model for how this should be achieved.

2.10 As well as responding to this sufficiency requirement we will be designing the new service model to respond specifically to the needs of local communities in Norfolk and the evidence about which families we should particularly be prioritising for support. As part of the consultation we will be publishing a data and evidence pack showing how the new service design has been informed by our understanding of local needs. We will also be using the consultation to gather additional evidence directly from families and communities about local needs and local priorities.

3. Financial Implications

3.1 As part of this redesign, careful consideration will be given to ensure that every penny of public service money is spent well as the overall council budget reduces. Our proposal will seek to maximize all the funding spent on early years provision. This means that whilst the agreed annual budget is £5m, instead of the current £10m, in future years this will be joined together with wider investment in services for young children to form a larger total pot, so we can deliver an appropriate range of services in accordance with need and our statutory responsibilities.

3.2 The service design work is extremely complex and has a great many dependencies. It is a very large and complicated project and it is clearly vital that we get it right. For this reason, we are working with our providers to extend children's centre contracts for a further six months.

3.3 The contract extension does not affect the level of savings to be delivered through this redesign work but it does require a re-profiling of the timeline for their delivery and will result in a one-off budget pressure in 2019/20 of £1.7m

4. Issues, risks and innovation

- 4.1 Given the scope and complexity of this project detailed work is being undertaken to understand any risks to the local authority in delivery and to understand the impact to communities and wider stakeholders.
- 4.2 A community and equality impact assessment will be completed as part of the preparatory work and will be presented to Children's Services Committee at the end of the consultation period along with the analysis of any risks for the local authority.
- 4.3 Informed by national evidence, we now have a positive opportunity to jointly commission and better integrate services for the benefit of children and families, transforming and modernising our early years and children's centre services, to deliver joined-up provision that better meet the needs of families, informed by their perspective.

Officer Contact

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Children's Services Committee

Report title:	Committee Forward Plan and update on decisions taken under delegated authority
Date of meeting:	10 July 2018
Responsible Chief Officer:	Sara Tough Executive Director, Children's Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report sets out the Forward Plan for Children's Services Committee. The Forward Plan is a key document that enables Members to shape future meeting agendas and items for consideration. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The current Forward Plan for this Committee is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or her team), within the Terms of Reference of this Committee. There are no relevant delegated decisions to report to this meeting.

Recommendations:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wish to consider.**

1. Proposal

1.1. Forward Plan

- 1.1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business.
- 1.1.2. The current version of the Forward Plan is attached at Appendix A.
- 1.1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing

schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

1.2. Delegated decisions

- 1.2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are no relevant delegated decisions to report for this meeting.

Evidence

- 2.1. As set out in the report and appendices.

3. Financial Implications

- 3.1. There are no financial implications arising from this report.

4. Issues, risks and innovation

- 4.1. There are no other relevant implications to be considered by Members.

5. Background

- 5.1. N/A

Officer Contact

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

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(textphone) and we will do our best to help.

Work programme for service committees

These are the items that service committees may need to consider or make a decision on.

Children's Services Committee

Issue/Decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
10 July 2018			
Revenue Budget Monitoring Month 2			Paul Cook
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Norfolk Youth Justice Plan 2018-21			Chris Small
School Organisation in Winterton and Hemsby			Caroline Money
SEND Sufficiency & High Needs Funding			Michael Bateman
Recruitment and Retention			Elly Starling
Review of Children's Services MASH			Phil Watson
Early Childhood and Family Services			Sarah Jones
Risk Management			Andy Goff
11 September 2018			
Finance Monitoring Report			Dawn Filtress
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Annual Review of the Norfolk County Council Adoption Agency		To challenge the service on performance and outcomes achieved, and approve the statement of purpose	Peter Ronan

Work programme for service committees

These are the items that service committees may need to consider or make a decision on.

Issue/Decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Annual Review of Norfolk's Fostering Service		To challenge the service on performance and outcomes achieved, and approve the statement of purpose.	Peter Ronan
Annual Review of Norfolk's Residential Children's Homes		To challenge the service on performance and outcomes achieved, and approve the statement of purpose.	Peter Ronan
Performance Monitoring report			Andy Goff
New Directions			Sarah Jones
16 October 2018			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Budget Planning			Dawn Filtness
Children's Change Programme - Norfolk Futures			James Wilson
13 November 2018			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Capital Programme			Seb Gasse
Validated Education Outcomes			John Crowley
Education Standards Report			John Crowley

Work programme for service committees

These are the items that service committees may need to consider or make a decision on.

Issue/Decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
22 January 2019			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Budget Planning 2023-27			Dawn Filtness
Performance Monitoring report			Andy Goff
Determination of 2020/21 Admissions arrangements			Sebastian Gasse
Local Growth & Investment Plan			Seb Gasse
12 March 2019			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Validated Post 16 Education Outcomes			Seb Gasse

