

# Children's Services Committee

Item No.....

<b>Report title:</b>	<b>Integrated Performance &amp; Finance Monitoring report</b>
<b>Date of meeting:</b>	<b>14<sup>th</sup> March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Matt Dunkley Interim Executive Director Children's Services</b>
<b>Strategic impact</b> 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.

As per a previous request from Members the Vital Signs Report Cards are no longer reported in a single block but, instead, are reported within their relevant sections of the report. The only indicator which meets the exception requirement for this report is 'Rate of Looked After Children'.

In addition to vital signs performance, this report and its appendices contain other key performance information via the Education Scorecard, Early Help Dashboard and the Monthly Management Information (MI) Report. The MI report has been subject to a significant redesign and a draft of the new style report is included at appendix 3.

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

## 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 across all 12 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.

Monthly	Bigger or Smaller is better	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller							8.2%	7.9%	14.1%	13.3%	18.0%	11.1%	11.3%	20.0%
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	27.0%	23.1%	27.0%	28.2%	28.2%	28.2%	24.6%	23.5%	27.2%	25.9%	26.4%	20.0%	23.8%	<20%
{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	10.4%	9.7%	9.2%	9.3%	9.9%	9.6%	8.7%	8.6%	9.5%	14.3%	7.8%	12.7%	4.2%	<15%
{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller	10.0%	21.1%	31.4%	17.4%	17.9%	17.8%	17.5%	17.7%	17.5%	17.4%	20.4%	20.6%	20.7%	<15%
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	58.4%	56.7%	57.1%	68.0%	63.3%	61.1%	60.6%	66.9%	73.0%	72.6%	72.5%	70.6%	85.7%	100%
{ChS} Child Protection (CP) - % children seen	Bigger	83.1%	89.7%	89.2%	92.8%	91.0%	91.4%	91.6%	89.3%	89.5%	88.8%	87.5%	90.7%	89.1%	100%
{ChS} LAC with up to date Care Plan	Bigger	94.9%	94.3%	95.2%	96.6%	94.7%	94.2%	94.8%	97.6%	97.7%	97.8%	97.1%	98.5%	98.6%	100%
{ChS} LAC with up to date Health Assessment (HA)	Bigger	76.0%	81.9%	81.9%	84.9%	84.6%	87.7%	88.8%	87.6%	88.7%	89.3%	91.1%	88.4%	87.8%	100%
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	81.1%	85.9%	84.9%	86.0%	84.5%	85.8%	83.2%	84.4%	88.3%	86.6%	87.6%	91.5%	89.9%	100%
Quarterly / Termly	Bigger or Smaller is better	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Target
{ChS} LAC with up to date Personal Education Plan (PEP)	Bigger			75.5%	80.7%	84.6%	86.5%	76.7%	63.5%		73.5%	88.9%	81.2%	82.5%	100%
{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller			68.4	66.5	64.5	64.1	64.0	63.6	63.1	62.5	62.6	62.8	65.5	<55
{ChS} Increase the percentage of education establishments judged good or better by Ofsted	Bigger					71.0%				80.0%			87.0%	88.0%	>86%

## **1.2 Report cards**

1.2.1 A report card has been produced for each vital sign. 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.

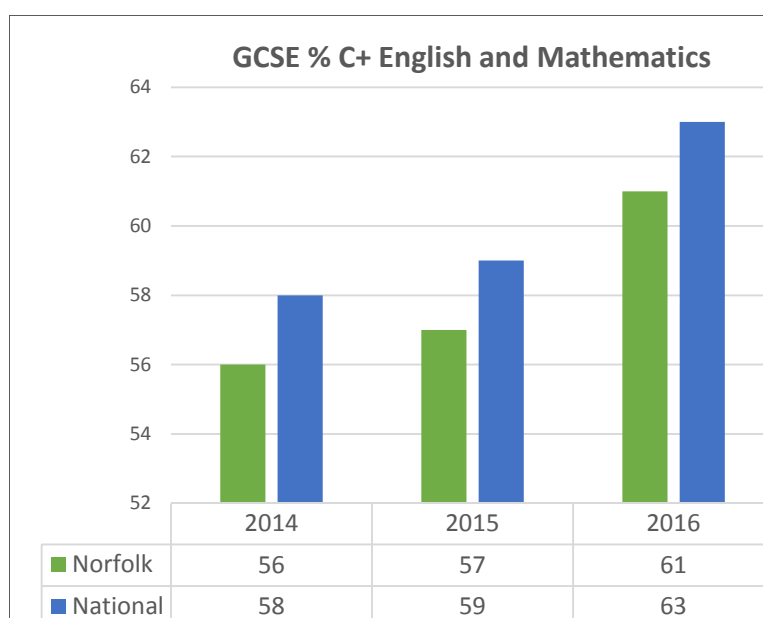
## 2. Impact of Support For Education Improvement (Scorecard at Appendix 1)

### 2.1 Ofsted Outcomes

- 2.1.1 The percentage of schools judged to be Good or Outstanding remains in line with the national average at 89%.

### 2.2 Education Achievement

- 2.2.1 Validated Key Stage 4 has now been published and shows that the percentage of pupils who have achieved a grade C or higher in English and Mathematics has increased from 57% in 2015 to 61%, maintaining a gap of 2 percentage points between Norfolk pupils and the National average. The 4 percentage point increase in outcomes nationally and in Norfolk is in part down to a change in methodology which now also counts English Literature as a pass in English alongside English Language.



- 2.2.2 Although average progress is in line with national, average attainment as measured by Attainment 8 is lower than national. The gap between the attainment of disadvantaged pupils and their peers is wider in Norfolk.

Attainment 8	All Pupils	Disadvantaged Pupils
Norfolk	49.0	38.8
National	49.9	41.3

### 2.3 NEET/Participation

- 2.3.1 The percentage of young people whose destination is unknown is now just 1% compared to 5.2% nationally, so although the NEET figure is above national (3.9% compared to 2.6%), the percentage of students we know are in employment, education or training is significantly better than national.

## **2.4 Exclusions**

- 2.4.1 There were a total of 115 confirmed exclusions during the autumn term which compares with 118 exclusions the previous year (autumn term 2015). Therefore, we can anticipate a similar number of permanent exclusions for the whole academic year of just below 300.
- 2.4.2 We are implementing the recommendations from the Members Task & Finish Group, as reported to the January committee meeting, to reduce the number of exclusions across the county and to ensure that there is sufficient provision for those who have been excluded. For example arrangements for three pilots across the county are in place to test a new managed move system to prevent exclusions. Alongside this pilot we are commissioning additional specialist places for pupils to be able to move on from the Short Stay School for Norfolk
- 2.4.3 Seven Norfolk Looked After Pupils were excluded in the Autumn term (six from Norfolk schools).
- 2.4.4 As Corporate Parenting Board chair, Cllr Roger Smith requested expectation for zero exclusions of LAC. A group of officers met and agreed a way forward towards a policy of permanent inclusion for all looked after pupils. The starting point is a meeting to review permanent exclusions and identify and key features with comparison to pupils at risk but where there has been no permanent exclusion. Meeting to be chaired by the Head of Achievement Service and to include:
- Head of Achievement Service (chair)
  - Head of Virtual School for Children in Care
  - Head of Social Work
  - LAC Team Manager
  - Social Work Practice Lead
  - A LAC Independent Review Officer
  - Headteachers (Primary and Secondary)

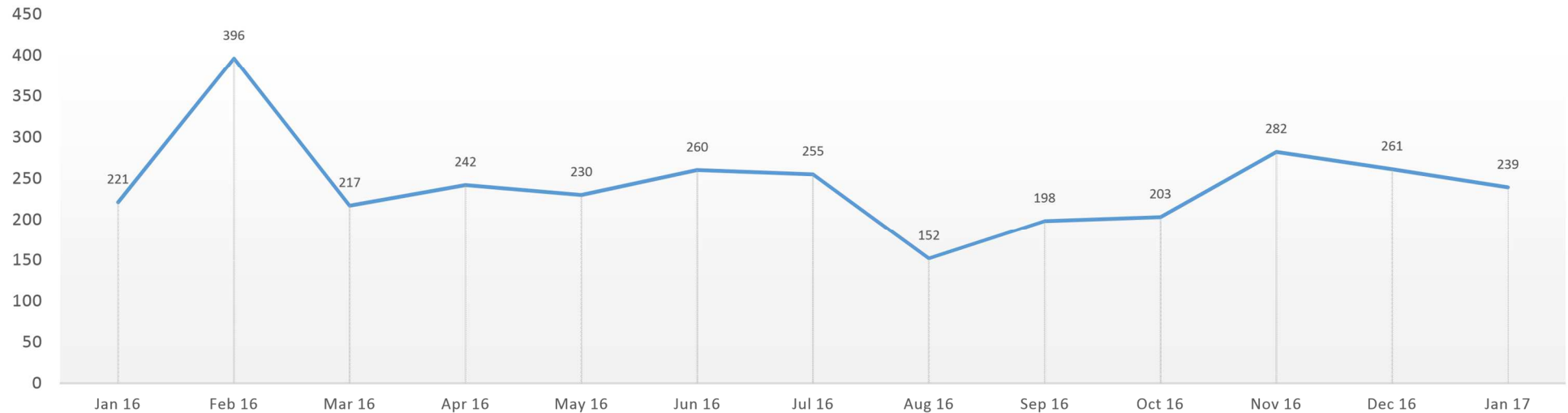
Following this meeting a draft 'Permanent Inclusion Policy' presented to CPEG with implementation and consultation plan and a timeline.

### 3. Early Help

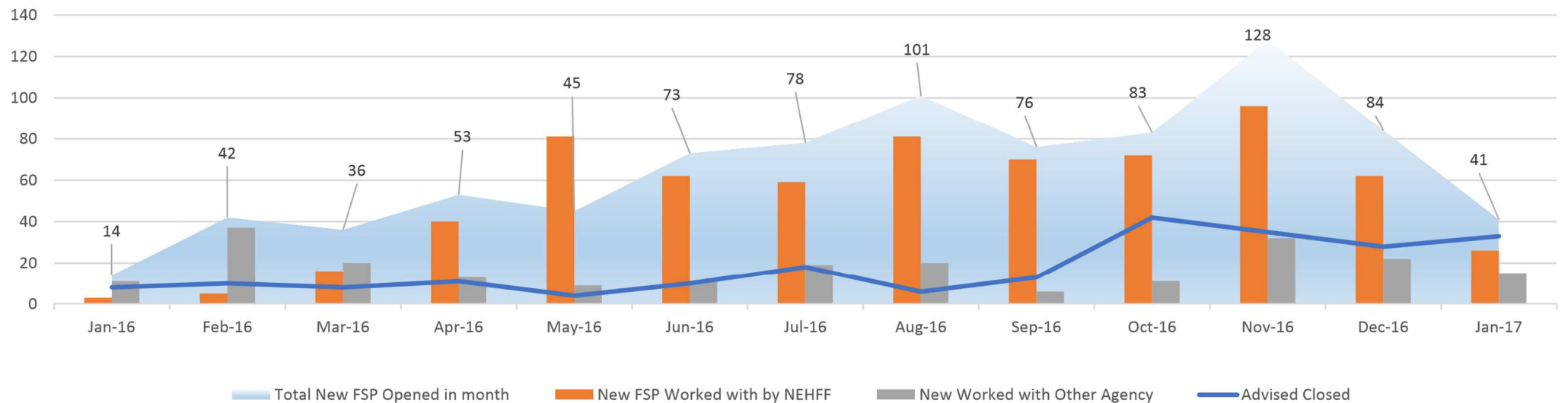
- 3.1 Across January 2017, we received 239 referrals into Early Help Family Focus. This volume was 2% below the average over the last twelve month and due to the expected trend of Christmas Holidays. However, we have actually seen an 8% increase in referrals compared to January 2016 (239 Referrals compared to 221).
- 3.2 There were 1152 families open to Early Help Family Focus localities in January 2017. This is 3% lower than the last quarter.
- 3.3 In January there were a total of 936 Family Support Plans in place across Norfolk covering 3346 children worked with by Children's Services and partner organisations. This is 16% above the average over the last twelve months and 24% higher than January 2016
- 3.4 The data dashboard suggests there is significantly lower FSP's initiated than expected or anticipated given our Children's Centre commission as well as the involvement of schools and the voluntary sector in supporting families. The Process teams now have access to monthly data report which identifies newly initiated FSP's by area and agency as well as the cases that have been recommended an FSP from the front door MASH outcome so that they can begin to proactively and strategically focus their activities in their locality based on this information.
- 3.5 In January 2017 we saw 20 families transferring from Social Care (Step Downs) and 3 families step up to Social Care.
- 3.6 Families are continuing to access on-going support once their agreed outcomes have been met through Early Help Family Focus from the Supporting Progressions Service. In January 2017 there were 134 families accessing this service. This is a 5% lower compared to January 2016. The average number of days a family is supported by the Supporting Progressions Service is 300 days. In January, 11 cases exited the service, 7 of which had the needs met. 2 have moved on to be supported by our universal partners. The remaining 2 have returned to the main service.
- 3.7 79% of the FSP's that are currently being worked with are lead by NEHFF practitioners. Within our Universal Partners 11% have come from schools, 4.3% have come from Children Centres while NHS and FIP have provided 1.1% of our FSP's. The remainder have come from a mix of charitable partners and the Youth Offending Team YOT.

## Norfolk Early Help Management Overview Dashboard January 2017 (All data taken on the 2nd Tuesday of each month)

EH Requests for Support received - Everything through the front door (MASH, Locality Teams and Social Care Transfers)



### Newly Initiated FSP's (Universal and NEHFF)



[illegible][illegible]



Average Days to allocation	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April
Breckland Team	16	6	18	7	7	3	5	5	2			
City Team	13	9	21	17	9	4	9	7	5			
East Team	25	13	22	18	14	7	9	13	12			
North Team & Broadland	14	21	38	21	10	6	11	10	8			
South Team	3	3	18	3	6	3	6	4	3			
West Team	9	9	16	22	12	7	11	11	8			
Standard Risk CSE Cases Identified in the MASH	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April
Breckland				2	2	7	2	2	4			
City				1	0	1	8	4	0			
East				0	3	8	3	3	3			
North & Broadland				3	3	2	3	6	5			
South				1	2	5	4	1	1			
West				1	2	4	2	3	1			
Transfers from SC to NEHFF	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan*	Feb	Mar	Apr
Breckland	0	2	1			0			2			
City	2	1	10			1			3			
East	0	3	2			0			5			
North & Broadland	0	0	5			7			4			
South	0	1	0			0			1			
West	2	1	3			1			5			

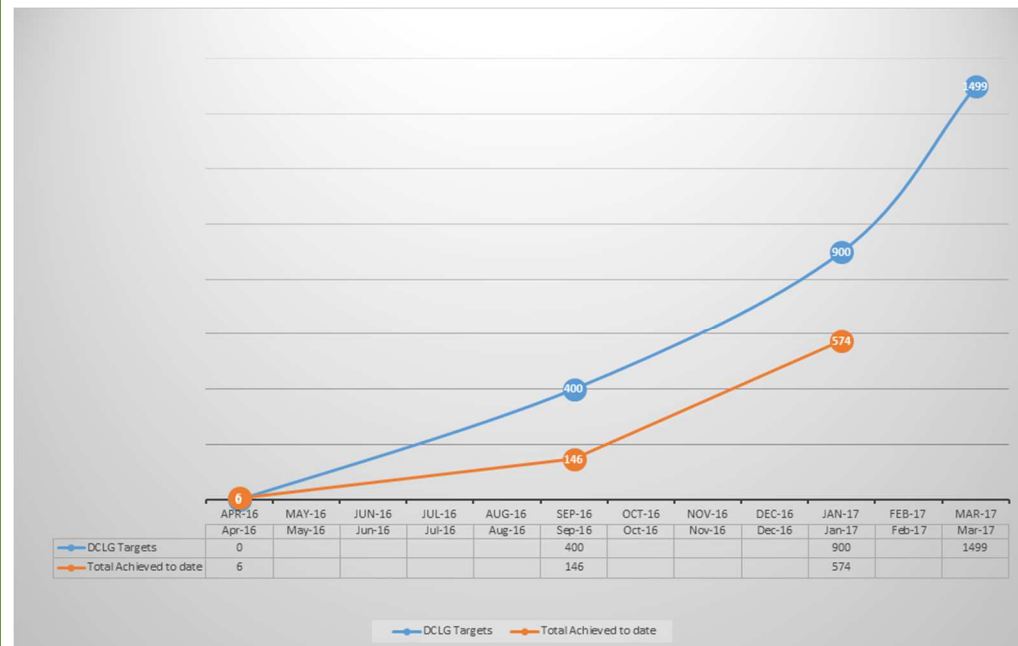
## Troubled Families Payment by Results (PbR) Claim – Update report w/c 20<sup>th</sup> February 2017

### Why is this important?

The Troubled Families programme aims to achieve better outcomes for hard pressed families facing multiple problems that in turn lead to a reduction in demand for costly and reactive public services. This programme is a core component of our Early Help offer.

The Troubled Families grant is worth up to £11,920,000 to Norfolk over five years from April 2015 – March 2020. For 2016/17 this means a maximum funding of £3,147,700.00

### Performance



### What is the background to current performance?

#### Progress:

Families claimed through PbR to date: 574

Target number of families for March 17: 395

Total year end figure projection: 969 (65% of total claimable families)

The expansion of the qualifying criteria from 2 to 6 measurable outcomes means achieving 100% in this programme is proving a significant challenge for Norfolk and the eastern region.

Additional capacity has been drawn from across Early Help to support meeting the ambitious year-end target.

#### Action required

- Collect/collate core data from Education, Police and DWP is by w/c 20<sup>th</sup> Feb for initial data submission w/c 27<sup>th</sup> Feb
- Commence PbR activity w/c 6<sup>th</sup> March
- Review progress on a weekly basis
- More accurately profiling of the number of families required in 17/18 to attach to the programme
- Review programme delivery and improvements needed for 17/18 to include: Review of DOREIS capability to deliver comprehensive reporting required, setting PbR claim projection targets, revisiting EH delivery model to support the above

### What will success look like?

- Meeting the PbR claim projection for 2016/17 to be able evidence significant and sustained progress for families with multiple problems
- Continued evidence to support whole family approach to supporting our most vulnerable families
- An evidenced reduction in demand for costly and reactive public services.

### Responsible Officers

Lead: Sarah Jones Data: Don Evans

## **4 Social Work (MI Report at Appendix 1 & 2)**

### **4.1 Contact and Referrals**

- 4.1.1 The increase in the number of contacts and referrals in January 17 is similar to those seen in January 16 and correlates to other slight increases we see in the weeks following the start of a school term. Although the figure has picked up slightly in January 17 we have seen a low percentage of these contacts go on to become referrals. This can be an indicator that partner agencies are referring in cases that do not meet threshold for social care intervention. Conversely it could also indicate issues around decision making within the MASH regarding thresholds.
- 4.1.2 The Quality & Effectiveness Service will undertake some dip-sampling of contacts which haven't become referrals where more than one contact has been made. This will help identify whether support needs to be given to partner agencies re: thresholds or whether MASH interpretation of thresholds needs to be addressed.
- 4.1.3 The number of contacts from Police has significantly increased since Oct 16. This is due to an agreed process linked to a specific operation whereby lower level domestic reports from the police that would not previously have been recorded are now logged and passed to schools so that they can offer Early Help. This also ensures cumulative reports are logged to enable better risk assessment. The data shows us that referrals from Education are more likely to reach the threshold for referral than those received from Health or the Police. Many Police 'contacts' will be for information only (or as stated above are now logged to be passed on to schools), therefore it is a reasonable hypothesis that there may be some work to do specifically with our health partners regarding thresholds. The dip-sampling of contacts referred to earlier will help to test this hypothesis.
- 4.1.4 The re-referral rate has been between 20% and 28% over the calendar year. The continually high re-referral rate for the East Locality (over 30%) has already been identified and acted on. The QA team have undertaken audits on a number of cases that have been re-referred to the locality. The findings included a lack of consultation between MASH and the Lead Professional where a FSP was in place thresholds not being consistently understood or applied, Early Help closing cases where there were still concerns because they 'cannot get the family to engage', and a lack of curiosity and depth in assessments. From this an action plan has been created with the Head of Social Work to address practice issues relating to the locality teams, MASH and Early Help.

### **4.2 Assessments and S47 Investigations**

- 4.2.1 The number of assessments authorised in January 17 is comparable to figures seen last month and January 16. There was a spike in the numbers in July & August 16 which directly related to work undertaken by 3 assessment teams to clear backlogs of cases. There are currently a series of workshops being held around the county re Assessments which includes consideration about when is the right time to undertake a further assessment for children who have been open to a social work team for a long time (i.e. Looked After Children, and long term cases in FIT teams). It is likely that we will therefore see another increase in the numbers of assessments being undertaken over the next few months.
- 4.2.2 July, August and September saw a dip in the % of assessments authorised in timescales, again this correlates with the work some assessment teams did to clear backlogs of cases. Figures have improved back to the levels seen prior to this period. However we may see another dip in performance in this area over the coming months as the QA team have been working with managers regarding the quality of work being authorised and there is a drive to send work back to practitioners where quality is not good. This is already having an effect - for example Breckland have seen a 20% decrease in assessments completed within 45 working days from December to January, this is a direct result of managers being more proactive in not authorising and sending back work that does not meet the required standards. Alongside this there is

constant scrutiny to track the progress of work within weekly and monthly performance meetings to guard against drift

- 4.2.3 The percentage of Social Work Assessments that result in stepdown to FSP/TS has fallen by 8% since January 16. This has been recognised and some work is ongoing with the Early Help teams to ensure appropriate step-downs happen. However the data shows that over 50% of assessments result in no further action for social care. This raises questions regarding whether referral was the correct decision in those cases. Dip sampling assessments that result in no ongoing involvement, alongside the sampling of contacts that don't reach referral, will evidence whether we are undertaking assessment of the right children at the right time. The increase seen in 'Continue with LAC/Pathway Plan' is positive as it indicates more assessments are being undertaken for LAC. We should continue to see an increase in this outcome as social workers respond to the messages from the Getting to Good workshops regarding timely assessments at times of significant change in children's lives
- 4.2.4 The numbers of S47 investigations undertaken has not been monitored previously however this can provide helpful insight into decision making at the point where children are believed to be suffering or at risk of significant harm. High numbers ending with no further action (concerns not substantiated) may suggest that the decision to undertake a s47 investigation was unnecessary. There is a need to make a distinction between harm and significant harm and to ensure the children and young people receive help that is proportionate to risk. Audit of those investigations that ended with no further action will inform us about whether the balance is right in Norfolk. Although there is a relatively high proportion ending NFA the numbers of actual investigations are not high.

#### **4.3 Plans**

- 4.3.1 The percentage of children with an up to date CIN Plan has increased due to a change in the reporting timescales (from 20 days from referral date to 45 days). This does not change the expectation of good practice that children should have plans in place at the earliest possible opportunity to ensure their needs are met whether this is at day 10, 20 or 45. However what the change in reporting does do is recognise that in some cases assessment has been completed and the recommendation is for no further action but the assessment has not been closed within 20 days.
- 4.3.2 Whilst the percentages of looked after children and young people with an up to date LAC or Pathway Plan have increased over the past year, we expect a dip in these figures as managers become more robust in not authorising plans that are not of good quality following the coaching that has been undertaken with all LAC and Leaving Care managers by the QA team through January and February 17.

#### **4.4 CIN**

- 4.4.1 There has been a slight reduction in the number of CIN in January 17, this is the lowest figure since September. However there is no good or bad performance in relation to numbers of CIN, although numbers considerably higher or lower than our statistical neighbours and/or national averages can be an indicator of other performance issues.
- 4.4.2 We may see some variance in CIN numbers over the coming months as the scrutiny regarding threshold decisions in MASH and assessment outcomes may result in either more or less contacts becoming referrals.

#### **4.5 Child Protection**

- 4.5.1 The number of children subject to Child Protection plans has risen over the past year and although the figure has dropped slightly from the peak of 557 in September 16 it still equates to 63 more children than in January 16.

- 4.5.2 We know that between June and September we had a couple of very large family groups made subject to CP plans, which explains part of the sudden rise in numbers. We also have 29 young people aged 16 & 17 on CP plans and this needs to be investigated on a case level basis with the relevant Team Managers and Independent Charing Service. If a young person of this age group is willing to work with a plan to keep them safe it should be CIN, if they are not willing work with a plan, a CP plan would not be any more effective than CIN and so it raises questions about why these young people are therefore subject to CP procedures.
- 4.5.3 The number of children subject to an Initial Child Protection Conference (ICPC) has fallen again after hitting high numbers in June to September 16, although it is still higher than at this point in January 16. This month the most significant increase was seen in Great Yarmouth where 31 children had ICPCs compared to 9 in December. The Head of Social Work and the Quality & Effectiveness Service are looking into these cases individually to ensure there are no concerns about decision making. It is noted that the team managers in the locality have been spoken to and feel that there has been a spike in higher risk cases.
- 4.5.4 Norfolk have low numbers of children who are subject to CP plan for more than 2 years, which could indicate that our CP planning is effective in reducing risk of harm. In January there were 4 children all held within the same team. In January 4.2% (3 children) become subject of a CP plan for a 2nd or subsequent time, this is the lowest number and percentage since April 16. If we see significant increases in numbers we need to be confident that this is not related to plans ceasing prematurely and therefore if this does occur the cases will be reviewed.
- 4.5.5 Most RCPCs are held within timescales. The expectation is that if this is not the case there is a clear reason recorded. Visits also tend to be undertaken within timescales in most cases. The Norwich locality have seen a dip in performance in January with only 79.1% of visits being in timescales. However it is known that some of this is a recording issue where children have been seen but this has not yet been recorded on the child's record, this is being addressed by both FIT teams in the locality. There are also a small number of older young people who have refused to see their social worker. Where a child has not been seen in timescales there is an expectation that this is addressed via examination of the weekly exceptions report.

## **4.6 Looked After Children**

- 4.6.1 There has been an increase of 68 children who are LAC over the past year. We do know that in Norwich we had two very large sibling groups come into our care in a short space of time, which has contributed to part of this increase. Ultimately in recent months we have seen more children come into care than those who cease being looked after. What we also know from external scrutiny is that when children come into our care it is the right decision, however we do need scrutiny of earlier work with families to see if the events that lead to accommodation could have been prevented or whether we are proactive enough regarding promoting permanency options for children that will result in them scrutinise the data surrounding our Looked After Children Cohort to help investigate what the practice Services.
- 4.6.2 The % of long term LAC in stable placement of at least 2 years has remained steady over the past few months, however it is important that this is not taken as being necessarily always a positive, as we need to ensure there isn't 'drift' in placements and permanency planning for children. We have seen a steady increase in the number of LAC with multiple (3 or more) placements in any one year. The business and systems development officer will be looking at the child level data regarding both of these indicators to ascertain if there are any issue with the quality of the data and whether further scrutiny through audit activity is needed to better understand the issues.
- 4.6.3 In Norfolk most LAC are seen within timescales and the performance in this area has improved considerably over the past year. LAC visits are monitored on a weekly basis in all teams and where visits have not taken place these are examined on a case by case basis with reasons for delay clearly understood and recorded. The quality and impact of visits to children are evaluated through

full case and thematic audits undertaken by the QA team and locality team managers.

- 4.6.4 88% of LAC children have an up to date health assessment in place. This is a 12% increase over the past year and we know that performance in this arena has steadily improved since the management and monitoring of LAC Health Assessment requests was move to the QA Hub within the Quality and Effectiveness service. Any delays in health assessments or refusals on the part of the young person are clearly recorded by the QA Hub Notwithstanding this improvement, it is important that Social Care and Health colleagues are tenacious in finding innovative ways to undertake health assessments that appeal to young people and encourage them to attend.
- 4.6.5 Since the introduction of the ePEP in Spring 16 we have seen an improvement in quality and in the percentages of children with an up to date PEP. The figure seen here for January is not unexpected as PEPs take place on a termly basis and as such the figure should rise as this spring term progresses. The quality of PEPs will continue to be audited by the QA team and Virtual School on a termly basis.
- 4.6.6 The percentage of LAC who attend their reviews is too low. There has been a concern that in the past review meetings have been arranged for the convenience of professionals rather than being arranged with the child's views and best interests at heart. Therefore social work teams the IRO service are now more routinely challenged to consider if they understand the reasons behind a number of children not attending their LAC reviews and what are they doing to encourage and facilitate increased attendance. Participation in reviews can take many forms, from the foster carer filling in a paper with the child regarding their views, to more innovative ways such as the child recording their views on an electronic device if they don't feel able to talk in a meeting. Practitioners, including IROs, need to be constantly challenged to ensure they are facilitating meaningful participation of the child.

#### **4.7 Unaccompanied Asylum Seeking Children (UASC)**

- 4.7.1 Norfolk Children's Services currently accommodates 14 UASC. The table below summarises the monthly starts and ceases for the UASC cohort with the month end total from September 2016 to February 2017:

	Sept	Oct	Nov	Dec	Jan	Feb
Starts	0	0	2	4	3	1
Ceases	0	0	0	2	2	0
Totals at end of month	8	8	10	12	13	14

- 4.7.2 Since the January 2017 report to Committee, we have successfully received 2 children into our care from a reception centre in France in response to the Home Office request for assistance in relation to the cohort of children covered by the 'Dubs' amendment. We have also received a UASC into our care who arrived in Norfolk from the continent in a lorry.
- 4.7.3 Further to the announcement from the Immigration Minister Robert Goodwill on 8th February that HM Government would accept 150 more children via the Dubs amendment, it is important to note HM Government's continuing expectation that Local Authorities co-operate with the National Transfer Scheme to ease pressure on the children's services of those local authorities with large numbers of unaccompanied children.

4.7.4 Norfolk continues to submit data on the number of UASC we are accommodating on a weekly basis to the Eastern Region UASC Co-ordinator and continues to participate in the Eastern Region UASC Leads Meeting held on a monthly basis at County Hall, Chelmsford. Other authorities in the eastern region are reporting receiving a continuing flow of unaccompanied children following arrival in the region by lorry.

4.7.5 A business model as to how Norfolk might cost-effectively meet its obligations to Unaccompanied Children within the National Transfer Scheme arrangements is almost complete ready for initial consideration by the Children's Services Leadership team.

#### 4.8 Care Leavers

4.8.1 There is a current focus on ensuring we are accurately recording information regarding Care Leavers being in suitable accommodation (not prison or Bed & Breakfast) and being in Education, Employment and Training. It will be the responsibility of the Leaving Care Team managers to scrutinise the weekly data from the recording system (CareFirst) to ensure correct recording and to address issues on a case by case basis with individual practitioners.

\* 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

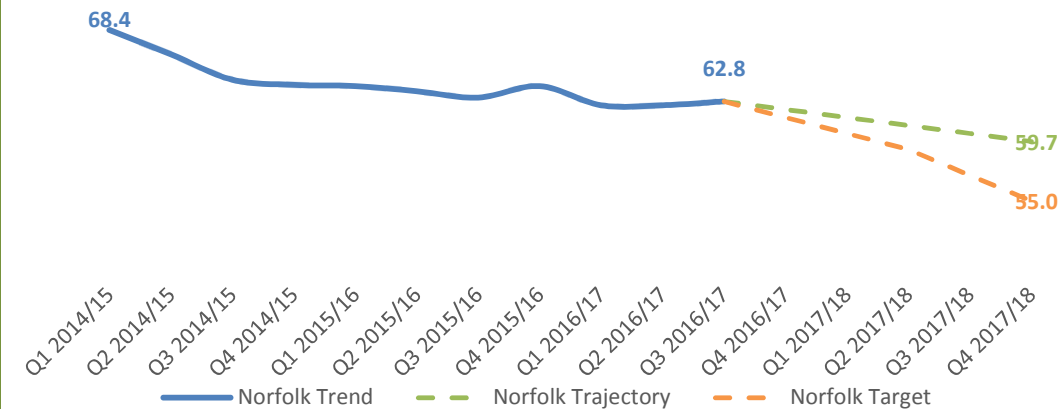
## Rate of Looked-After Children per 10,000 of the overall 0-17 population

### 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, peaking at around 69 per 10k under-18s in 2014.
- Focussed intervention from summer 2014 saw the LAC rate fall consistently to a low point of 62.5.
- A significant increase in LAC numbers over a number of months has seen the rate rise to 65.5.

### Action required

- Establish a targeted service to reduce the numbers of adolescents entering our care.
- Continue to strengthen Norfolk's Early Help offer and social work practice 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.
- Focus at all times on permanence for children by robustly exploring alternatives to care for all 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).

Responsible Officers

Lead: Cathy Mouser

Data: Don Evans



## 5. Financial Implications

- 5.1 This report provides an update on performance and finance outturn information for the 2016/17 financial year.
- 5.2 The report sets out the financial outturn data for the period ending 31 March 2017.
- 5.3 The report sets out the variations between the approved budget for 2016/17 and the actual spending during the year. These are described in paragraphs 6.5 and 6.6 below. The overall financial position covers the Revenue Budget, Capital Budget, School Balances and Children's Services Reserves and Provisions.
- 5.4 The main financial points within the paper are:
- The Children's Services revenue budget shows a *projected* £9.998 million overspend for the year. This is a decrease of £1.125 million on the previously reported forecast.
  - The Schools revenue budget variations are contained within the Dedicated Schools Grant (DSG) Contingency Reserve.
  - The Children's Services capital budget shows a projected balanced budget for the year.
  - The level of projected school LMS balances at 31 March 2017 is £13.202 million.
  - The level of unused reserves and provisions at 31 March 2017 total £7.750 million. This is made up of £0.094million of Dedicated Schools Grant reserves, £3.144 million of Schools reserves and provisions and £4.512 million of Children's Services reserves and provisions.
  - Further management action is being taken for the remaining of this financial year to reduce the projected level of overspend.

### 5.5 Revenue - Local Authority Budget

- 5.5.1 The following summary table shows by type of budget, the actual spend for the year. The table shows the variance from the approved budget both in terms of a cash sum and as a percentage of the approved budget.

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m
<b>Spending Increases</b>					
Looked After Children - Agency Residential	3.954	10.899	+6.945	+176	+0.380

Looked After Children - Agency Fostering	12.872	14.675	+1.653	+13	+0.176
In-house LAC fostering	8.384	8.834	+0.450	+5	+0.230
Staying-put fostering	0.000	0.235	+0.235	n/a	
Residence/ kinship payments	3.195	3.535	+0.340	+11	-0.230
Mainstream Home to School/College transport	23.295	24.245	+0.950	+4	-0.060
Post 16 Home to School/College transport	3.335	3.502	+0.167	+5	
Agency Social Workers	0.792	1.659	+0.867	+109	-0.043
Independent Reviewing Officers	0.420	0.730	+0.310	+74	
Unregulated Accommodation for 16/17 year olds	1.220	2.290	+1.070	+88	+0.290
Social Care legal costs	3.391	3.745	+0.354	+10	+0.095
Adoption Support	1.493	1.683	+0.190	+13	+0.060
School Crossing Patrols	0.129	0.269	+0.140	+109	
Early Help Service Level Agreements	2.448	2.135	+1.237	+50	
School non-attendance court fee income	-0.101	-0.021	+0.080	+79	+0.080
<b>Sub Total</b>			<b>+14.988</b>		<b>+0.978</b>
<b>Spending Reductions</b>					
Additional Troubled Families Grant	-2.324	-2.724	-0.400	-17%	
School Improvement	3.488	2.999	-0.898	-26	
Early Years Services	2.162	1.727	-0.435	-20	
Early Years Children's Centres	10.874	9.964	-0.910	-8	
Early Help support	7.269	6.858	-0.411	-6	

CWD Short Term Breaks	3.411	3.351	-0.060	-2	
Social Care transport costs	0.648	0.583	-0.065	-10	-0.065
School Redundancy / Pension costs	4.446	4.226	-0.220	-5	-0.220
Other small savings	n/a	n/a	-0.030	n/a	
Education Services Grant	-6.221	-6.636	-0.415	-7	
Norfolk Schools PFI Scheme	0.000	-0.127	-0.127	n/a	
<b>Sub Total</b>			<b>-3.971</b>		<b>-0.285</b>
<b>One off corrective actions</b>					
Grants and reserves adjustment	0.000	0.000	-1.019	n/a	-1.818
<b>Sub Total</b>			<b>-1.019</b>		<b>-1.818</b>
<b>Total</b>			<b>+9.998</b>		<b>-1.125</b>

5.5.2 The main reasons for the variances are shown in the following table:-

Division of service	+Over/- Underspend £m	Reasons for variance from budget
<b>Spending Increases</b>		
Looked After Children (LAC) - Agency Residential placements	+6.945	Number of Looked After Children residential agency placements not reducing as originally planned. (Target is 7% of the total number of Looked After Children).
Looked After Children (LAC) - Agency Fostering placements	+1.653	Number of Looked After Children agency fostering placements not reducing as originally planned.
In-house LAC Fostering	+0.450	Increased number of in-house foster care payments.
Staying-put Fostering	+0.235	Additional net cost of "staying put" policy. Government grant is £0.361 million
Residence/ kinship payments	+0.340	Additional number and cost of residence/ kinship payments
Mainstream Home to School/College transport	+0.950	Additional costs of pupils with Special Education Needs.
Post 16 Home to School/College transport	+0.167	Reduced income due to no longer charging post 18 students for transport wef 01 September 2016
Agency Social Workers	+0.867	Additional cost of Agency Social Workers due to staff vacancies
Independent Reviewing Officers	+0.310	Increase number of staff as a result of recommendations by OFSTED

Unregulated Accommodation	+1.070	Additional cost of OFSTED unregulated Accommodation for 16/17 year olds LAC Children
Social Care legal costs	+0.354	Additional legal costs relating to Social Care
Adoption Support	+0.190	Additional costs of adoption support
School/Crossing Patrols	+0.140	Additional cost of School Crossing Patrol Staff
Early Help Service Level Agreements	+1.237	Additional agreement with the Norfolk and Suffolk Foundation Trust (£1.550m) offset by other service level agreement reductions
School non – attendance court fee income	+0.080	Reduced school non-attendance court fine income as a result of fewer cases being taken to court
<b>Spending Reductions</b>		
Additional Troubled Families Grant	-0.400	Troubled Families Grant increase in income due to improved outcomes
School Improvement	-0.898	Reduced cost as result of staff vacancies and reduced use of associates
Early Years Services	-0.435	Reduced cost of support to Early Years settings
Early Years Children's Centres	-0.910	Re-profiling of expenditure by service providers over the life of the contract
Early Help Services	-0.411	Savings on staff vacancies.
CWD Short Term Breaks	-0.060	Reduced cost of short term breaks for Children with Disabilities
Social Care transport costs	-0.065	Reduced cost of social care transport
School Redundancy / Pension costs	-0.220	Reduced cost of school staff redundancy payments and former school/college staff pension costs
Other savings	-0.030	Other small savings
Education Services Grant	-0.415	Additional Education Services Grant due to slippage in academy school conversions
Norfolk Schools PFI Scheme	-0.127	Additional school contributions to PFI school premises running costs
<b>One off corrective actions</b>		
Grants and reserves adjustment	-1.019	Write off of school sickness reserve to revenue as no longer required.

## 5.6 Revenue - Schools Budget

5.6.1 The Dedicated Schools Grant is a ring-fenced grant, made up of three blocks; the Schools Block; the High Needs Block and the Early Years Block that must be used in support of the Schools Budget. The Schools Budget has two main elements, the amounts delegated to schools and the amounts held centrally for pupil related spending.

5.6.2 The Dedicated Schools Grant must be accounted for separately to the other Children's Services spending and funding.

5.6.3 The following summary table shows by type of budget, the projected actual spend for the year. The table shows the variance from the approved budget both in terms of a cash sum and as a percentage of the approved budget.

	Division of service	Approved budget	Outturn	+Over/- Underspend	+Over/ - Underspend as % of budget	Movement since last report
		£m	£m	£m		£m
	<b>Spending Increases</b>					
	Special Schools	25.537	26.937	+1.400	+5	
	Independent and non-maintained education	14.287	16.535	+2.248	+16	
	Post 16 FE High Needs	2.440	3.059	+0.619	+25	
	Alternative Education	2.886	3.324	+0.348	+12	
	Short Stay School For Norfolk & Alternative Provision	5.090	5.375	+0.485	+9	
	School Staff Maternity costs	1.047	1.107	+0.060	+6	
	Early Years High Needs Support	0.500	0.600	+0.100	+20	
	<b>Sub Total</b>			<b>+5.260</b>		
	<b>Spending Decreases</b>					
	Inter-authority Recoupment	0.750	0.586	-0.164	-22	
	Suspended School Staff	0.264	0.029	-0.235	-75	
	Schools contingency funds	0.585	0.275	-0.310	-53	
	Early Years 2 year old places	6.000	5.850	-0.150	-3	
	Early Years 3 and 4 year old places	19.948	19.000	-0.948	-5	
	<b>Sub total</b>			<b>-1.807</b>		
	Dedicated Schools Grant reserve adjustment	0.000	0.000	-3.453	n/a	-3.453
	<b>Total</b>			<b>+0.000</b>		<b>-3.453</b>

5.6.4 The main reasons for the variances are shown in the following table:-

Division of service	+Over/- Underspend £m	Reasons for variance from budget
<b>Spending Increases</b>		
Special Schools	+1.400	Additional cost of the increased number of places in Special Schools
Independent and non-maintained education	+1.930	Additional cost and number of children placed with independent and non-maintained education providers.
Post 16 FE High Needs	+0.619	Funding of an additional 20 students from September 2016
Alternative Education	+0.348	Additional number and cost of providing education to children in alternative education settings
Short Stay School For Norfolk & Alternative Provision	+0.485	Additional cost of non-maintained school placements
School Staff Maternity costs	+0.060	Additional cost of staff on maternity
Early Years High Needs Support	+0.100	Additional number of children supported
<b>Spending Decreases</b>		
Inter-authority Recoupment	-0.164	Reduced cost of special education needs inter-authority agreements
School suspended Staff	-0.235	Reduced staffing costs
Schools contingency funds	-0.310	Reduced demand by schools on the schools contingency funds
Early Years 2 year old places	-0.150	Reduced number of 2 year old places taken up by parents
Early Years 3 and 4 year old places	-0.948	Reduced number of 3 and 4 year old places taken up by parents

## 5.7 Projected School Balances as at 31 March 2017

5.7.1 The Scheme for Financing Schools in Norfolk sets out the local framework within which delegated financial management is undertaken. In respect of budget plans the expectation is that schools submit budget plans at the end of the summer term, taking account in particular the actual level of balances held at the end of the previous financial year.

5.7.2 Based on budget information provided by schools, the projection of balances is as follows:

Title/description	Balance at 01-04-16 £m	Forecast balance at 31-03-17 £m	In year Variance £m	Schools becoming academies
Nursery schools	0.103	0.049	-0.054	0.000
Primary schools	16.057	10.130	-3.547	-2.380
Secondary schools	2.470	0.585	-0.826	-1.059
Special schools	1.296	0.986	-0.310	0.000

School Clusters	2.308	1.452	-0.856	0.000
<b>Total</b>	<b>22.234</b>	<b>13.202</b>	<b>-5.593</b>	<b>-3.439</b>

## 5.8 Reserves and Provisions

5.8.1 A number of Reserves and Provisions exist within Children's Services. The following table sets out the balances for these in the Children's Services accounts at 1 April 2016; the full council approved use of reserves and provisions at February 2016, the additional use of reserves recommended to full council at February 2017 and the projected balances at 31 March 2017. The table has been sub-divided between the Dedicated Schools Grant Reserve, those reserves and provisions relating to Schools and those reserves and provisions that relate to Children's Services.

5.8.2 At the point that the budget was set in February 2016, the Council agreed to £4.249 million use of Children's Services reserves and provisions in 2016-17. The 2015-16 year-end actual position was £2.470 million higher than when the budget was set. This increase in reserves at the end of March 2016 was reported to Committee in May 2016. In January 2017 this committee recommended that Policy and Resources recommend to full council additional use of reserves and provisions. This was agreed at full council on 20 February 2017.

### Children's Services Reserves and Provisions

Title/description	Balance at 01-04-16 £m	Full Council approved usage £m	Recommend to P&R £m	Balance at 31-03-17 £m	Reason for variance
Dedicated Schools Grant (DSG) reserve	5.547	-2.000	-3.453	0.094	£3.453m extra use of reserve to be used to fund school related overspends, partly offset by school related underspends
<b>Schools</b>					
Schools Non-Teaching Activities	0.933	-0.255	0.000	0.678	These are funds held on behalf of schools for non-teaching activities e.g. children's centres
Building Maintenance Partnership Pool	1.157	+0.251	0.000	1.408	These are funds held on behalf of schools to be spent on school properties. The 5 year scheme finishes on 31 March 2020.
School Sickness Insurance Scheme	1.273	-0.254	-1.019	0.000	This reserve relates to a sickness insurance scheme run to support schools
School Playing surface sinking fund	0.273	-0.089	0.000	0.184	These funds are held on behalf of schools to maintain and replace astro-turf in schools
Non BMPP Building	1.169	-0.295	0.000	0.874	These are funds held on behalf of schools who are not in the Building

Maintenance Fund					Maintenance Partnership Pool scheme
<b>Schools total</b>	<b>4.805</b>	<b>-0.642</b>	<b>-1.019</b>	<b>3.144</b>	
<b>Children's Services</b>					
Home to School/College Transport Days Equalisation Fund	0.757	-0.655	0.000	0.101	Additional number of home to school/college transport days in the 2016/17 financial year as a result of the timing of Easter.
Education Provision for Holiday Pay	0.015	-0.003	0.000	0.012	Holiday pay owed to former Children's Services school catering staff
Norfolk Schools PFI Sinking Fund	2.349	-0.167	+0.294	2.476	Additional contribution as per the 25 year sinking fund plan to ensure that there are sufficient monies to fund the remaining years of the scheme.
IT Earmarked Reserves	0.222	-0.063	0.000	0.159	Use of reserves to fund IT schemes
Repairs and Renewals Fund	0.200	-0.017	0.000	0.183	Use of reserves to replace equipment
Children's Services post Ofsted Improvement Fund	0.490	-0.232	0.000	0.258	Use of reserves to support Children's Services service improvement
Grants and Contributions	2.885	-0.469	-1.093	-1.323	Use of prior year unconditional grants and contributions to fund spend on grant activities in 2016-17
<b>Children's Services total</b>	<b>6.918</b>	<b>-1.607</b>	<b>-0.799</b>	<b>4.512</b>	
<b>Grand Total</b>	<b>17.270</b>	<b>-4.249</b>	<b>-5.271</b>	<b>7.750</b>	

## **6. Issues, risks and innovation (Risk Register at Appendix 4)**

6.1 Appendix 4 shows the current list of children's services risks and mitigations.

6.2 These risks are regularly reviewed and updated as appropriate by the CS Leadership Team and will be subject to a year-end review and refresh at the end of March.

## **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:



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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.

