

Children's Services Committee

Date: **Tuesday, 17 October 2017**

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 Mr V Thomson

Mr E Maxfield Mrs S Young

Church Representatives

Mrs H Bates Mr P Dunning

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

Julie Mortimer on 01603 223055 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. To confirm the minutes of the Children's Services Committee meeting held on 12 September 2017.

Page 4

3. **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.

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 12 October 2017**. For guidance on submitting a 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 12 October 2017**.

7. **Integrated Performance and Finance Monitoring 2017-18** **Page 26**
Report by the Interim Executive Director of Children's Services.
8. **Demand Management & Prevention Strategy: Children's Services** **Page 97**
Report by the Interim Executive Director of Children's Services.
9. **Strategic and Financial Planning 2018-19 to 2021-22** **Page 124**
Report by the Interim Executive Director of Children's Services.

Group Meetings

Conservative	9:00am	Leader's Office, 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: 09 October 2017



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Children's Services Committee

**Minutes of the Meeting Held on Tuesday 12 September 2017
10am, Edwards Room, County Hall, Norwich**

Present:

Mrs P Carpenter – Chairman

Mr D Collis
Ms E Corlett
Mr S Dark (Vice-Chairman)
Mr J Fisher
Mr R Hanton
Mr E Maxfield

Mr G Middleton
Mr R Price
Mr B Stone
Mr V Thomson
Mrs S Young
Mrs C Walker

The Chairman received a petition containing over 2000 signatures from Mr J Simmons, Chair of Governors of Alderman Swindell School objecting to the proposed closure of the school.

1 Apologies and substitutions

- 1.1 Apologies were received from Mr M Smith-Clare (Mrs C Walker substituted); Mrs H Bates and Mr P Dunning (Co-Opted Church Representatives).

2 Minutes

- 2.1 The minutes of the Children's Services Committee meeting held on Monday 26 June 2017 were agreed as an accurate record by the Committee and signed by the Chairman, subject to the insertion of the following paragraph after paragraph 8.1.3.

Mr M Smith-Clare asked for it to be recorded that, with the proposed closure of Alderman Swindell School, he would like the Committee to receive an assurance that if the site was sold, it would not be used for housing.

3 Declarations of Interest

Mr V Thomson declared an other interest as his son was subject to an Education Health and Care Plan (EHCP) administered by Norfolk County Council.

Mr R Hanton declared an other interest as his daughter-in-law was a teacher.

Mr S Dark declared an other interest as his sister was a Headteacher at Swaffham.

Mr R Price declared an other interest as some members of his family were teachers.

4 Items of Urgent Business

- 4.1 The Chairman agreed to take the following item of urgent business raised by Ms E Corlett. The reason for taking the urgent business was that, following the return of children to schools last week, it had transpired that a policy was in place in at least one high school which put young people at risk of having a policy applied to them which was at odds with the law, therefore putting them at risk of an unlawful exclusion. It was therefore considered that this was something the Committee needed to act on as soon as they became aware of the situation.
- 4.2 “The chair will be well aware of the shockingly high levels of schools exclusions in Norfolk last academic year. The Department for Education guidance states "The law does not allow for extending a fixed-period exclusion, or for 'converting' a fixed period exclusion in to a permanent exclusion" other than in exceptional circumstances where further evidence has come to light.

The Inspiration Trust Charter School policy states "If the Principal wishes to extend a fixed period exclusion or convert a fixed period exclusion into a permanent exclusion the Principal will again write to the Parents / Carers explaining the reasons and other points above. Where an exclusion is attended there may be a new right for parents to state their case to the Discipline Committee"

It appears that this policy is not consistent with DfE guidance on implementation of the law

Will the chair agree to

A) investigate this as a matter of urgency

B) notify committee members of findings at the earliest opportunity

C) raise any relevant findings directly with the Regional Schools Commissioner and Department for Education to ensure that all schools in Norfolk are operating within the law in respect of exclusions?

Elected members need to reassure ourselves that the rights of Norfolk children and young people are upheld, that exclusion is only used as an absolute last resort and that the life-chances of Norfolk children and young people do not continue to be damaged by the poor inclusive practice that currently blights Norfolk.”

- 4.2.1 The Committee agreed that this was a serious issue that needed further investigation and asked the Assistant Director Education to investigate and provide the Committee with a written response.

5 Public Question Time

- 5.1 The public questions received and the responses are attached at Appendix A.

- 5.2 As a supplementary question, Mr John Simmons, Chair of Governors asked for an explanation of the criteria used in making the decision.

The Executive Director of Children’s Services explained that he had made the decision after carefully considering the case and weighing up a number of factors, including demographics, use of council resources Ofsted inspection results and best use of the available space. The Executive Director’s deliberations had led him to the conclusion that it was right to proceed to the formal notice of intent to proceed.

The Executive Director added that he recognised that such decisions were difficult as the staff who worked in the schools and the local communities found the prospect upsetting and worrying. The Executive Director acknowledged that many Alderman Swindell school staff and parents had expressed the view that they did not want the merger to go ahead, but he needed to take an unsentimental look at all the available information and when an opportunity had presented itself to invest significant amounts of money for educational gains, challenges needed to be made. The Executive Director continued that, in his opinion, the educational advantages weighted in favour of the argument for carrying out the publication of statutory notices. If the final decision was to proceed with the merger, considerable work would be done with both school communities to make the transition as smooth as possible.

The Assistant Director for Education added that the amount of thought that went into considering the impact of such a decision on the local community could never be under-estimated and that such a decision would only be made if it was considered to be in the best interests of the children concerned.

6 Local Member Issues/Member Questions

6.1 The Local Member question received, together with the response, is attached at Appendix B.

6.2 As a supplementary question, Ms E Corlett asked, on behalf of Mr M Smith-Clare, why the school provision could not be on the North Denes site and what specialised provision meant.

In response the Executive Director of Children's Services advised that the SEN provision had not yet been determined, although it was recognised that there was insufficient provision locally at the present time. As the process progressed, the SEN requirements would become clear and whatever provision was secured would be connected to the mainstream school. If Alderman Swindell site offered sufficient accommodation to meet the SEN provision, the preferred option would be to use the site for that purpose.

6.3 In response to a question about the details of the consultation and the results, the Assistant Director Education advised that an informal consultation had been carried out to gather the views and opinions of the local community. Public meetings had been held, which had helped to form part of the evidence base to evaluate whether or not the County Council should proceed and in the decision-making process, a range of factors had been considered including views and opinions both in favour and not in favour.

The consultation had been sent to approximately 3,000 people and had been available on the website. A summary report of the results was available on the website (<https://norfolk.citizenspace.com/childrens-services/north-yarmouth/>). The Assistant Director Education agreed to meet with Mrs Walker to discuss the summary of results which had formed the overall decision made to publish the notice of intent.

7 Integrated Performance and Finance Monitoring 2017-18.

7.1 The Committee received the report by the Interim Executive Director of Children's Services setting out the performance data, information and analysis presented in the vital sign report cards. The Committee was asked to review and comment on the performance data and determine whether the recommended actions identified were appropriate or whether another course of action was required.

7.2 During the presentation of the report the Assistant Director Performance & Challenge asked Members to note that the Early Help report had been incorporated into the Performance Report which was an important step towards integrated reporting.

7.3 Education – Verbal Update

7.3.1 The Assistant Director Education gave a verbal update on the results of the new exam testing process, with the caveat that the results had not yet been validated. The Committee would receive a full report at its next meeting.

- 5-year-olds - outcomes were looking similar to the national average.
- KS1, 7-year olds - outcomes were at or around national average.
- KS2, 11 year olds. - Although a significant improvement had been made in some subjects, Norfolk remained approximately 3% below the national average.
- KS4 – the results in this category were very provisional as a new set of measures had been introduced. English and Maths may be similar to the national average.
- KS5, post-16. Results were also very provisional and not yet validated but appeared to be similar to the national average.

7.3.2 The number of exclusions at the end of the last academic year had shown a welcome drop of 10%, although the number remained too high. The Assistant Director Education considered that the new strategy introduced in partnership with schools was beginning to produce results in this area.

7.3.3 In response to questions about how many children were still without a permanent school place at the start of this term, how many required a special school for Norfolk place and what Norfolk County Council was doing to address and support his cohort, the Assistant Director for Education said that this was a complex issue and agreed the numbers were unacceptable. Work was being undertaken with partners to address the problem, with a number of initiatives being put in place. Real evidence of the impact of different ways of working to address the problem was now starting to show, with a plan of actions in place to address the issues. The number of excluded children had dropped from 296 to 270 out of 118,000 Norfolk schoolchildren, although this figure remained higher than desired.

7.3.4 At the end of the last term there were 270 pupils excluded from school, with 118 waiting for full-time placements. At the beginning of the September 2017 term, there were 25 pupils waiting for a full-time school place and it was hoped they would all have full-time provision by the end of half-term 2017. All of the young people were receiving e-learning, home-tutoring or both and this would remain in place. Many of the 25 pupils were year 11 or KS2 age. The Assistant Director Education would provide a written response to the query about the division between primary and high school exclusion ages.

- 7.3.5 The reported figures included children from academies as well as local authority maintained schools.

The following points were noted in response to questions by the Committee:

7.4 Early Help

- 7.4.1 The reasons for re-referral into the early help and family focus teams were in the main due to positive reasons, such as re-referral due to a different issue to that which had led to their previous referral, although concern remained about the high number of re-referrals due to non-engagement of families.
- 7.4.2 The audits carried out on re-referral cases had shown that some cases had been closed too early and some re-referrals had been received because the family had been supported within the wider sector and then been referred back to Norfolk County Council. The Assistant Director Social Work said that, although more work needed to be done, having clear data meant that re-referrals could be analysed to ascertain the reasons for re-referral which was a positive step. The Assistant Director Performance and Challenge reassured the Committee that small numbers of re-referrals could create quite large fluctuations in the data, therefore analysis was needed as the data could relate to just two or three families.
- 7.4.3 Locality data was starting to be analysed to understand the performance around the rate of children subject to child protection plans. It was too early yet to identify any particular impact but the data could now be used to concentrate resources on areas where there was a higher demand.
- 7.4.4 A breakdown of early help referrals per school was now available which enabled further analysis to be carried out.
- 7.4.5 The Committee was pleased to note that, following the submission of the Payment by Results (PBR) claims, the Department for Communities & Local Government (DCLG) had inspected all the claims made by Norfolk County Council and had confirmed that every claim submitted had met the criteria. The money would be received in October 2017.
- 7.4.6 Norfolk remained higher than its statistical neighbours with regard to the number of Section 47 assessments carried out. It was recognised that further work needed to be done, but progress was being made. The narrative in future performance reports would separate out the Section 47 assessment data.
- 7.4.7 With regard to the number of looked after children with an up to date health assessment, the Committee was advised that the five Clinical Commissioning Groups (CCGs) had identified a single CCG lead to focus on the initiative. The Norfolk Children's Services Improvement Board had received a report at its meeting on 5 September about how the CCG's were planning to improve the service. It was hoped that the plan to improve would be backed up by future results.

7.5 Finance

- 7.5.1 The Assistant Director Early Help and Prevention agreed to circulate the most up to date figures about the Troubled Families Grant.

- 7.5.2 All the vacancies held in the team ready for the New Direction service under the remit of Barnardos had now been filled.
- 7.5.3 There was no concern about the substantial drop in the level of PS balances which was mainly due to academisation. Schools tended to predict they would spend more than they actually did which increased their balances. The School finance services rated schools using the RAG (Red, Amber Green) ratings to determine whether they remained on budget.
- 7.5.4 With regard to Staying-put fostering, although there were no benchmarking figures available, it was now quite common for young people to continue to be supported by their foster carers when they reached 18 years of age. Support continued to be given in these cases until the young person reached the age of 21 or until they left full-time education.
- 7.5.5 The Committee was reassured that the reserves and provisions figures were as expected at this point in the financial year and that any changes would be reported to Committee as necessary.
- 7.5.6 The Executive Director explained that a report would be considered by the Policy & Resources Committee about a transformational demand management programme. The report would set out the need to build a service below the level of statutory intervention as this service was not yet available. The programme would require specialist provision and the need to work in a different way. The proposal was to utilise a one-off investment, with a high level of scrutiny, in return for significant investment to build the service needed. At the end of the three year period, demand should start to reduce and therefore the required spend would reduce. It was hoped this would reduce demand safely without placing additional demand on services. Once Policy & Resources Committee had considered the report it would be brought to Children's Services Committee for consideration.
- 7.6 The Committee unanimously **RESOLVED** to:
- 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.

8 Norfolk County Council Adoption Agency Annual Review

- 8.1 The Committee received the report by the Interim Executive Director of Children's Services detailing the performance of the adoption service.
- 8.2 In response to a question from the Committee, it was noted that, although this year's data was not yet available, it was anticipated that Norfolk County Council would be in the upper quartile of children being adopted by foster carers when the data was compared with other foster-to-adopt authorities.
- 8.3 The Committee **RESOLVED** to:
- Recommend approval of the Statement of Purpose to full Council and provide scrutiny and challenge to the adoption service.

9 Statement of Purpose of Norfolk's Fostering Services Annual Review

- 9.1 The Committee received the report by the Interim Executive Director of Children's Services detailing the performance of the Norfolk Fostering Service.
- 9.2 In response to questions by the Committee, the following points were noted:
- 9.2.1 Every foster carer received a supervision visit every six weeks in their own home. Children were seen monthly, often in the foster home. Guidelines stated that every fostering household should receive one unannounced visit per year and where these had not yet been completed, which was often due to no-one being at home when the foster service visited, they would be followed up.
- 9.2.2 The Head of Social Work Resources agreed to provide a written response into how many young adults did not remain in foster placements after they reached the age of 18 and whether they had been handed to the care of Adult Social Care.
- 9.2.3 Of the 71 young adults who remained in their foster placement after their 18th birthday, Children's Services continued to pick up financial responsibility for them if they met the required criteria. If the young person went to university, the foster carer would receive a financial retainer to ensure the young person had somewhere to stay during holiday periods.
- 9.2.4 The Head of Social Work Resources reassured the Committee that every child that went missing was reported. He added that all foster carers received a leaflet produced by Children's Services containing information about what to do if a child goes missing. There was also child sexual exploitation (CSE) training provided for foster carers and it was anticipated that this training would soon become compulsory as part of the CPD.
- 9.2.5 The Head of Social Work Resources also reassured the Committee that there were no missing children at the present time. He added that the central point of contact for raising the alarm early was the Police. Every child that went missing was risk assessed and a return home interview completed.
- 9.3 The Committee unanimously **RESOLVED** to
- Recommend the approval of the Statement of Purpose to full Council and provide scrutiny and challenge to the fostering service.

10 Annual Review of Norfolk Residential Service

- 10.1 The Committee received the report by the Interim Executive Director of Children's Services detailing the performance and outcomes achieved by the Norfolk Residential Service.
- 10.2 The following points were noted in response to questions by the Committee:
- 10.2.1 The Head of Social Work Resources agreed to look into whether the Statement of Purpose for each residential children's home could be more uniform in style. He added that they needed to be individual but would ask the question and also include the date the review was completed as well as the date of the next review.

- 10.2.2 The Head of Social Work Resources advised that the use of phone apps had not been considered at the moment to offer a 24/7 contact service. The service was about to invest in a platform called “momo” which was a location-based service and instant messaging application for smartphones and tablets to communicate with looked after children and this would be linked to the 24/7 on-call system.
- 10.2.3 It was difficult for emergency accommodation to be maintained to Ofsted standards due to the nature of their use. The last inspection narrative for the Lodge which had received a “requires improvement” judgement had stated that as each unit should have a regular manager and the manager had been off sick when the inspection took place, the inspector considered he could not give a “good” rating in that instance. It was expected that the Lodge would receive a “good” rating at its next inspection.
- 10.2.4 The employment of a psychologist would be useful to assist those children with very complex and difficult to manage behaviours. At the present time Compass provided a psychologist to assist those children that needed such a service.
- 10.2.5 The Head of Social Work Resources would provide a written response to the number (58) of children and young people who had been absent from children’s homes overnight.
- 10.3 The Committee **RESOLVED** to
- Scrutinise the information within the report.
 - Challenge the service on the performance and outcomes achieved.
 - Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children’s homes to full Council to comply with the Care Standards Act 2000.

11 Norfolk Youth Justice Plan 2017-18

- 11.1 The Committee received the report by the Interim Executive Director of Children’s Services, asking it to comment on the annual update to Members on the work of Norfolk Youth Offending Team before the Youth Justice Plan was submitted to the Youth Justice Board, part of the Ministry of Justice.
- 11.2 The following points were noted in response to questions by the Committee:
- 11.2.1 The Committee **agreed** that the Chairman should write to the Chief Constable and Police & Crime Commissioner, advising them of the Committee’s concerns over the difficulties of resourcing police officers to the Youth Offending Team. It was understood that the shortfall was due to the police force being unable to fill vacancies within the force.
- 11.2.2 The Health Liaison and Diversion Scheme was not a 24/7 service
- 11.2.3 The Committee was reassured that the Youth Offending Team telephoned the police station every day between 8-8.30am to ascertain if any young people were in custody and what action the police were taking. The Youth Offending Team did not offer a 24/7 service as its role came into effect when the young person had been charged with a crime, or when it was known how the police were dealing with the individual. Equal Lives offered a service to support any young person who needed someone to sit in on a police interview.

11.2.4 The Police Officers seconded to the Youth Offending Team had direct access to all police systems and they were able to check each morning if any young people had been arrested. Close liaison with police also occurred over operations involving young people such as “Operation Gravity”.

11.3 The Committee unanimously **RESOLVED** to:

- **Note** the details contained in the Norfolk Youth Justice Plan 2017-18 and recommend them to full Council.
- The Chairman would write to the Chief Constable and Police & Crime Commissioner on behalf of the Committee, raising the concerns of the Committee about the lack of police resource to the Youth Offending Team.

The meeting adjourned at 12noon and reconvened at 12.15pm.

12 Strategic and Financial Planning 2018-19 to 2021-22

12.1 The Committee received the report by the Interim Executive Director of Children’s Services setting out Policy & Resources Committee’s guidance to the Committee on the actions required to support preparation of a balanced budget for 2018-19. This included an overview of the Council’s budget planning process, the principles for this year’s budget-setting activity and the latest forecast gap for budget planning purposes for the period 2018-19 to 2021-22.

12.2 The Committee asked for some reassurance that post-16 transport would be protected under the next budget review. In response, the Executive Director of Children’s Services said that this reassurance would not be possible as there were some elements of post-16 transport which were discretionary and in the context of the savings required, savings would need to be considered in this area. The Executive Director added that the issue of post-16 transport was complex due to the rural area and vulnerable young people needing to travel to urban areas for training.

12.3 The Executive Director informed the Committee he would not be bringing specific savings proposals until later in the year.

12.4 The Assistant Director Social Work advised that the number of agency workers employed at the County Council had reduced slightly. 40-45 newly qualified social workers would be commencing work with Norfolk County Council in October 2017 which would reduce agency social workers further, once they had completed their initial bedding-in period. In partnership with the University of Suffolk and the University of East Anglia, work was being undertaken to provide 60 statutory social work placements per year and this initiative was progressing well.

12.5 The Committee unanimously **RESOLVED** to:

- 1) Note the budget planning guidance for 2018-19 agreed by Policy and Resources Committee and in particular note:
 - a. the budget assumptions set out in this report;
 - b. the budget planning principles for 2018-19;
 - c. the forecast budget gap of £100.000m reflected in the Council’s latest financial planning;

- d. the allocation of saving targets for the MTFs period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;
- 2) Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3,
- 3) Consider whether any planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving; and
- 4) In order to help close the forecast 2018-19 budget gap (as defined in recommendation 1)c, commission officers to report to the October Committee cycle:
 - a. whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;
 - b. to identify alternative new savings for 2018-19;
 - c. to identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.

13 Report from Corporate Parenting Board to Children's Services Committee

- 13.1 The Committee received the report by the Interim Executive Director of Children's Services setting out how the Corporate Parenting Board had a lead role in ensuring that the Council acted as a good parent to the children and young people who were in, or leaving, its care.
- 13.2 The following points were noted in response to questions from the Committee:
 - 13.2.1 The Committee agreed that the Council needed to look at alternative provision and alternative ways of working to provide a service of accommodation and support for young people and care leavers. It was now understood what had gone wrong in relation to individual complaints and the Committee welcomed the establishment of a Task and Finish Group.

Mr D Collis left the meeting at 12.50pm.

- 13.2.2 The Committee expressed its wish that the views of children and young people be included as part of the work of the Task and Finish Group.
- 13.2.3 The Committee supported the establishment of a Task and Finish Group on accommodation and support for young people and care leavers so that the Committee is able to monitor progress. The following membership of the Task and Finish Group was agreed:
 - Mr S Dark
 - Ms E Corlett
 - Mr E Maxwell
 - Mr G Middleton
 - Mr J Fisher
- 13.2.4 The terms of reference would be drawn up and agreed by the Committee at a future meeting.

13.3 The Committee **RESOLVED** to:

- Note the update report from the Corporate Parenting Board.
- Agree to receive a future report from the CPB Task And Finish Group on accommodation and support for young people and care leavers so that Committee is able to monitor progress.

The meeting closed at 1pm

Chairman



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Public Questions for Children's Services Committee 12 September 2017

5. Public Question Time

- **Question from Maria Aickin re Norfolk Youth Justice Plan:**

How is the Norfolk Youth Offenders Team addressing and discovering the perpetrators that are within Norwich and ensuring that less anti-social behaviour is occurring? Take the Cromer 'lockdown' case, is the NYOT working in more collaboration with the police to ensure this kind of behaviour doesn't happen again?

Reply: *Norfolk YOT works closely with the Police in many aspects of its work especially early intervention. Referrals for interventions to prevent crime and anti-social behaviour are received through the MASH and the countywide system of partnership Help Hubs and following assessment may be dealt with by early help workers from Children's Services, Norfolk YOT or other partners in the integrated system.*

Re: Alderman Swindell School.

- **Question received from John Simmons, Chair of Governors.**

Please could this committee provide the criteria or framework by which the decision to close Alderman Swindell Primary was taken, including copies of any impact assessments carried out?

Reply by the Chairman:

The criteria for a proposal to close a maintained school is set out in DfE statutory guidance for proposers and decision-makers, 'Opening and closing maintained schools', April 2016. The process for school organisation proposals in North Yarmouth has been undertaken in accordance with this. The impact of proposed changes has been assessed in a range of ways, in accordance with our duty to ensure that the best educational outcomes for children are at heart of our decision making.

- **Question 1 from Mrs Howard:**

Could the money not be better spent improving and expanding the current schools? Plans had already been drawn up and costed to expand Alderman Swindell to accommodate it's move to become a primary. This was a fraction of the £7m. Why could the £7m not be shared between both schools to make the necessary changes

Reply by the Chairman:

Both schools are in old buildings, which are not equipped for a modern curriculum. Extending the schools will not address the issues with the current buildings. A new

school would give children 21st century facilities and would be more cost effective. Additionally, we know that schools with two-form entry generally achieve better results for children. They have a greater pool of teaching experience, find it easier to recruit and are more sustainable.

- **Question 2 from Mrs Howard:**

A poor Ofsted report has been used as a reason for proposing to close Alderman Swindell over North Denes. Why could both schools not have a new Ofsted check before a final decision is made? North Denes is a coasting school and is overdue a visit.

Reply by the Chairman:

Schools are inspected according to a schedule determined by Ofsted, not by the Local Authority. We are confident in our assessment of the schools' strengths and weaknesses using a wide range of published data.

- **Question 1 from Mr Howard**

If the closure happens, as proposed, why could the children not be kept at Alderman Swindell whilst the building work is undertaken? This would prevent them being moved twice, once into a building site for at least two years, and then again into the new school, causing much upset and distress.

Reply by the Chairman:

We recognise that this proposal will cause some inconvenience to schools, parents and children. We always work proactively with both contractors and school leaders to minimise the disruption. The proposed new school will be within the grounds of North Denes Primary School. Building works will be self-contained and children will continue to learn within the existing school building until the new school is ready.

- **Question 2 from Mr Howard**

Why was the initial consultation only six weeks long, the shortest mandatory consultation period? It feels to all affiliated to Alderman Swindell that this was intentional in order to make it impossible to gain sufficient signatures on petitions and general support to help our cause.

Reply by the Chairman:

The process for school organisation changes has been carefully designed to take account of statutory requirements and provide sufficient opportunity for stakeholders to contribute. It has been approved by elected members and contains two stages of consultation. On previous occasions the process was judged to be very robust by the schools adjudicator.

- **Question 1 from Mrs J Holloway:**

My child is currently in Year 4 at Alderman Swindell. I was given the choice of whether to move her to North Denes at the end of year 2 or to keep her at Alderman Swindell and I chose to keep her where she was. There is well documented evidence that students academic performance dips when they move schools, moving her now makes a mockery of a choice that I was given two years ago. How are you going to ensure that if our children have to move that their academic performance is not adversely affected?

Reply by the Chairman:

The transition between schools is the responsibility of the schools involved who are required to ensure the smooth transition of pupils. The role of the LA is to support schools and we will engage fully with both schools in this process. The LA has provided this form of support to Norfolk schools on many occasions through similar changes.

- **Question 1 from Mrs Stephanie Pulham:**

Why are you closing a school with no exclusions the only one in the area and never closes in bad weather?

Reply by the Chairman:

Our proposal to close Alderman Swindell as opposed to North Denes is based on;

- The funding allocation for the improvements to both school buildings could be pooled to build a new primary school building on the North Denes site. We believe this will provide a modern school fit for 21st century learning.
- Of the two sites, Alderman Swindell is constrained and could not accommodate a 420 place primary school, which would be capable of further expansion to provide sufficient pupil places for the future.
- Of the two schools, Alderman Swindell has been judged as 'Requiring Improvement' in both of its most recent Ofsted inspections. We are supporting both schools to further improve but believe that a 21st century school will support our ambition to ensure that children locally receive the very best education.

- **Question 2 from Mrs Stephanie Pulham**

Why close a school that has a playing field when there are 3 schools in the south end that doesn't

Reply by the Chairman:

We also agree that playing fields are an important part of education. The decision to close Alderman Swindell is not based on the playing fields and sufficient playing fields at the new site will be provided.

Our proposal to close Alderman Swindell as opposed to North Denes is based on;

- The funding allocation for the improvements to both school buildings could be pooled to build a new primary school building on the North Denes site. We believe this will provide a modern school fit for 21st century learning.
- Of the two sites, Alderman Swindell is constrained and could not accommodate a 420 place primary school, which would be capable of further expansion to provide sufficient pupil places for the future.
- Of the two schools, Alderman Swindell has been judged as 'Requiring Improvement in both of its most recent Ofsted inspections. We are supporting both schools to further improve but believe that a 21st century school will support our ambition to ensure that children locally receive the very best education.

- **Question 1 from Ms Sharon Watling**

In the light of the 2015 Great Yarmouth Primary School reorganisation plan change, to the current proposal to close Alderman Swindell School, how can the committee justify the total public spend? This includes any meetings involving Children's Services staff, surveys, property / planning reports and indeed repeated reports, for the original plan from inception to date.

Reply

All proposals are considered through Capital Priorities Group, which carefully considers costs and funding implications for a range of programmes. The group is chaired by the Assistant Director and includes elected members, governors and school leaders. Plans are modified on the basis of evidence and available funding. Scrutiny of public sector expenditure is undertaken by Norfolk County Council through the relevant committees, in this case Children's Services Committee, as well as the Policy & Resources Committee and the full meeting of Norfolk County Council.

- **Question 2 from Ms Sharon Watling**

Who is responsible for monitoring the best value as well as amount of this spend of public money?

Reply by the Chairman:

Scrutiny of best value for capital expenditure is undertaken by the County Council's Capital Priorities Group, who make recommendations to the Executive Director of Children's Services, with delegated powers from the Children's Services Committee. The Children's Services Committee scrutinises the Capital Programme and Policy and Resources approve it on an annual basis and receive reports, three times a year.

- **Question 1 from Belinda O'Brien, Deputy Head, Alderman Swindell Primary School.**

How can the Children's Services Committee evidence that the DfE requirements relating to the discontinuance of maintained nursery provision at Alderman Swindell Primary School have been met?

Reference: DFE-00106-2016 - Maintained nursery schools

Where proposals relate to the discontinuance of a maintained nursery school, a statement setting out— d) the local authority's assessment of the quality and quantity of the alternative provision compared to the school proposed to be discontinued and the proposed arrangements to ensure the expertise and specialism continues to be available; and e) the accessibility and convenience of replacement provision for local parents.

Reply by the Chairman:

The capital programme at North Denes Primary School will re-provide nursery places discontinued as a result of a decision to proceed after the Public Notice period. The Local Authority's sufficiency duty will be met by the provision of places on an alternative site.

- **Question 2 from Belinda O'Brien, Deputy Head, Alderman Swindell Primary School.**

How will the impact on community statement with supporting evidence as required in the DfE publication "Opening and closing maintained schools" – April 2016 – Annex mitigate any adverse impact on the local community of Alderman Swindell Primary School if the school is closed?

Reply by the Chairman:

We recognise from the informal consultation that Alderman Swindell and North Denes are both much loved schools in the local community. We also understand that there are many in the Alderman Swindell School Community, who will be significantly affected by this proposed change. We will work pro-actively with all stakeholders to mitigate the impact and support staff, pupils and parents as best we can. Our priority is to make a decision that is best for the children's education both now and in the future. There is statutory guidance from the Department for Education regarding the information required as part of this process. The information that supports the Public Notice is available on the County Council website; <https://norfolk.citizenspace.com/childrens-services/north-yarmouth/>

- **Question from Ms S Whil, Extended School Coordinator at Alderman Swindell Primary School and Nursery**

Please can the Councilors Carpenter and Dark, in light of the data below, provide the "Educational reasons" that led to the Decision- makers deciding on 14th August 2017 to proceed to the Publication of the statutory notice and proposal to close Alderman Swindell Primary school?

Educational Achievement 2015-17

Alderman Swindell Primary	EYFS	Y1 Phonics Check	KS1 SATs	KS2 SATs	Attendance	Exclusions	Ofsted Grading
2014-15	58%	85%	N/A	N/A	95.1%	0	

2015-16	66%	76%	86%	N/A	96.4%	0	RI
2016-17	76%	90%	79%	N/A	96.5%	0	
North Denes Primary	EYFS	Y1 Phonics Check	KS1 SATs	KS2 SATs	Attendance	Exclusions	Ofsted Grading
2014-15	N/A						
2015-16	N/A						Coasting
2016-17							

Reply by the Chairman

The decision maker for moving to public notice is the Executive Director of Children's Services.

Our proposal to close Alderman Swindell as opposed to North Denes is based on;

- Of the two schools, Alderman Swindell has been judged as 'Requiring Improvement' in both of its most recent Ofsted inspections. We are supporting both schools to further improve but believe that a 21st century school will support our ambition to ensure that children locally receive the very best education.

Furthermore

- The funding allocation for the improvements to both school buildings could be pooled to build a new primary school building on the North Denes site. We believe this will provide a modern school fit for 21st century learning.
- Of the two sites, Alderman Swindell is constrained and could not accommodate a 420 place primary school, which would be capable of further expansion to provide sufficient pupil places for the future.

• Question 1 from Mr M Pulham

What is happening to the staff at this school, if it is a merger then staff from both schools should have to apply for all vacancy including the head. Mr Castle has on numerous occasions stated it is a merger.

Reply by the Chairman

The Public Notice is to close Alderman Swindell Primary School and change the age range of North Denes Primary School. It is not proposed to merge the two schools. If the proposal goes ahead, North Denes would be expanding and therefore will need more staff. Any vacancies would be held for first consideration for those staff affected by the closure of Alderman Swindell. We will be offering support to all staff affected and will try to avoid redundancies wherever possible.

• Question 2 from Mr M Pulham

What is the reasoning for closing so early when the other school will not be ready, why not run down Alderman Swindell year by year till they all have left.

Reply by the Chairman

Transition arrangements are always considered very carefully and in the light of previous experience. We will seek to organise any change with the continuity of

education for children in mind and work pro-actively with the schools concerned to minimise disruption to learning.

- **Question 1 from Ms T Lacey**

The 2015 School Reorganisation in Great Yarmouth plan is being redefined because of a fundamental failure to provide the required school places in the right location. The LA childcare sufficiency report published in Dec 2016 stated that there were sufficient places in Great Yarmouth. Currently the demand is declining due to increased provision and fewer children. How does the Children's Services Committee account for the investment of public money (around £1.7 million) committed to provide childcare provision at North Denes Primary School when there is no identified demand and children would have to come from existing provision notably the Private, Voluntary and Independent sector with the subsequent negative impact on the local economy and employment?

Reply by the Chairman

The cost of the modular nursery unit being provided at North Denes Primary is in the order of £725,000, not the figure quoted. The vast majority of this funding has been in the approved capital budget for some years to support additional early years places in Great Yarmouth and will not impact on other budgets available for reorganisation in Great Yarmouth. The school is in the Caister Children's Centre Reach Area. The NCC Childcare Sufficiency Report, December 2016, shows that there are insufficient numbers of 2, 3 and 4 year old places in this area.

- **Question 2 from Ms T Lacey**

Is Norfolk County Council ensuring compliance with the principles of best value for money or repeating a mistake highlighted above?

Reply by the Chairman

Scrutiny of best value for capital expenditure is undertaken by the County Council's Capital Priorities Group, who make recommendations to the Executive Director of Children's Services, with delegated powers from the Children's Services Committee. The Children's Services Committee scrutinises the Capital Programme and Policy and Resources approve it on an annual basis and receive reports, three times a year.

- **Question from Joel Heys – Parent - Alderman Swindell Primary School and Nursery**

The informal consultation meeting held at Alderman Swindell Infant School prior to the 2015 School Reorganisation in Great Yarmouth was well attended by a cross section of the local community. They highlighted the facts that provision was sufficient in North Yarmouth and that the need for extra school places was in the centre and south of the town. If the consultation had been used to best effect the

mistakes of school place over sufficiency in North Yarmouth and the associated public cost would not have arisen. The recent informal consultation evidenced a majority voice for keeping Alderman Swindell Primary School open; why have the considered views of the community been ignored?

Reply by the Chairman

The consultation was aimed at seeking people's opinions and was not a formal vote on the proposal. Consultation views were raised at consultation events, online, by email and post. All the views raised from the consultation were considered before a decision to proceed to Public Notice was made. The consultation report is available on the County Council website; <https://norfolk.citizenspace.com/childrens-services/north-yarmouth/>

- **Question from Adam Lawrence**

I am one of many parents that did not want my child to go to North Denes school and in the future if this proposal goes ahead will not send my children to this school. What provision do you have in place to ensure that my children, and many others, can be guaranteed a suitable place in alternative schools in the area?

Reply by the Chairman

If the proposal goes ahead, all parents of children at Alderman Swindell Primary School will be invited to express their preference. All parental preference will be considered, in accordance with each school's published admission arrangements.

- **Question 1 from Mrs Amanda Pulham**

How is it possible to provide a state-of-the-art, 2-form entry educational facility for 2-11 year olds with community facilities and provision to extend to 3-form for £7,000,000; as published in the NCC Public Information Notice - New £7m school for Great Yarmouth moves a step closer, issued on 05.09.17?

Reply by the Chairman

The consultation document explained that we will provide capital investment on one site, by providing a new school building on the North Denes site. This would be using the County Council's budget in the most cost effective way, as the funding allocated for improvements in both schools, which amounts to £6.4m, could be pooled to use for a new primary school building on the North Denes site. The shortfall is available in the approved Children's Services Capital budget.

- **Question 2 from Mrs Amanda Pulham**

Why will a skills audit of ALL staff not being completed so the students get the best education in a 'state of the art' school?

Reply by the Chairman

The process of identifying the staffing for the expanded school has yet to be agreed. We will follow the most up to date HR guidance to ensure that interest of children's education and staff job security are considered.

- **Question from Ms Rebecca Clark**

A meeting held at AS school proved that the majority of the community did not agree with the closure of this school and many questions were presented by parents and residents that are still unanswered, all of which are relevant. A lot of local residents did not receive a letter regarding the proposal and this was mentioned but no action was taken to rectify this. The meetings were held at inappropriate times - this was also mentioned but again no action taken to make them more accessible. So, can you explain to me why these points, questions and views have been completely ignored?

Reply by the Chairman

The consultation, which ran for 6 weeks, was aimed at seeking people's opinions and was not a formal vote on the proposal. Over 3200 consultation documents were distributed in accordance with the DfE guidance on statutory school organisation changes. The level of responses supports the view that consultation was widely known in the community.

Consultation views were raised at consultation events, online, by email and post. There was a balance of views in relation to both schools concerned and a wide range of responses and suggestions. All the views raised from the consultation were considered before a decision to proceed to Public Notice was made.

- **Question from Mrs Willimott**

How will ***the impact on community statement with supporting evidence as required in the DfE publication "Opening and closing maintained schools" – April 2016 – Annex*** mitigate any adverse impact on the local community of Alderman Swindell Primary School if the school is closed?

Reply by the Chairman

We recognise from the informal consultation that Alderman Swindell and North Denes are both much loved schools in the local community. We also understand that there are many in the Alderman Swindell School Community, who will be significantly affected by this proposed change. We will work pro-actively with all stakeholders to mitigate the impact and support staff, pupils and parents as best we can. Our priority is to make a decision that is best for the children's education both now and in the future. There is statutory guidance from the Department for Education regarding the information required as part of this process. The

information that supports the Public Notice is available on the County Council website; <https://norfolk.citizenspace.com/childrens-services/north-yarmouth/>

- **Question from Mrs King**

How can the Children's Services Committee evidence that the DfE requirements relating to the discontinuance of maintained nursery provision at Alderman Swindell Primary School have been met?

Reference: DFE-00106-2016

Maintained nursery schools

Where proposals relate to the discontinuance of a maintained nursery school, a statement setting out— d) the local authority's assessment of the quality and quantity of the alternative provision compared to the school proposed to be discontinued and the proposed arrangements to ensure the expertise and specialism continues to be available; and e) the accessibility and convenience of replacement provision for local parents.

Reply by the Chairman

The capital programme at North Denes Primary School will re-provide nursery places discontinued as a result of a decision to proceed after the Public Notice period. The Local Authority's sufficiency duty will be met by the provision of places on an alternative site.

6. Local Member Issues/Questions

- Question 1 from Mr M Smith-Clare

With the proposed closure of the Alderman Swindell School, please can the committee be assured that if sold then the site will not be used for housing?

Reply by the Chairman

Sale for housing is not the County Council's preferred option. The County Council's agreed policies for the future use of school sites will be followed. The first stage is for Children's Services to establish whether there is any educational need which can be met through use or adaptation of the premises. In this case, during the consultation, views were sought on the possibility of alternative provision and this could, for instance be provision for children with Social, Emotional and Mental health needs.

- Question 2 from Mr M Smith-Clare

Please can it be explained why £1.3m of public money has been spent to provide EYFS provision on the North Denes Primary site, when the Norfolk County Council Childcare Sufficiency Report for December 2016 showed that no additional provision was required?

Reply by the Chairman

The cost of the modular nursery unit being provided at North Denes Primary is in the order of £725,000, not the figure quoted. The vast majority of this funding has been in the approved capital budget for some years to support additional early years places in Great Yarmouth and will not impact on other budgets available for reorganisation in great Yarmouth. The school is in the Caister Children's Centre Reach Area. The NCC Childcare Sufficiency Report, December 2016, shows that there are insufficient numbers of 2, 3 and 4 year old places in this area.

Children's Services Committee

Report title:	Integrated Performance and Finance Monitoring 2017-18
Date of meeting:	17 October 2017
Responsible Chief Officer:	Matt Dunkley Interim 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 two measures which are currently rated as Red (CP Child Seen and LAC Health Assessments) were reported via scorecards to the last Committee.

This report focusses primarily on data as at end of August 2017 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 2).

Members should note that, due to changes to teams which have occurred during the reporting period, some of the data reported within the MI report is not accurate. Where that is the case, it is highlighted in the accompanying narrative. This was a predicted, one-off event and we expect a return to normal reporting going forward.

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 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	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	7.9%	14.1%	13.3%	18.0%	11.1%	11.3%	10.1%	13.7%	14.7%	18.4%	16.8%	21.7%	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	23.5%	27.2%	25.9%	26.4%	20.0%	23.8%	22.2%	22.6%	26.3%	28.6%	22.8%	24.0%	21.9%	<20%
		99 / 421	172 / 650	195 / 754	196 / 743	113 / 566	185 / 776	154 / 693	187 / 826	133 / 506	187 / 654	/	/	/	
{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	8.6%	9.5%	14.3%	7.8%	12.7%	4.2%	9.8%	7.6%	5.5%	5.7%	16.2%	8.4%	9.8%	
		/	/	/	/	/	/	/	/	/	/	/	/	/	
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	66.9%	73.0%	72.6%	72.5%	70.6%	85.7%	86.7%	81.9%	78.3%	82.1%	79.9%	84.0%	80.0%	100%
		1246 / 1825	1196 / 1600	1248 / 1656	1250 / 1649	1254 / 1707	1084 / 1265	1052 / 1213	997 / 1218	950 / 1213	958 / 1167	1057 / 1323	1052 / 1253	890 / 1112	
{ChS} Child Protection (CP) - % children seen	Bigger	89.3%	89.5%	88.8%	87.5%	90.7%	89.1%	84.5%	93.3%	90.5%	90.0%	58.3%	68.6%	49.2%	100%
		418 / 468	417 / 466	428 / 482	393 / 449	411 / 453	423 / 475	392 / 464	458 / 491	466 / 515	441 / 490	298 / 511	359 / 523	272 / 553	
{ChS} LAC with up to date Care Plan	Bigger	97.6%	97.7%	97.8%	97.1%	98.5%	98.6%	98.0%	97.3%	97.1%	96.5%	96.6%	96.6%	96.2%	100%
		1020 / 1045	1031 / 1055	1037 / 1060	1053 / 1085	1083 / 1100	1097 / 1113	1083 / 1105	1075 / 1105	1061 / 1093	1057 / 1095	1066 / 1103	1066 / 1103	1075 / 1117	
{ChS} LAC with up to date Health Assessment (HA)	Bigger	87.6%	88.7%	89.3%	91.1%	88.4%	87.8%	89.4%	86.5%	85.4%	79.9%	78.1%	79.3%	80.1%	100%
		664 / 758	673 / 759	677 / 758	683 / 750	661 / 748	652 / 743	666 / 745	641 / 741	624 / 731	591 / 740	580 / 743	606 / 764	622 / 777	
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	84.4%	88.3%	86.6%	87.6%	91.5%	89.9%	84.4%	82.6%	84.1%	85.9%	83.7%	84.5%	83.6%	100%

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 (Needs Analysis at Appendix 1)

2.1 Ofsted Outcomes

The percentage of schools judged to be Good or Outstanding is 89%, which remains the same last the latest available national average.

2.2 Education Achievement

2.2.1 For more detail on unvalidated outcomes at primary phase in 2017, see the “Early Needs Analysis v1 Test and teacher assessment outcomes primary phase” (appendix 1)

An in depth analysis of validated outcomes up to 2016 is published online at www.schools.norfolk.gov.uk/Supportforschoolimprovement/School-Performance/

2.2.2 Norfolk and National outcomes at EYFS and Key Stage 1 are calculated by the National Consortium for Education Results (NCER). No official figures are available yet from the Department for Education, but they are likely to be in line with NCER calculations. Unvalidated National and Norfolk Key Stage 2 outcomes have been published by the Department for Education. Cohort amendments and re-marking of tests can affect national and local results. Validated results will be available in December. No data is yet available to evaluate outcomes at Key Stage 4 (GCSE) or post 16.

2.2.3 Early Years Foundation Stage (age 5)

The percentage of children achieving the expected “Good Level of Development” remains in line with national data. The percentage of children exceeding expected standards in 2017 is below 2016 national data (2017 national data is not yet published).

2.2.4 Key Stage 1

The percentage of pupils in year 1 (age 6) achieving the expected standard remains below national averages. This is the second year that pupils have been teacher assessed against the revised National Curriculum. Norfolk outcomes are broadly in line with national averages.

2.2.5 Key Stage 2

This is the second year that pupils have taken tests which reflect the content of the new national curriculum. As expected there was significant improvement in Norfolk and Nationally as schools better understood the new content and prepared pupils better. Norfolk outcomes at Key Stage 2 remain below national averages.

2.2.6 Participation post 16

The key Department for Education indicator is the combined percentage of young people whose destination is unknown and those who are not in education, employment or training (NEET). During the last academic year we have worked proactively and maintained above average performance in this measure. The percentage has varied between 1 and 1.5% over the year, which places us in the second quintile nationally.

Norfolk young people at 16 and 17 years old who are participating in learning was stronger than national at the end of December but slightly weaker in June which indicates that we are not retaining students in year post 16 at the same level as nationally.

2.2.7 Exclusion

The overall number of confirmed permanent exclusions from Norfolk schools in the 2016/17 academic year is provisionally 266 (0.23% of the school population), compared to 247 (0.22%) in 2015/16. Final data will be available at the end of October when the independent review period has expired. This is much higher than the national exclusion rate which in 2015/16 was 0.08%. Proactive work by the Virtual School for Children in Care has ensured that no Looked After Child has been permanently excluded in the Spring or Summer term.

3. Early Help (MI report at appendix 2)

- 3.1 The drop in the percentage of requests for support that result in allocation to EHFF should not necessarily be seen as a negative. This is likely to reflect action being taken locally through early help arrangements to ensure families are being supported at an appropriate level and ensure that EHFF holds more targeted cases. Efforts to encourage and support more referrers to offer families support and/or hold Family Support Plans themselves are proving successful and there was a steep increase in the number of Family Support Plans initiated by partner agencies in July (+51% to previous month). There is a wide variation across localities for this measure, with the South consistently taking 100% due to multi-agency triaging of cases in the hub before referral to EHFF, whilst in Norwich, triaging of cases is taking place at the point of referral to EHFF, resulting in a rate of 41%.
- 3.2 It is encouraging that we have seen a significant increase in the percentage of new cases that have been stepped down from social care, although there are significant differences across the county, with 60% of new cases having stepped down in Breckland compared to only 9.7% in Norwich. In-reach by EHFF teams is enabling families to have a better transition to early help, and the apparent sharp increase in the volume of in-reach in July reflects an exceptionally high volume being reported by Breckland. Some caution in interpreting the data is required until longer term trends for step downs and in-reach are clearer.
- 3.3 The slight increase in the proportion of cases that are re-referrals to EHFF is being closely monitored to understand whether referrals are positive in that they reflect individuals and families feeling able to make decisions about when they need help or negative in that they reflect cases closing too quickly. All teams are being asked to analyse and report on re-referrals occurring over May – August.

4. Social Work (MI Report at Appendix 2)

4.1 Contact and Referrals

- 4.1.1 The number of contacts in August fell as would be expected during the summer school holiday, however the figure is significantly higher than that seen at the corresponding time last year. A higher percentage of contacts were accepted as referrals, this could indicate that the application of thresholds both from referrers and decision makers within MASH is becoming more robust (i.e. more appropriate contacts are being made). However we cannot be sure this is the case and measure it against data over the coming months in terms of contacts into referrals and also whether more assessments result in ongoing involvement from social care.
- 4.1.2 The number of referrals in August 17 is an anomaly in that we have in the past seen numbers fall during the school holiday period. The number is more than double that in August 16 and the highest in the last 12 months. All localities except Breckland saw a rise in numbers from July 17 with the most significant seen in Norwich (up by 39), West (up by 46) and Great Yarmouth (up by 54). As previously suggested, given the number of contacts fell this month, the increase in referrals may be the result of changes to the application of thresholds. Whether this means that 'the right children' are being referred for an assessment can be considered through analysis of data regarding outcomes of SWA in the next couple of months - i.e. an increase in outcomes of no ongoing involvement might suggest inappropriate application of threshold for referral. With regards to repeat referral rates, all localities except Great Yarmouth saw a drop in the percentage rose by 5% to 32.2% and their repeat referral rates continue to be higher than the other localities. the locality has been done in the past and the Head of Social Work will be asked to look at this again given the continuing concerns.

4.2 Assessments

- 4.2.1 There was a rise in the number of Social Work Assessments completed in August 17 but not above the highest levels and not as many as seen in August last year. Whilst we are not above the national average for this measure, we are significantly above the statistical neighbour and Eastern Region averages. Whether we are undertaking the right assessments on the right children at the right time continues to be a theme in Quality Assurance team activity via dip-sampling work and will continue to be considered through analysis of referral and outcomes of assessment data.

4.3 Child Protection (CP)

- 4.3.1 The number of children subject to child protection planning has decreased slightly and is similar to the figure we saw last August. We are in line with the Eastern Region average and below both the statistical neighbour and national averages. Whilst Norwich remains high in terms of rate per 10k under 18s at 60.5 this is a significant drop from May 17 where the figure was 77 per 10k and this is likely to be a result of more scrutiny on decision making regarding going to ICPC and also changes in work practice through the new smaller teams. Great Yarmouth however have seen an increase in CP cases with a rate of 58.4 per 10k, which is the highest rate seen over the past 12 months and significantly higher than the figure in August 17 (47.2). The number of children subject to CP plans has been gradually increasing since May 17 and it would be helpful for the HOSW and team managers to consider reasons for this, i.e. particular issues within the wider locality, different approached to decision making etc.
- 4.3.2 The number of children subject to ICPC in August was very low at only 55. Whilst this is significantly less than that seen in August last year, it is not unusual to see lower numbers during school holiday periods (e.g. December 16 and April 17). Whilst the data states that 12.7% of ICPCs were not in timescales, this relates to only 7 children across 3 localities. The figure of 87.3% of ICPCs within 15 days of strategy discussion is also higher than the statistical and national averages and significantly higher than the Eastern Region average.

4.4 Looked After Children

- 4.4.1 The numbers of looked after children within the county have risen to the highest level seen in the past 12 months. It remains a top priority of the local authority to reduce the numbers of children in it's care, however it is recognised that this is not something that will happen quickly and we need to give new initiatives time to have a positive impact. The new edge of care service, New Directions, is now in place and from 18th September new locality panels chaired by the Heads of Localities will be operational. In terms of the individual localities , all except Norwich have seen a rise in numbers. However the drop for Norwich is due to a reconfiguration of boundaries, whereby some of it's cohort of LAC have transferred to the South locality.
- 4.4.2 A very high proportion of our looked after children continue to have up to date care plans. Through audit there is some evidence of better quality planning as of 13 LAC cases audited by managers in August and September, 12 at least met the practice standard for planning and review, with 2 exceeding practice standards. However, there are still areas where improvement is needed.
- 4.4.3 We have had no increase in the numbers of children being placed in residential settings in the past month. However there are 12 children under 11 in residential placements and teams and Independent Reviewing Officers are being asked to ensure that residential is the right placement for these children and to plan for a move to foster care or kinship care where this is more appropriate. It also needs to be noted that there are recognised sufficiency issues regarding in-house fostering paces, particularly foster carers able to offer care to those children with very complex emotional and behavioural issues.
- 4.4.4 Whilst the percentage of children who attended their LAC reviews has increased significantly, it is too early to conclude that this is solely due to recent work by the Independent Reviewing Service to engage certain cohorts of children, although the impact of this is not dismissed. One reason for the big increase in August is likely be that more reviews are held at the foster home during school holiday times than at other points in the year, and the child would in those cases more likely be within the home and therefore take some part in the meeting. There was a wide variance in the performance across localities with North & Broadland the highest performing at 89.5% and Breckland the lowest at 50%.

4.5 Care Leavers

- 4.5.1 There has been a fall in the percentage of Care Leavers with a pathway plan. For Breckland and West this data is not clear as the team that covered both localities has recently separated out into two. All the localities are being reminded of the need to understand which young people do not have an up to date plan and ensure this is addressed as soon as possible. Improving the quality of pathway plans continues to be a top priority and there is now a Leaving Care Practitioner Learning and Development Framework in place to aid this.
- 4.5.2 Due to team changes, the reporting has not included the young people who are now allocated to the new Breckland Leaving Care team and therefore the county figure regarding the number of care leavers is not accurate. However, the suitable accommodation and EET figures continue to be above statistical neighbour and national averages. There is now a new Learning and Development framework in place for Leaving Care Practitioners to ensure assessment, planning and interventions with young people have positive, aspirational, outcomes,

4.6 Adoption

- 4.6.1 Recent analysis shows that in the past 12 months it took an average of 315 days from stage 1 of the adoption process (child entering care) to stage 6 (child being place for adoption) which is

below the DfE target of 426 days. And whilst we are above the threshold for time between placement order being made and the child being matched to prospective adopters, at 166 days we are performing significantly better than our own statistical neighbour and national 3 year averages, all of which were over 200 days. Their improvement in performance is likely to reflect more use of foster to adopt placements. It is also noted that in the past 6 months 10 of the 120 over 5 years old who ceased to be looked after were adopted (8%) which is an improvement on our 3 year average of 4% for 2012-15 and evidences how the adoption and frontline teams are working hard to ensure that, where it is appropriate, adoption is being supported for older children.

4.7 Caseloads

4.7.1 As with some of the other data within this report the caseload data is not complete as, due to operational changes, not all teams have been included. Allocations are checked on a weekly basis and any anomalies, particularly around very high caseloads are discussed with team managers and/or Heads of Social Work. Caseloads still tend to be high for some workers within assessment teams and team managers need to ensure they are supporting those workers to manage this and close those cases which have had assessments and need no further social care involvement.

* 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 This report provides the initial performance and financial forecast outturn information for the 2017-18 financial year to Children's Services committee.
- 5.2 The report sets out the financial outturn data for the period ending 31 March 2018 as at the end of August 2017 (period 5).
- 5.3 The report sets out the variations between the approved budget for 2017/18 and the forecast spending during the year, as well as the variations between the forecast outturn information as at period 5 compared to period 4. These are described in paragraphs 5.6 and 5.7 below. The overall financial position covers the Revenue Budget, School Balances, Reserves and Provisions, and the Capital Budget for Children's Services.
- 5.4 The main financial points within the paper are:
- 5.4.1 The Children's Services revenue budget shows a projected overspend of £3.311m for the 2017-18 financial year;
- 5.4.2 The Schools' revenue budget shows a projected overspend of £5.093m for the 2017-18 financial year;
- 5.4.3 The projected level of Locally Maintained School balances as at 31 March 2018 is £12.155m;
- 5.4.4 The expected level of unused reserves and provisions as at 31 March 2018 is £8.379m, which is a combination of £3.682m for Schools and £4.697m for Children's Services;
- 5.4.5 The Children's Services capital budget is £67.982m following re-profiling to future years and other changes.
- 5.4.6 Management action is being taken to reduce the projected level of overspend against both the Children's Services revenue budget and the Schools' revenue budget;
- 5.4.7 Any overspend against the Schools' revenue budget will be funded through a loan from Locally Maintained Schools balances that will need to be repaid in future years, with proposals taken to the Schools Forum.
- 5.5 Revenue – Prior Period Forecast Position**
- 5.5.1 The initial financial outturn forecast for 2017-18, as at the end of July 2017 (period 4), was provided to Children's Services committee in September. This report forecast an overspend of £1.778m against the Children's Services revenue budget and an overspend of £0.732m against the Schools' revenue budget.
- 5.5.2 In addition, it was reported that it was anticipated that the following additional in-year costs would be offset through the utilisation of one-off monies (the source of which is being investigated by officers and to be confirmed):
- two Children's Services savings that have been rated as RED in respect of 2017-18, representing a savings shortfall of £1.182m. Delivery of savings from changes in the Education Service have been delayed due to the extended general election purdah period, and the Troubled Families grant from Government is forecast to be lower than originally expected.

- there is an expected overspend relating to the contract costs of specialist intervention and support for children with behavioural and mental health needs, and their families. A change in commissioning strategy has meant we are continuing with the contract and need to identify new funding.

5.6 Revenue – Local Authority Budget

5.6.1 The following summary table shows, by type of budget, the forecast spend for the year where there is a variance to the 2017-18 budget. The table shows the variance both in terms of a cash sum and as a percentage of the approved budget, and the main reasons for the variances.

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for variance from budget	Reasons for variance from budget
Forecast Overspends							
Looked After Children - Agency Fostering	15.091	16.371	1.280	8	0.355	There has been a significant increase in number of children currently supported compared to the 16-17 average and since the start of 17-18. The costs have increased as a result of both the full year effect of a contract changes during 16/17 and the additional numbers of children. Part of the £9m one-off investment was allocated alongside the inflationary increase in the budget, but the allocation was based upon the assumption that Independent Fostering Agency usage would remain at 2016-17 levels	New placements exceeded ceased placements both in volume and in average cost
Looked After Children - Agency Residential	11.632	11.913	0.281	2	0.746	There has been an increase in the number of children currently supported compared to 16-17 average. Overall expenditure is forecast to be in excess of £1m higher than 16-17. Part of the £9m one-off investment was allocated alongside the inflationary increase in the budget	New placements (including those for planned admissions from September onwards) exceed ceased placements both in volume and in average cost, and the cost reduction of reviewed placements. There is a £0.267m budget movement from the agency residential budget to fund increased management capacity and reduced team sizes within the social work teams - these changes are expected to bring about reductions to spend on Looked After Children in the medium term

Division of service	Approved budget	Outturn	+Over/- Underspend	+Over/ - Underspend as % of budget	Movement since last report	Reasons for variance from budget	Reasons for variance from budget
Looked After Children - In-house Fostering	8.767	9.780	1.013	12	0.000	The forecast is higher than last year's outturn due to supporting additional children fostered in-house. This shift is in line with management action during 2017-18 to alter the placement mix towards in-house fostering.	
Looked After Children - In-house Residential	4.980	5.180	0.200	4	0.200	Additional costs due to high level of maternity and sickness	As per the budget variance explanation
Staying-put fostering	0.000	0.265	0.265	n/a	0.017	Additional net cost over and above the government grant received of £0.371m. This level of forecast spend is similar to last year for a similar number of young people supported.	
Adoption allowances	0.491	0.664	0.173	35	0.000	Similar forecast spend compared to 16-17 outturn	
Independent Reviewing Officers	1.609	1.769	0.160	10	0.160	Additional posts have been required over and above the agreed establishment due to the number of Looked After Children. Some have been funded as part of the £9m one-off investment.	As per the budget variance explanation
Children with Disabilities client costs	1.412	2.053	0.641	45	0.115	Additional costs for extensive nursing support (less health contribution) that were not anticipated when the budget was set	Revision of the anticipated costs
Sub Total of Forecast Overspends			4.013		1.593		

Division of service	Approved budget	Outturn	+Over/- Underspend	+Over/ - Underspend as % of budget	Movement since last report	Reasons for variance from budget	Reasons for variance from budget
Forecast Underspends							
Children's Centres	10.150	9.890	-0.260	-3	-0.060	Review of the current contract arrangements with all the providers has resulted in a small under-spend expected in-year due to the phasing of spend over the whole life of the contracts	
Early Help Support	7.281	7.061	-0.220	-3	0.000	Vacancies were held in the team in readiness for the New Direction service under the remit of Barnardos	
School / College redundancy / pension costs	4.473	4.251	-0.222	-5	0.000	Reduced school redundancy costs and reduced number of pension beneficiaries. Budget has been historically reduced on a yearly basis, and will be reviewed to identify further ongoing reductions (which can differ from in-year impact)	
Sub Total of Forecast Underspends			-0.702		-0.060		
Total NCC funded			3.311		1.533		

5.6.2 Officers have identified a number of actions to be taken with the intention of reducing the in-year forecast overspend and the expected impact. These actions are summarised in the table below:

Action to be taken	Expected Impact
Investigate the source of one-off monies	Offset the costs resulting from (i) delays in implementation of Education Services Review implementation; (ii) unfunded contract for specialist intervention and support for children with behavioural and mental health needs and their families contract; and (iii) under-recovery of Troubled Families income
Strengthen management arrangements in social work teams through (i) creation of locality panels; (ii) introducing different approaches to challenging practice; (iii) introducing a different approach to placements and channels into care proceedings; and (iv) looking to reduce unit cost as well as volumes	Reduce the volume of LAC placements increased scrutiny of practice and planning; reduced staff turnover resulting in improved retention of skills, knowledge and expertise; increase in effective casework that, in turn, should reduce the volume of LAC
Recruitment campaign to increase the number of local authority foster carers (including specialist foster carers)	Additional local authority foster carers will facilitate a shift in the placement mix for Looked After Children from residential to fostering, and from Independent Fostering Agencies to in-house fostering; improved matching that should reduce breakdowns and improve outcomes for children, which will result in reduced work associated with dealing with breakdowns and identifying alternative placements
Review of commissioning and placement arrangements to ensure appropriate resources and management oversight in place	Pro-active action to increase sufficiency in the market place to ensure that the right placements are available to meet the needs of the presenting children and young people
Review commissioned contracts and partnership arrangements	Identification of any in-year or ongoing reductions that can be agreed and / or clawbacks that are due
Engagement of support and scrutiny from the Local Government Association	'Critical friend' approach to provide support, advice and constructive challenge to the leadership team to identify potential areas to reduce spend
Subject to agreement by Policy and Resources committee, and subsequently Children's Services committee, a transformational demand management programme will be developed (to begin in earnest from 2018) as part of the County Council's priorities. The potential to accelerate some of the measures to achieve early outcomes in 2017-18 will be examined	Utilisation of one-off investment to achieve improved outcomes for Children and Young People and recurring cost savings

5.7 Revenue – Schools Budget

- 5.7.1 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.
- 5.7.2 The Dedicated Schools Grant must be accounted for separately to the other Children's Services spending and funding.
- 5.7.3 The following summary table shows by type of budget, the forecast spend for the year where there is a variance to the 2017-18 budget. The table shows the variance both in terms of a cash sum and as a percentage of the approved budget, and the main reasons for the variances.

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for variance from budget	Reasons for movement in variance compared to previous report
Forecast Overspends							
Post 16 Further Education High Needs top up funding	2.890	3.478	0.588	20	-0.144	New additional responsibility for the local authority from April 2017 compounded by additional responsibilities from previous years. However, insufficient funding has been provided to match demand.	Currently a lower number of students requiring support than previously expected.
Special Education non- maintained school placements	16.803	20.647	3.844	23	3.844	Additional places in excess of budgeted provision due to the level of demand, partially offset by estimate for released DSG funding following the Education Services Review	As per the budget variance explanation
Alternative Education provision contracts	2.811	4.449	1.638	58	1.638	Overspend primarily due to the volume of placements required due to the level of exclusions. Will potentially increase due to some children currently being without a full time school place	As per the budget variance explanation
Sub Total of Forecast Overspends			6.070		5.338		
Forecast Underspends							

Division of service	Approved budget	Outturn	+Over/- Underspend	+Over/ - Underspend as % of budget	Movement since last report	Reasons for variance from budget	Reasons for movement in variance compared to previous report
Out of county recoupment	0.750	0.491	-0.259	-35	-0.259	Lower than budgeted net expenditure relating to NCC children placed out of county in other Local Authority's maintained special schools, offset by income from other Local Authorities that have children placed in NCC maintained special schools	As per the budget variance explanation
School growth contingency	0.950	0.785	-0.165	-17	-0.165	Lower than planned pupil number growth	As per the budget variance explanation
School contingency funds	0.500	0.164	-0.336	-67	-0.336	Lower than budgeted call on contingency funds expected	As per the budget variance explanation
School staff suspensions	0.267	0.050	-0.217	-81	-0.217	Costs of school staff suspensions expected to be lower than anticipated when the budget was set	As per the budget variance explanation
Sub Total of Forecast Underspends			-0.977		-0.977		
Total DSG funded			5.093		4.361		

5.7.4 It is early in the academic year and commitments against the Dedicated Schools Grant can vary as changing trends become apparent and available provision changes. Any overspend in 2017-18 will need to be funded from a loan from Locally Maintained Schools balances, that will need to be repaid in future years. A plan to reduce the under-lying overspend and to repay the loan, whilst meeting the needs of Children and Young People, is being developed and proposals will be discussed at Schools' Forum. These will then be reported to future Committee meetings.

5.7.5 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.

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

Projected School Balances as at 31 March 2018

Title/description	Balance at 01-04-17 £m	Forecast balance at 31-03-18 £m	In year Variance £m	Schools becoming academies
Nursery schools	0.054	0.041	-0.013	0.000
Primary schools	13.304	9.348	-2.160	-1.796
Secondary schools	1.291	0.471	-0.189	-0.631
Special schools	1.225	1.449	+0.224	0.000
School Clusters	1.693	0.846	-0.847	0.000
Total	17.567	12.155	-2.985	-2.427

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 on the reserves and provisions in the Children's Services accounts at 1 April 2017 and the projected balances at 31 March 2018. The table has been divided between those reserves and provisions relating to Schools and those that are General Children's Services reserves and provisions

5.8.2 There has been no movement in the expected usage in 2017-18 since the period 4 (July) report

Title/description	Balance at 01-04-17 £m	Balance at 31-03-18 £m	Variance £m	Reason for variance
Dedicated Schools Grant (DSG) reserve	0.000	0.000	+0.000	
Schools				
Schools Non-Teaching Activities	0.733	0.733	+0.000	These are school funds held on behalf of schools
Building Maintenance Partnership Pool	2.001	2.001	+0.000	These are school funds held on behalf of schools

School Playing surface sinking fund	0.106	0.045	-0.061	These are school funds held on behalf of schools
Non BMPP Building Maintenance Fund	0.903	0.903	+0.000	These are school funds held on behalf of schools
Schools total	3.743	3.682	-0.061	
Children's Services				
Transport Days Equalisation Fund	0.101	0.494	+0.393	Due to the timing of school holidays, there is a reduced number of transport days in 2017-18 and more in 2018-19
Education Provision for Holiday Pay	0.015	0.015	+0.000	
Norfolk PFI Sinking Fund	2.418	2.418	+0.000	
School Sickness Insurance Scheme	0.102	0.052	-0.050	Children's Services contribution to additional in-year savings requested by P&R committee
IT Earmarked Reserves	0.081	0.081	+0.000	
Repairs and Renewals Fund	0.176	0.176	+0.000	
Grants and Contributions	1.746	1.353	-0.393	Prior year unconditional grants and contributions expected to be spent in 2017-18
Children's Services post Ofsted Improvement Fund	0.108	0.108	+0.000	
Children's Services total	4.747	4.697	-0.050	
Total	8.490	8.379	-0.111	

5.9 Capital

- 5.9.1 The approved Children's Services capital budget was £66.256m for 2017-18 and £74.727m for future years. Since the County Council set the budget in February, there have been some revisions to plans, with an element re-profiled to future years and some additional spend planned for 2017-18.
- 5.9.2 The table below shows the approved budget, amendments and the current capital budget for 2017-18 and future years.

Capital Programme 2017-21

	Approved budget £m	Reprofiling £m	Other changes £m	Current Capital Budget £m
2017-18	66.256	-2.576	4.302	67.982
Future Years'	74.727	2.576		77.303
Total	140.983	0	4.302	145.285

5.9.3 Funding for the capital programme comes primarily from grants and contributions provided by central government. These are augmented by capital receipts, developer contributions, prudential borrowing, and contributions from revenue budgets and reserves. The following table shows the expected financing for the 2017-21 Children's Services capital programme. The sources of financing may be amended as the year progresses to ensure the most advantageous usage of funds for NCC, i.e. realised capital receipts may be utilised to offset the need for prudential borrowing.

Financing 2017-21

Funding Stream	2017-18 Programme £m	Future Years' Forecast £m
Prudential Borrowing	5.013	4.765
Revenue & Reserves	0.491	
Grants and Contributions		
DfE	48.383	64.614
Developer Contributions	11.478	7.352
Other	2.619	0.572
Total	67.983	77.303

6. Issues, risks and innovation (Risk Register at Appendix 3)

6.1 Appendix 3 shows the list of children's services risks and mitigations.

6.2 These risks are regularly reviewed and updated as appropriate by the CS Leadership Team.

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.

EARLY NEEDS ANALYSIS V1

TEST AND TEACHER ASSESSMENT OUTCOMES PRIMARY PHASE

EDUCATION ACHIEVEMENT AND EARLY YEARS SERVICE

OVERVIEW

This document reviews the educational outcomes for Norfolk's primary phase in 2017 based on currently available unvalidated data. Version 1 focusses mainly on Key Stage 2, partly to recognise the importance of outcomes at the end of primary phase. The next iterations will focus more on Early Years and Key Stage 1, and then Key Stage 4 and post 16.

The document is based on a detailed analysis of available performance data, question level analysis of key stage 2 test outcomes and a review of evidence from moderation.

A summary of Norfolk's strongest and weakest performing schools is included to facilitate the next phase of school to school support (see page 13 onwards)

HEADLINE OUTCOMES

At the Early Years Foundation Stage, the percentage of Norfolk pupils achieving a Good Level of Development remains in line with the national average. The percentage of learners exceeding Early Learning Goals in 2017 is around half the 2016 national average.

Overall at the end of Key Stage 1 Norfolk outcomes are very similar to national averages by age 7. In year 1, outcomes of the phonics screening check remain below national averages.

At Key Stage 2 nationally outcomes rose across the board. In Norfolk outcomes in all subjects are below national figures. Mathematics results in Norfolk improved most significantly by 7 percentage points.

PRIORITIES EMERGING FROM THIS ANALYSIS

EARLY YEARS – PAGE 3

- Increase the number of pupils, especially disadvantaged who exceed the Early Learning Goals.

KEY STAGE ONE – PAGES 4 - 5

- Raise standards in Phonics in those schools where the percentage of pupils achieving expected standards remains below national averages (page 4, school list page 17).

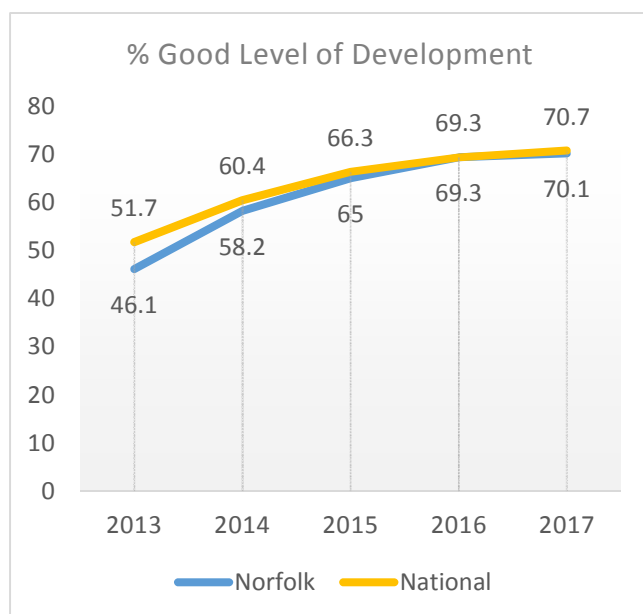
KEY STAGE TWO – PAGES 6 – 12

- Raise standards in English for disadvantaged boys across all year groups (page 11, school list page 16).
- Continue to raise standards in Mathematics (page 6) by focussing more on:
 - pupil's abilities to multiply and divide across all year groups (page 10, school lists 18, 19);
 - developing understanding of calculations with fractions in upper key stage 2 (page 10, school lists 18, 19);
 - the number of girls achieving a high standard (page 11, school list page 19).
- Raise standards in the lowest performing schools so that no school is below floor standards or meets coasting school criteria.

ACROSS PRIMARY AND SUBJECTS – INDIVIDUAL SCHOOL OUTCOMES PAGES 13- 20

- Focus on curriculum design to:
 - enable all pupils to embed their learning through adequate opportunity for independent application (pages 5 and 8);
 - secure development of language and reading – especially for disadvantaged boys (page 5, 8, 9, school list – page 16);
 - ensure that teaching and intervention addresses gaps in understanding from previous years and key stage (page 5, 7-10).
- Raise achievement for disadvantaged pupils in small schools (page 12).

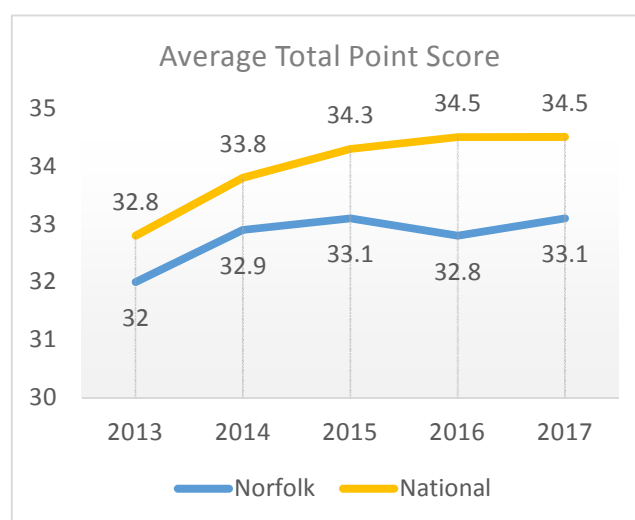
EARLY YEARS FOUNDATION STAGE



The percentage of pupils in Norfolk exceeding Early Learning Goals is around half the national average, and much lower in some goals. For FSM pupils the percentages are very low.

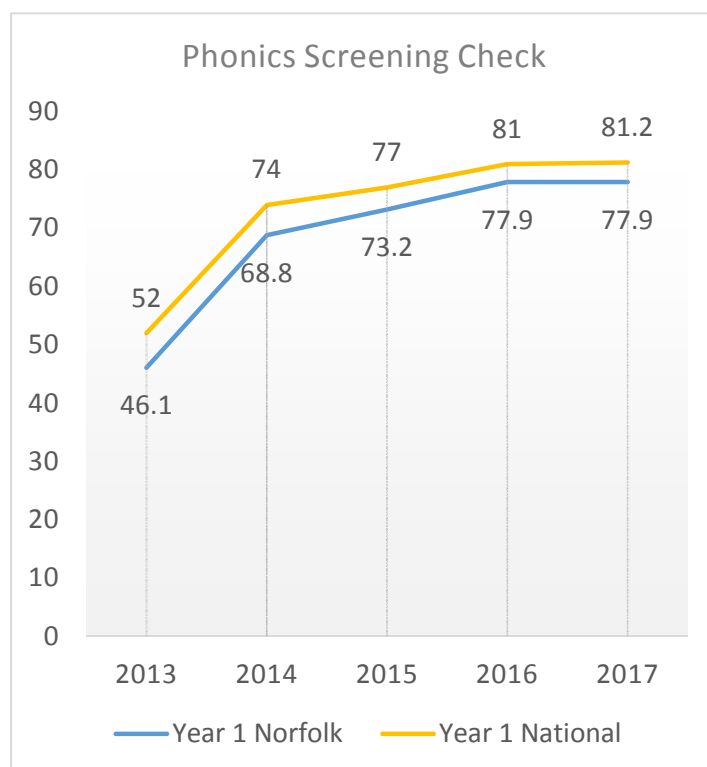
The percentage of children achieving the expected standard (a Good Level of Development) has increased slightly since 2016.

The increase in the percentage of pupils achieving expected standards has not been matched by an increase in the number of pupils reaching the exceeding standards, so there remains a significant gap between the average attainment of children in Norfolk and Nationally.

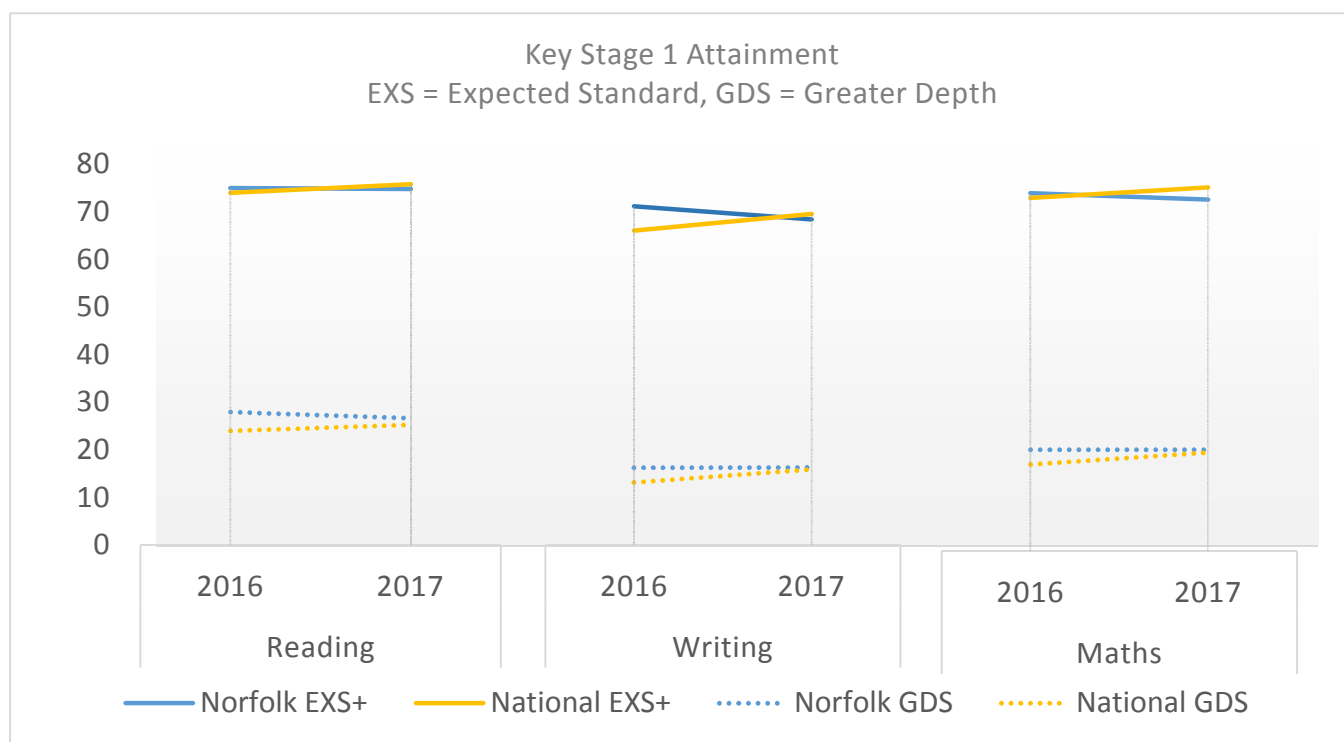


% of Pupils Exceeding the Early Learning Goals	2017 Norfolk		2016 National
	All	FSM	
Listening and attention	12.3	4.9	23.0
Understanding	11.7	5.7	23.0
Speaking	9.8	4.0	19.1
Moving and handling	8.0	3.5	18.5
Health and self-care	5.9	2.2	20.0
Self-confidence and self-awareness	8.7	4.5	18.5
Managing feelings and behaviour	6.9	3.1	16.4
Making relationships	6.2	2.5	16.4
Reading	11.5	4.8	19.5
Writing	4.5	1.8	11.7
Numbers	7.9	3.8	15.7
Shape, space and measures	5.7	2.3	14.6
People and communities	5.2	1.9	13.5
The world	6.9	2.5	15.0
Technology	4.2	1.9	14.0
Exploring media and materials	7.0	3.3	15.6
Being imaginative	6.5	3.4	14.3

YEAR ONE PHONICS SCREENING CHECK



Phonics screening check results have remained stable since 2016. The gap to national remains at just over 3 percentage points.



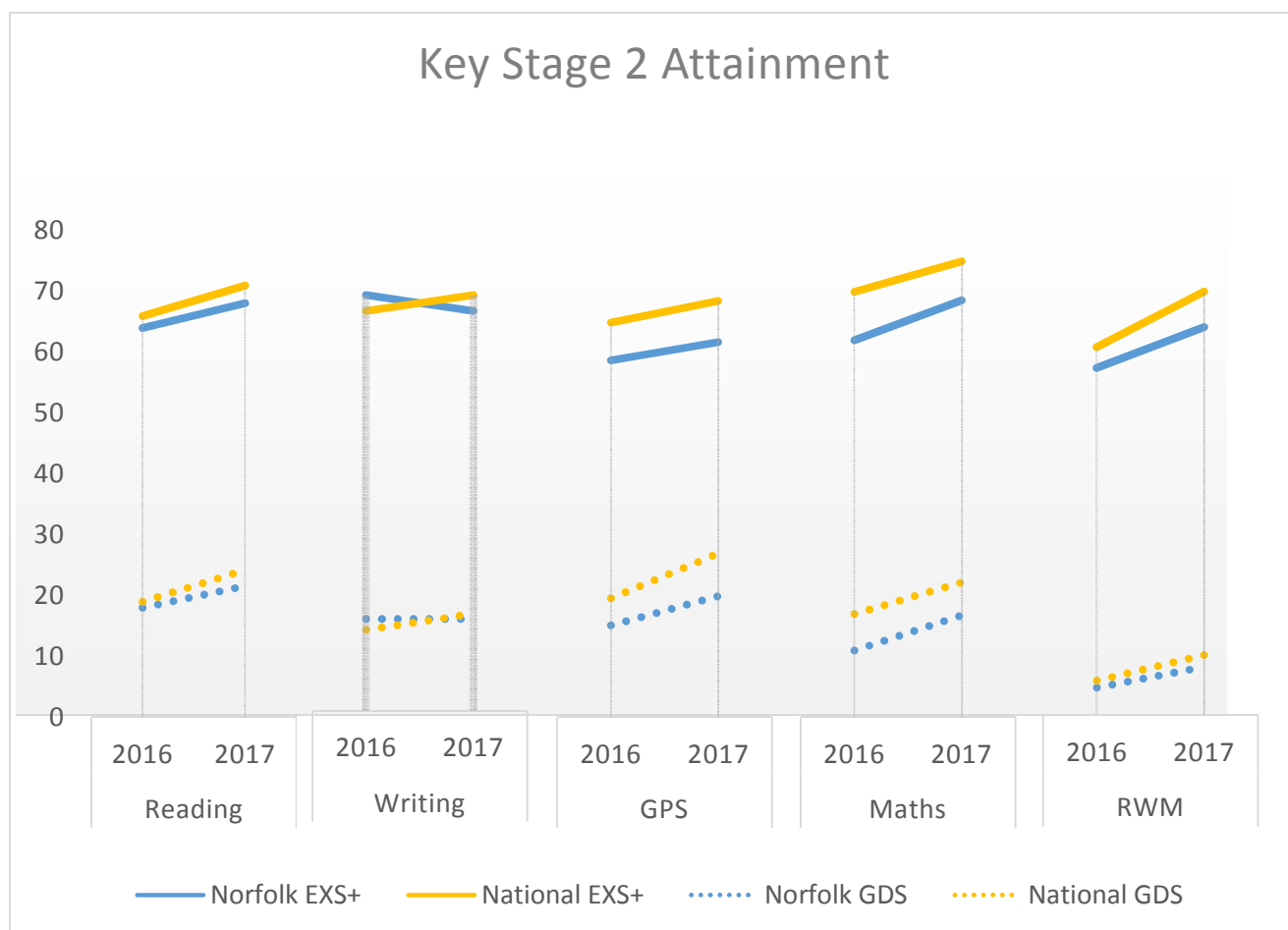
	Reading		Writing		Maths	
	2016	2017	2016	2017	2016	2017
Norfolk EXS+	75	75	70	67	74	73
National EXS+	74	76	65	68	73	75
Norfolk GDS	28	27	16	16	21	21
National GDS	24	25	13	16	18	21

Norfolk results for 2017 are very similar to 2016, with the exception of writing where attainment at the expected standard has declined.

Nationally, results have increased. This was expected following the introduction of a completely different approach to teacher assessment in 2016 by the Department for Education.

As was the case under the previous assessment system, Norfolk results at Key Stage 1 are very similar to national results, the exceptions being reading where the percentage achieving greater depth is two percentage points higher in Norfolk than nationally, and in mathematics where the percentage achieving the expected standard is two percentage points lower.

Evidence from moderation suggests that many schools are not planning a curriculum which enables pupils to embed their understanding.



	Reading		Writing		GPS		Maths		RWM	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Norfolk Expected+	64	68	77	74	66	70	62	69	50	56
Norfolk High Score / GDS	18	22	17	17	17	23	11	17	4	7
National Expected+	66	71	74	76	73	77	70	75	53	61
National High Score / GDS	19	25	15	18	22	31	17	23	5	9

As expected, test outcomes have risen sharply in this second year of the new national curriculum tests. Teacher assessment in writing rose nationally, but in Norfolk fewer pupils were assessed as meeting the expected standard. Mathematics results in Norfolk improved most significantly by 7 percentage points. Norfolk outcomes at Key Stage 2 are below national figures in all subjects.

TEST ANALYSIS - READING

Question level analysis is available for all schools 2017 results in the RAISEonline replacement, Analyse School Performance (ASP). Analysis of the complete Norfolk data set identifies the most significant gaps between national and Norfolk performance in each question.

Question	Marks Available	Primary Objective	Content Domain Coverage	National	Norfolk	Difference
4b	1	Make inferences from the text/explain and justify inferences with evidence from the text	2d	64.4	47.2	-17.2
36	3	Make inferences from the text/explain and justify inferences with evidence from the text	2d	46.4	29.7	-16.7
37	2	Make inferences from the text/explain and justify inferences with evidence from the text	2d	61.6	45.4	-16.2
34a	1	Make inferences from the text/explain and justify inferences with evidence from the text	2d	57	44.7	-12.3
19	2	Retrieve and record information / Identify key details from fiction and non-fiction	2b	70.2	58.4	-11.8
20	1	Give/Explain the meaning of words in context	2a	74.4	62.8	-11.6
38	1	Make inferences from the text/explain and justify inferences with evidence from the text	2d	71.9	60.5	-11.4
26	1	Make inferences from the text/explain and justify inferences with evidence from the text	2d	82.4	72.0	-10.4
32	1	Give/Explain the meaning of words in context	2a	62.7	53.6	-9.1
25	1	Give/Explain the meaning of words in context	2a	89.5	80.9	-8.6

Analysis of the papers gives us four key priorities for reading:

- Inference (44% marks in test)
- Retrieval (28% marks in test)
- Vocabulary (20% marks in test)
- Speed and stamina, as many of our biggest gaps were towards the end of the paper

We have analysed outcomes from the 25% of schools moderated in writing, to identify the most significant barriers to higher attainment, and which criteria teachers found more difficult to evidence.

SPELLING AND PUNCTUATION

The most significant issues found at writing moderation were spelling for lower attaining pupils. For spelling to be at a KS2 standard, KS1 spellings must be in place. Analysis of the Key Stage 2 Grammar, Punctuation and Spelling test shows that many pupils are not secure in knowledge from lower Key Stage 2.

We required additional evidence for some pupils during moderation, and for many of these pupils this was for elements of punctuation that were not secure. Analysis of the Grammar and Punctuation paper also shows that knowledge and accuracy of punctuation was one of the most significant gaps in understanding.

COMPOSITION AND EFFECT – *USING KNOWLEDGE OF VOCABULARY AND GRAMMAR*

The most significant issues however were linked to composition and effect:

- Expected Standard - *‘creating atmosphere, and integrating dialogue to convey character and advance the action’.*
- Greater Depth - *‘managing shifts between level of formality through selecting vocabulary precisely and by manipulating grammatical structures’.*

As was the case at Key Stage 1. Many schools did not have a curriculum and teaching sequence which gave sufficient time for pupils to apply their knowledge. Evidence of learning was often in discrete curriculum chunks, but this did not enable pupils to demonstrate with sufficient independence how effectively they could control their writing, particularly in reference to the criteria above.

GRAMMAR AND PUNCTUATION PAPER – MOST SIGNIFICANT GAPS TO NATIONAL

Question	Marks available	Year Group Objective	NC Content Domain	National Correct	LA Correct	Difference
37	1	5	Identify relative pronoun	57.4	46.0	-11.4
33	1	3	Expressing time, place and cause using conjunctions	68.5	58.2	-10.3
26	1	5	Identify relative clause	67.7	57.8	-9.9
49	1	2	Use expanded noun phrases	50.4	40.5	-9.9
40	1	6	How words are related via synonyms and antonyms	56.2	46.6	-9.6
46	1	6	Use hyphens to avoid ambiguity	56.1	46.9	-9.2
42	1	4	Identify possessive pronoun	58.2	49.2	-9.0
36	1	5	Use commas and dashes for parentheses	63.8	54.9	-8.9
34	1	4	Expressing place using prepositions	64.9	56.3	-8.6
48	1	2	Use the present progressive verb form	37.5	29.0	-8.5

SPELLING PAPER – MOST SIGNIFICANT GAPS TO NATIONAL

Question Number	Marks Available	Year Group Spelling	Spelling Pattern or Rule	National Correct	LA Correct	Difference
7	1	3/4	vowel letter suffixes added to polysyllabic words	70.1	61.2	-8.9
14	1	3/4	vowel letter suffixes added to polysyllabic words	54.6	46.2	-8.4
15	1	3/4	the / [^] / sound spelt ou (Y5/6 Spelling List word)	43.4	36.0	-7.4
17	1	3/4	the /i/ sound spelt y other than at word end	34.4	27.2	-7.2
11	1	5/6	silent letters (Y5/6 Spelling List word)	67.6	60.9	-6.7
18	1	3/4	suffix -ly	35.4	28.9	-6.5
10	1	5/6	letter string ough	69.5	63.1	-6.4
2	1	5/6	silent letters (Y3/4 Spelling List word)	79.5	73.1	-6.4
8	1	5/6	words ending in -ance, -ence	78.8	73.0	-5.8
16	1	3/4	the /k/ sound spelt ch	38.8	33.0	-5.8

MATHEMATICS TESTS - MOST SIGNIFICANT GAPS TO NATIONAL

Paper	Question	Marks available	Year Group	Primary Objective	National	LA	LA v Nat
			Objective				
1	36	2	6	Divide numbers up to four digits by two digit numbers	55.4	36.5	-18.9
1	28	1	6	Divide proper fractions by whole numbers	77.3	60.0	-17.3
1	35	1	5	Multiply proper and mixed numbers by whole numbers	48.4	31.2	-17.2
1	31	1	6	Solve problems involving calculating percentages and the use of percentages for comparison	70	54.1	-15.9
1	34	1	6	Solve problems involving calculating percentages and the use of percentages for comparison	71.5	56.1	-15.4
1	32	1	6	Add or subtract fractions with different denominators that are multiples of the same number	66.4	51.5	-14.9
1	30	1	6	Add or subtract fractions with different denominators that are multiples of the same number	65	50.3	-14.7
2	22	1	6	Solve problems involving similar shape where the scale factor is known	52.1	37.6	-14.5
1	27	1	6	Divide proper fractions by whole numbers	80.3	65.8	-14.5
1	24	2	6	Multiply multiple digit numbers up to 4 digits by 2 digits	77.9	64.0	-13.9

Almost all the most significant gaps to national were on the paper 1 (calculation). The largest gaps were towards the end of the paper, so speed and test technique may have been a factor.

By far the most common issues were the more demanding multiplication and division questions, and calculations with fractions and percentages. The multiplication and division questions are the most demanding on the paper. Many of the fractions questions however are quite straight forward and given focussed teaching in year 6, achievable by most pupils.

ACHIEVEMENT BY PUPIL CHARACTERISTICS

		% Expected Standards +				% High Standard				Progress		
		Re	Wr	Ma	RWM	Re	Wr	Ma	RWM	Re	Wr	Ma
Overall	National	71%	76%	75%	61%	25%	18%	23%	9%	0	0	0
	LA	69%	74%	69%	56%	22%	17%	17%	7%	-0.8	-0.3	-1.4
Gender	Female	73%	81%	69%	60%	26%	22%	15%	8%	-0.3	0.7	-2.0
	National	75%	82%	75%	65%	28%	23%	21%	10%			
	Male	65%	68%	69%	53%	19%	12%	19%	6%	-1.3	-1.2	-0.8
	National	68%	70%	74%	57%	21%	13%	24%	7%			
FSM6	No	73%	79%	74%	62%	25%	20%	20%	9%	-0.5	-0.1	-1.1
	Yes - all	57%	63%	56%	42%	14%	9%	9%	3%	-1.5	-0.8	-2.1
	Y Male	53%	56%	56%	39%	12%	7%	10%	2%			
	Y Female	62%	71%	57%	46%	16%	11%	8%	3%			

The table above shows how different groups of pupils have performed at Key Stage 2.

Green shading indicates performance higher than the national average for all pupils, red performance indicates performance below the Norfolk average for all pupils.

National and Norfolk gender gaps are significant. Norfolk attainment gaps by gender reflect the national pattern with no more than one percentage point difference between the Norfolk and national gender gaps in attainment.

In English, girl's attainment is far higher than boys, especially in writing. In mathematics, attainment of the expected standard is similar for both genders, but more boys achieve a high score on the mathematics test. Boys made better progress in mathematics, girls made better progress in English.

In mathematics, significantly fewer FSM6 pupils achieved expected standards and they made the least progress in mathematics from Key Stage 1. Girls make less progress than boys in mathematics, and fewer girls achieve the high standard than boys.

Combining FSM6 and Gender data shows that in English, FSM6 boys are the lowest performing group. The gap between Norfolk's FSM 6 boys and the national average for all pupils is 18 percentage points in reading, and 20 percentage points in writing.

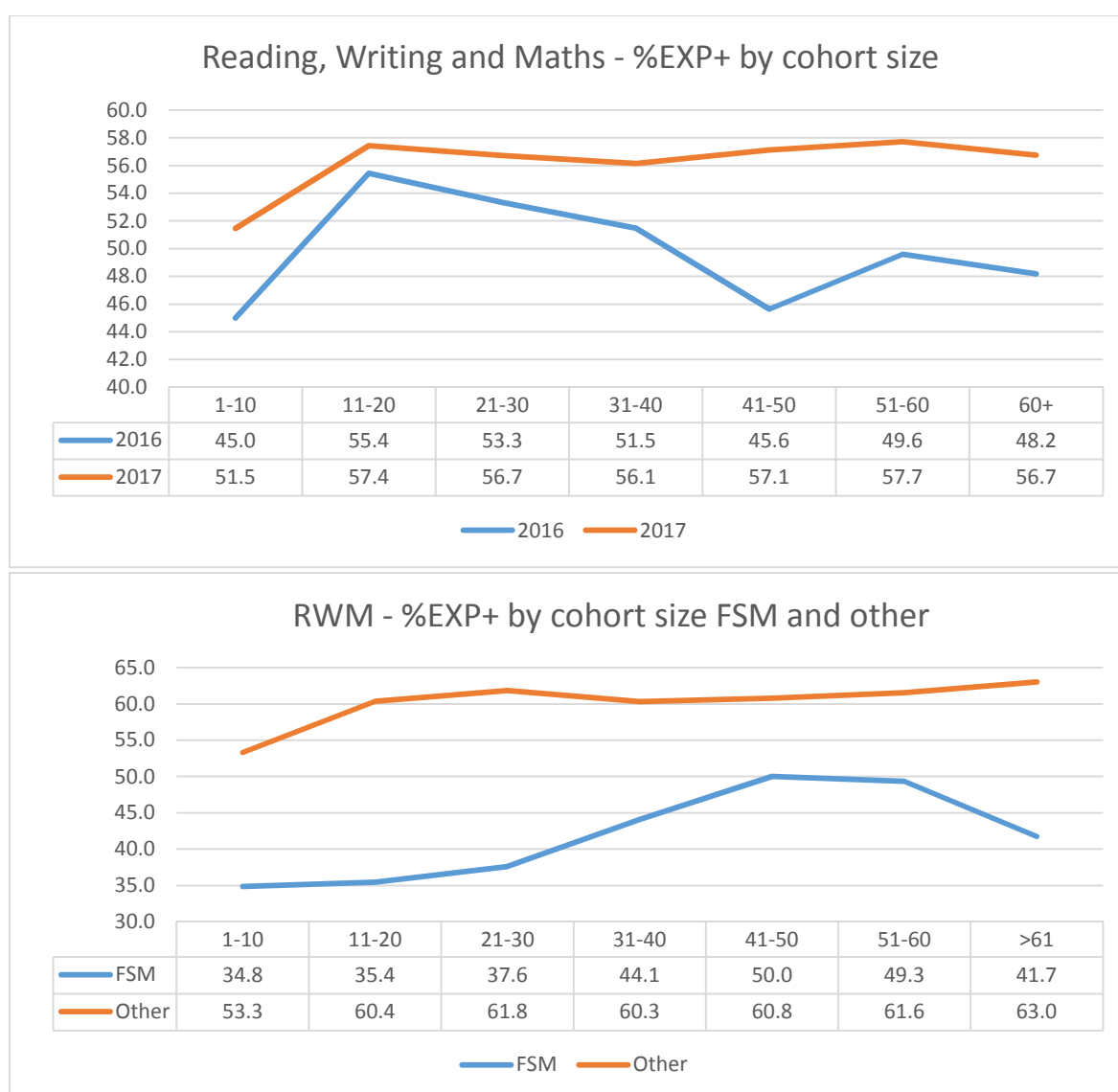
Only 2% of FSM boys achieve a high standard in Reading, Writing and Mathematics, compared to 10% of non-FSM girls.

KEY STAGE 2 ATTAINMENT BY SIZE OF SCHOOL

In 2016 we found three significant patterns, two of which were common to previous findings:

- Although there is huge variation, on average the very smallest cohorts (10 or fewer) performed poorly.
- Cohorts of around 15 tend to perform well, and did particularly well in 2016. This may be due to schools with cohorts of around 15 tending to have low levels of deprivation and possibly an advantage in adapting to curriculum change through teaching two year groups together.
- Unusually in 2016, larger cohorts did proportionally poorly, and particularly in mathematics.

In 2017, there seems to be far less variation in outcomes by size of cohort, except that the smallest cohorts had the lowest average attainment. National data shows almost no variation by size of school.



Looking at the 2017 performance of FSM and other (non-FSM) pupils however, it is clear that these pupils did significantly better in two form entry classes than in larger ones. The percentage of disadvantaged pupils achieving expected standards in schools with 30 or fewer pupils is very low.

PERFORMANCE OF INDIVIDUAL SCHOOLS

PROGRESS IN ALL SUBJECTS AT KEY STAGE 2

**Top 25% nationally in R&W&M KS2
Progress 2017
(more than 10 pupils) Green Icons**

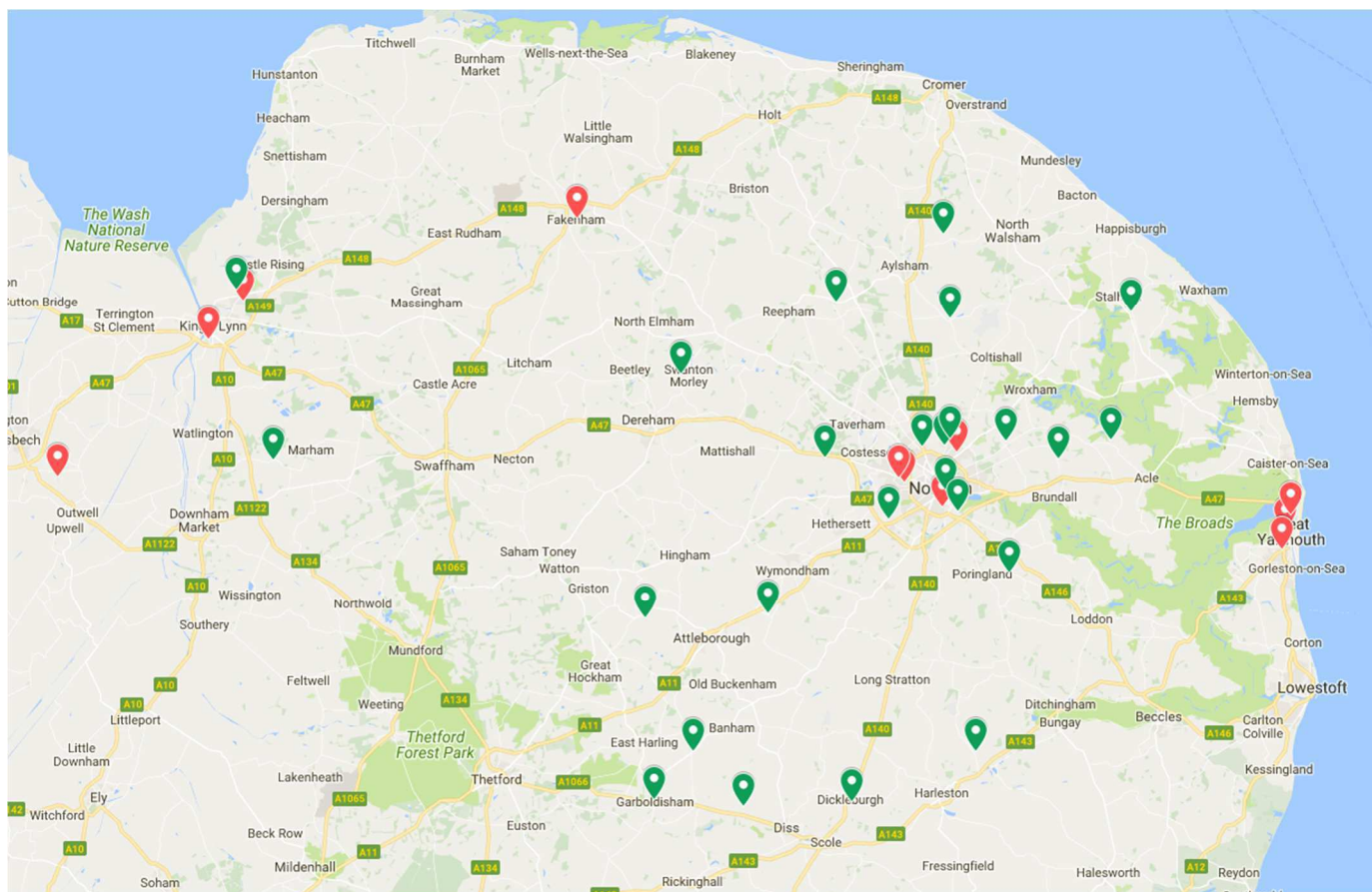
**Schools in bottom 25% for progress in all subjects in 2017
(10 or more pupils) Red Icons**



READING – CONSISTENTLY STRONG OR WEAK PERFORMANCE

Consistently strong in Reading **Green Icons**

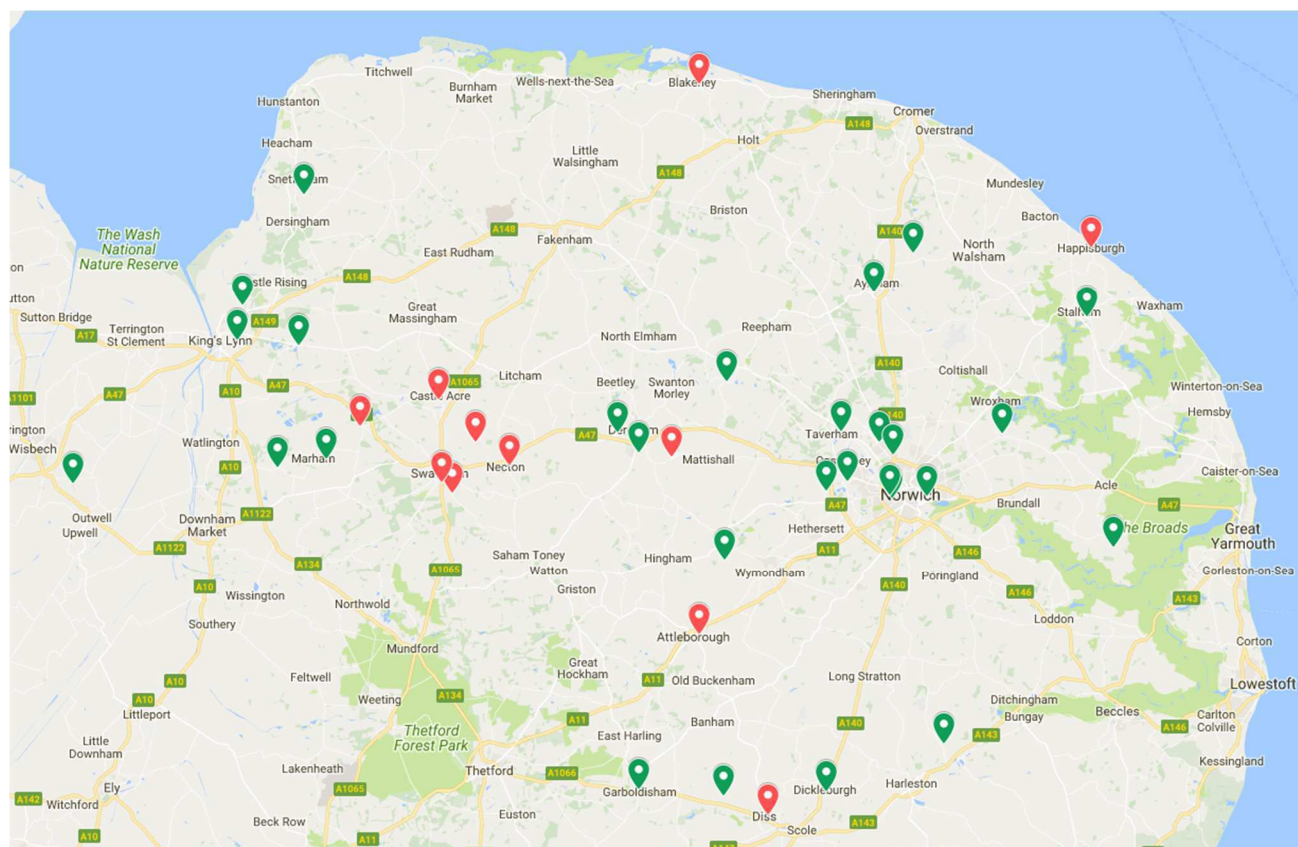
Consistently weak in reading (but not in all subjects) **Red Icons**



WRITING – CONSISTENTLY STRONG AND WEAK PERFORMANCE

Consistently strong in Writing **Green Icons**

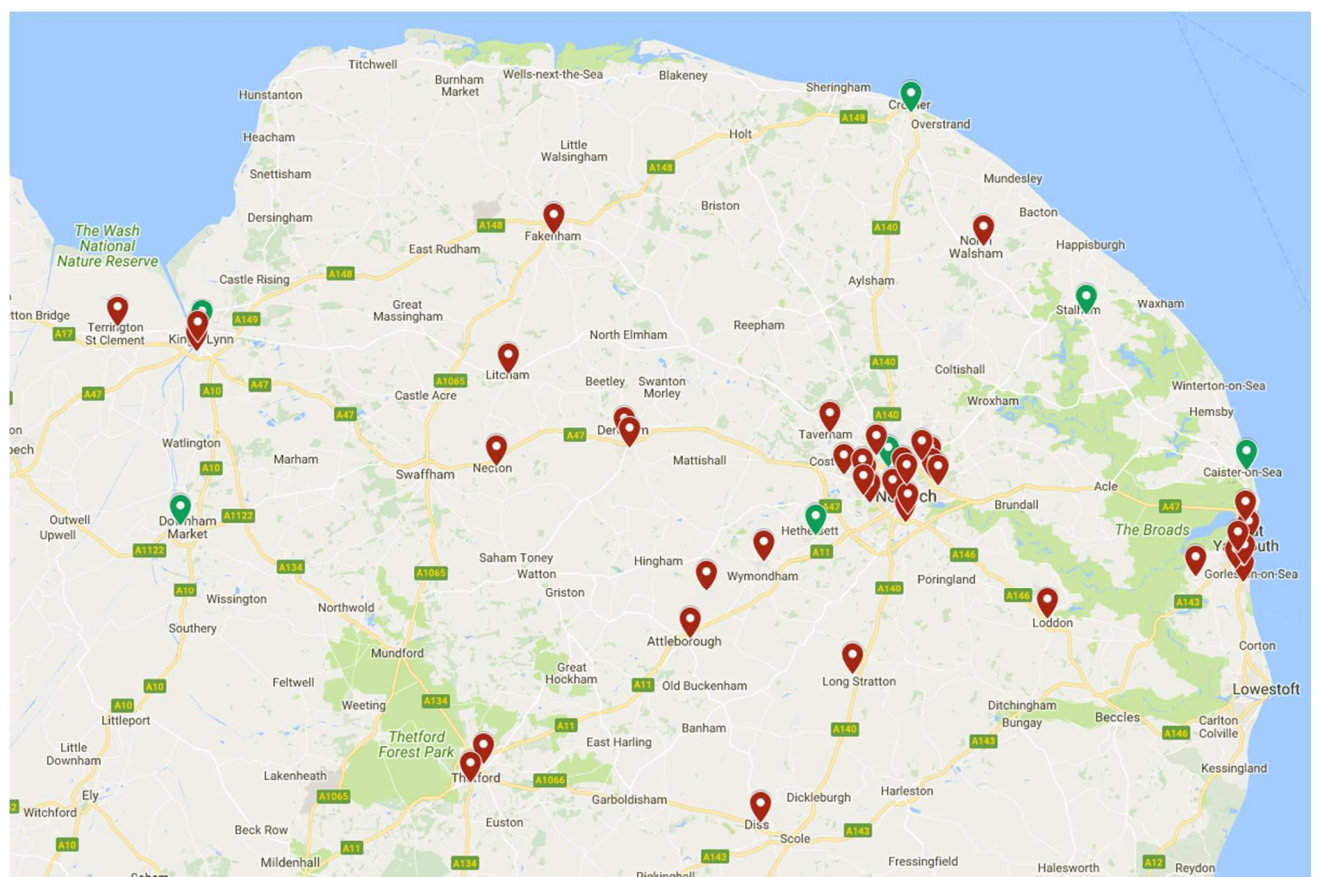
Consistently weak in writing (but not in all subjects) **Red Icons**



DISADVANTAGED BOYS ENGLISH

Above average attainment and progress in reading and writing (5 or more pupils) Green Icons

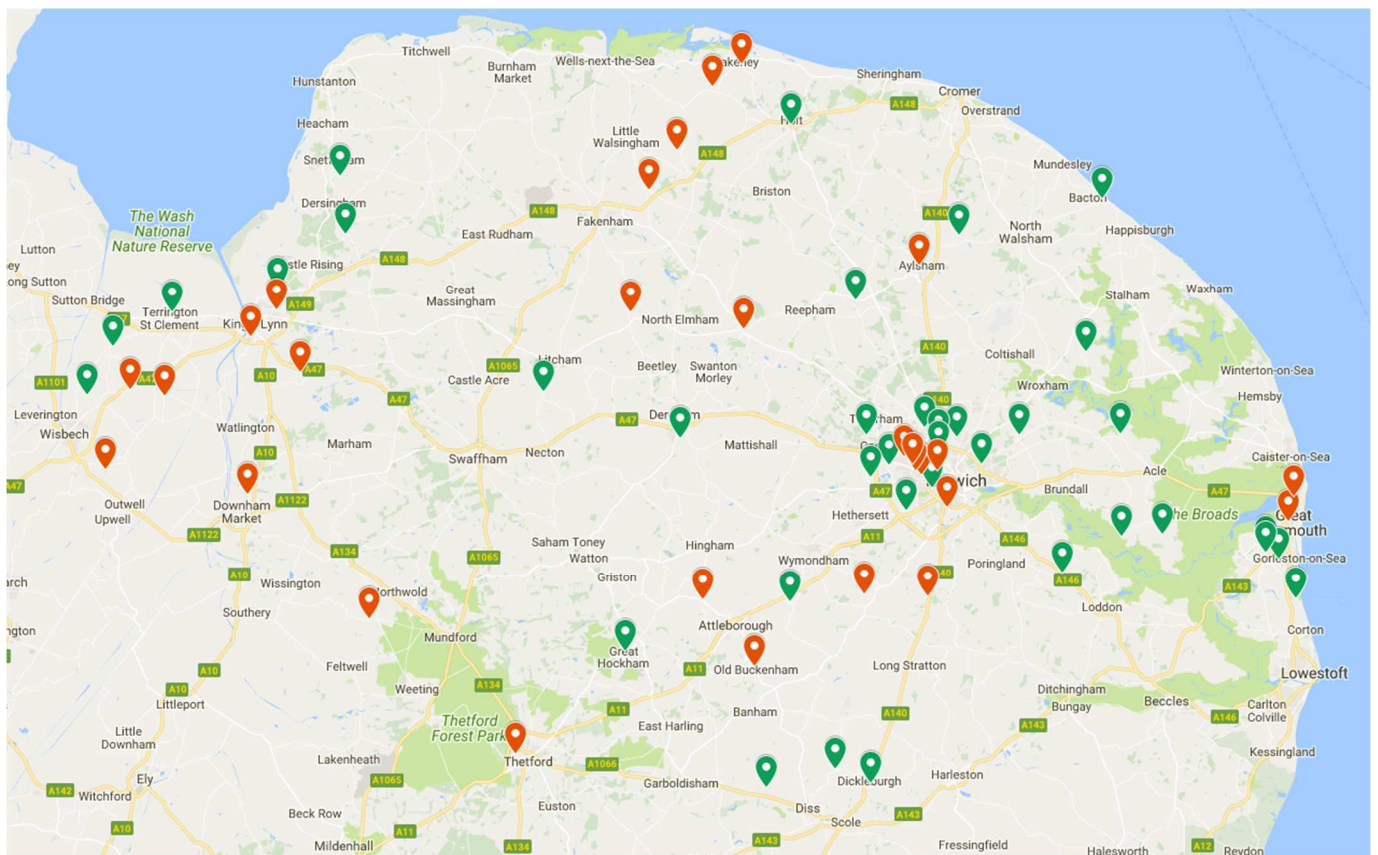
Below average attainment and progress in reading and writing (5 or more pupils) Red Icons



YEAR ONE PHONICS

Phonics - above National Average for 3yrs **Green Icons**

Phonics – below National Average for 3yrs and remains 10% or more below in 2017 **Red Icons**



MATHEMATICS – CONSISTENTLY STRONG AND WEAK PERFORMANCE

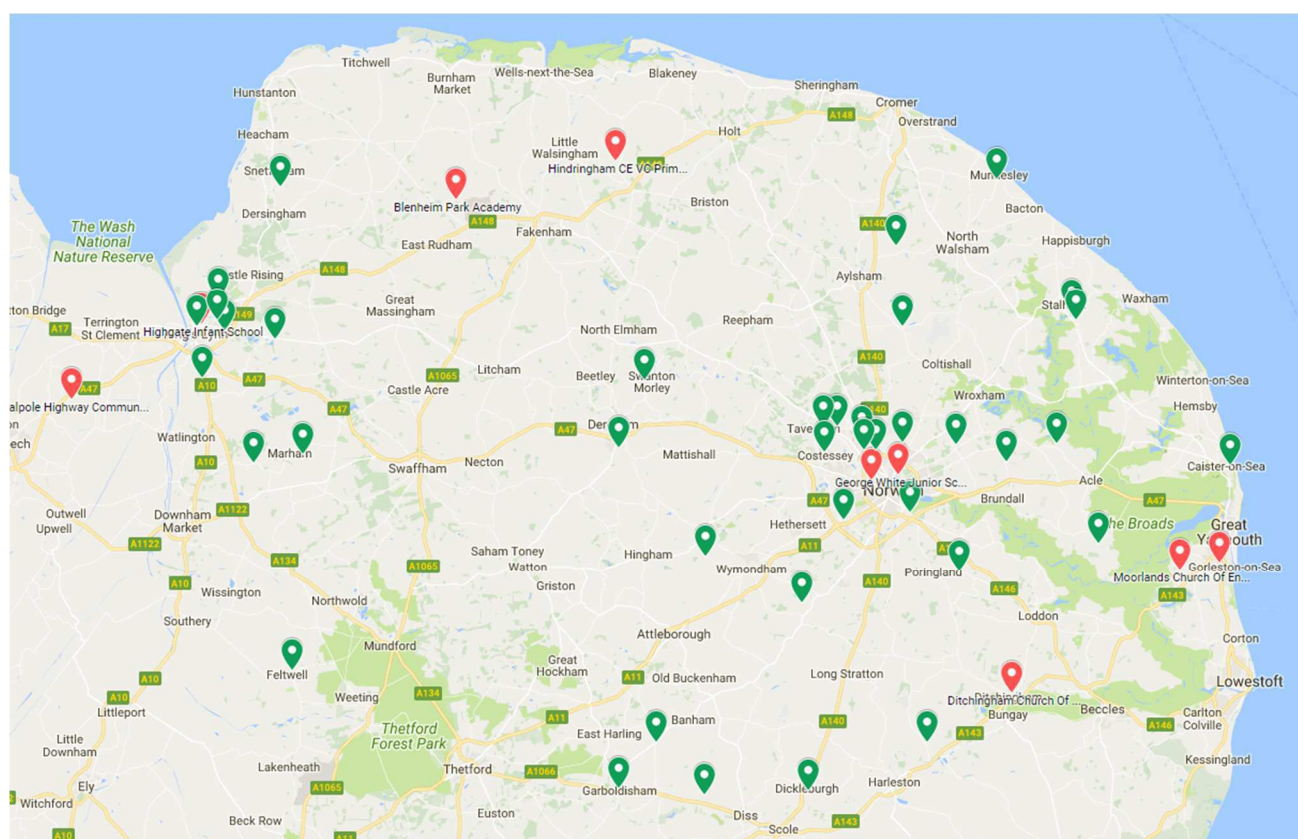
Consistently strong in Maths **Green Icons**

Alburgh With Denton CE VC Primary School
 Alington & Bergh Apton CE VA Primary School
 Arden Grove Infant & Nursery School
 Ashwicken CE Primary School
 Bressingham Primary School
 Buxton Primary School
 Caister Junior School
 Cherry Tree Academy Trust Marham Infant
 Colby Primary School
 Cringleford CE VA Primary School
 Dickleburgh CE VC Primary School
 Drayton CE VC Junior School
 Eastgate Academy
 Edmund De Moundeford VC Primary School
 Fairhaven CE VA Primary School
 Fairstead Community Primary & Nursery School
 Freethorpe Community Primary School
 Garboldisham CE VC Primary School

Ghost Hill Infant & Nursery School
 Heather Avenue Infant School
 Hemblington Primary School
 Ingoldisthorpe CE VA Primary School
 Kenninghall Primary School
 Kinsale Infant School
 Mundesley Junior School
 Rackheath Primary School
 South Wootton Infant School
 St. Augustine's Catholic Primary School
 St. Martha's RC VA Primary School
 St. Martin At Shouldham CE Primary Academy
 Stalham Academy
 Sutton CE VC Infant School
 Swanton Morley VC Primary School
 Toftwood Infant School
 Trowse Primary School
 West Winch Primary School
 White Woman Lane Junior School
 Wicklewood Primary School And Nursery
 Wreningham VC Primary School

Consistently weak in maths (but not in all subjects) **Red Icons**

Blenheim Park Academy
 Ditchingham Church Of England Primary Academy
 George White Junior School
 Highgate Infant School
 Hindringham CE VC Primary School
 Moorlands Church Of England Primary Academy
 Peterhouse Church Of England Primary Academy
 Walpole Highway Community Primary School
 Wensum Junior Academy



MATHEMATICS – PERFORMANCE OF HIGH PRIOR ATTAINING GIRLS

Above average progress and attainment of a high score Green Icons	Below average progress and attainment of a high score Red Icons
<p>Aldborough Primary School Caister Junior School Catton Grove Primary School Colby Primary School Cromer Junior School Eaton Primary School Edmund De Moundeford VC Primary School Gayton CE VC Primary School Lakenham Primary School Martham Primary And Nursery School Academy Trust Mile Cross Community Primary School Nelson Academy North Walsham Junior School North Wootton Academy Ormiston Herman Academy Rollesby Primary School St. Augustine's Catholic Primary School St. John's Community Primary School & Nursery Stalham Academy Stoke Holy Cross Primary School West Walton Community Primary School White Woman Lane Junior School Wicklewood Primary School And Nursery</p>	<p>Admirals Academy Angel Road Junior School Astley Primary School Bignold Primary School And Nursery Brooke VC CE Primary School Burnham Market Primary School Cherry Tree Academy Trust Marham Junior Drayton CE VC Junior School Edward Worlledge Ormiston Academy Emneth Academy Fakenham Junior School Falcon Junior School Firside Junior School Great Yarmouth Primary Academy Heacham Junior School Heartsease Primary Academy Hethersett VC Junior School Kinsale Junior School Moorlands Church Of England Primary Academy Old Buckenham Primary School Old Catton CE Junior School Peterhouse Church Of England Primary Academy Reffley Academy South Wootton Junior School St. William's Primary School Whitefriars Church Of England Primary Academy Wroughton Junior Academy</p>



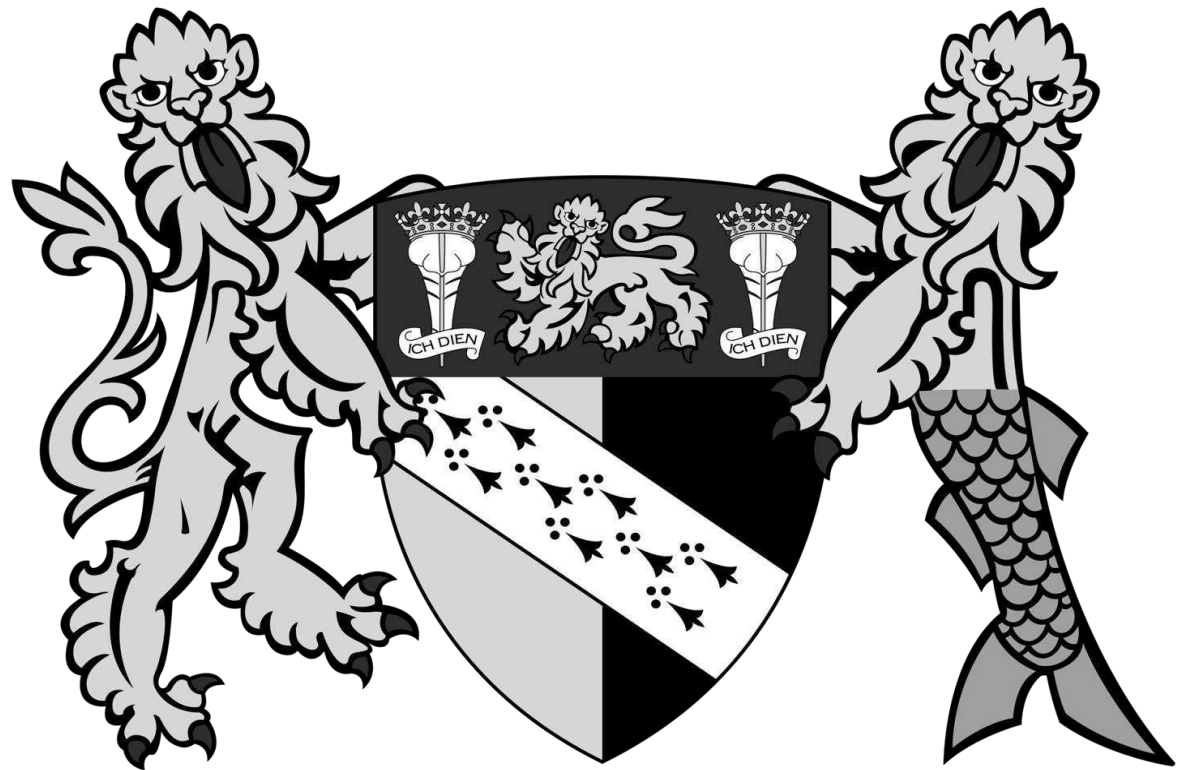
Children's Services

Monthly Performance & Management Information

County Report

August 2017

All data sourced from CareFirst.
Accurate as of the morning of 8 September 2017



Produced by the Information & Analytics Service (I&A) [Managing Director's Department]
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Norfolk County Council

Children's Services

Monthly Performance & Management Information County Report

This monthly report has been produced to provide an overview of performance in Childrens 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 over the past few months and this will continue to ensure indicators that require close scrutiny and challenge in order to drive and achieve improvement are included. New data reported on this month includes referral information from the Norfolk Early Help and Family Focus Teams.

The report will be used to give an overview of the direction of travel of Childrens 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 be 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.

We are continuing to focus in the immediate on those areas where improving compliance and embedding more robust management tracking should lead quickly to better performance being reported. The performance data for August 17 shows progress in some of these measures both County-wide and within individual localities. For example across the county 78.9% of assessments were authorised in 45 working days compared to 71.3% in July. North & Broadland showed significant progress in this area, with 70% of assessments completed in timescale compared to 56.5% in July and their best performance since January 17.

Previous areas of concern that required some changes in practice quality and culture have also started to show some improvements, for example we have seen an increase in the number of children who attended their LA reviews. Whilst there may be a variety of reasons for the increase, work by the Independent Reviewing Service with LAC teams to ensure the review process encourages and facilitates the child to attend appears to be having some impact.

There are other areas of concern shown within the report which will require changes in practice quality and culture and we are equally committed to making these improvements. This includes improving timeliness of visits to children subject to Child Protection plans, which has fallen to 59.6% following a change in the expected timescale for children to be seen from 20 working days to 10 working days.

Report ends

September 2017

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						
					May-17	Jun-17	Jul-17	Aug-17	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	229	217	225	201																			
	1.1a	Number of new cases opened to team over the last month	High	Count	196	184	143	124																			
	1.2	No of cases closed to EHFF	High	Count	235	179	197	114																			
	1.3	No of cases active to EHFF	High	Count	733	745	711	682																			
	1.4	No of children being supported within EHFF cases	High	Count	1679	1767	1487	1639																			
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	21	28	50	26																			
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF	High	Percentage	85.6%	84.8%	63.6%	61.7%																			
	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	18.4%	16.8%	21.7%	11.3%																			
1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	21.9%	17.4%	16.1%	28.2%																				
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3329	3081	3885	2852	16,381		.										12,832						
	2.2	Referrals - No. (in-month)	Info	Count	654	804	717	886	3,567		.										3,249						
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	19.6%	26.1%	18.5%	31.1%	21.8%	25%	↓	★	★	●	★	★	★	★	★	15%	25%	25.3%					
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	467.3	574.5	512.3	633.1	2,341		↓										1,834	491.0	302.1	548.3	346.0	375.4	
	2.5	Referrals with outcome of Social Work Assessment	High	Count	491	603	539	713	2,716		↑																
	2.7	Re-referrals - % (in-month)	Low	Percentage	28.6%	22.8%	24.0%	21.9%	24.4%	20%	↑	●	●	●	★	★	●	●	★	30%	20%	26.9%	20.7%	10.3%	22.3%	12.4%	
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	24.9%	24.4%	24.4%	24.2%			↑											20.7%	10.3%	22.3%	12.4%	21.0%	
	2.9	Number of repeat contacts	Low	Rolling count	1167	1074	1161																				
	2.10	% of repeat contacts	Low	Percentage	18.5%	18.1%	18.9%																				
Assessments	3.1	Assessments authorised - No.	Info	Count	739	686	616	750	3,394		.																
	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	500.9	499.9	491.4	487.6			↑											455.3	234.7	489.5	305.6	387.8	
	3.3	Assessments auth in 45 WD - %	High	Percentage	65.8%	74.3%	71.3%	78.9%	70.9%	80%	↑	●	●	●	★	●	●	★	●	70%	80%	81.0%	94.0%	81.0%	95.0%	83.9%	
	3.4	Open assessments already past 45 working days	Low	Count	64		39	57			↓																
	3.5	Ongoing involvement	High	Count	278	313	220	286	1,293		↑																
	3.5p	% of completed assessments ending in - Ongoing Involvement	High	Percentage	37.6%	45.6%	35.7%	38.1%	38.1%	60%	↑	★	★	★	★	★	★	★	★	50%	60%						
	3.6	Close with info and advice	Low	Count	362	298	291	343	1,580		↓																
3.7	Step down to FSP/TS	Low	Count	98	75	105	121	520		↓																	
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	150.8	141.5	132.2	143.6			↓											131.9	81.1	147.5	91.7	93.9	
	4.4	Number of S47 investigations Completed	Info	Count	211	198	185	201	956		.																
	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	37.4%	35.4%	37.3%	34.3%	35.8%		↓																
	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	10.9%	14.6%	8.1%	17.9%	12.7%		↑																
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	51.7%	50.0%	54.6%	47.8%	51.6%		↑															44.8%	
CIN	5.1	Section 17 CIN Nos.	Low	Count	1735	1829	1863	1534			↑																
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2303	2379	2420	2087			↑																
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	103.3	108.9	110.9	91.3			↓															137	
	5.5	S17 CIN with an up to date CIN plan - % ①	High	Percentage	82.1%	79.9%	84.0%	80.0%		95%	↓	●	●	●	●	★	●	●	●	80%	90%						
Section	6.1	No. Children Subject to CP Plans	Low	Count	568	550	557	553			↑																
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	1069	1048	1061	1030			↑																
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	63.7	62.4	63.2	61.3			↑											65.9	43.8	62.6	40.1	44.7	
	6.3	Number of children subject to an ICPC	Info	Count	94	88	108	55	409		.																
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	78.7%	79.5%	90.7%	87.3%	85.3%	95%	↓	●	●	●	★	★	★	★	★	80%	90%		81.6%	93.2%	77.1%	93.4%	69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	33.8	32.7	33.2	32.9		35.0	↑	★	★	★	★	★	★	★	★	30	35		42.6	18.8	43.1	27.2	30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	4.2	4.4	4.9	2.0			↑																
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	5.1	5.2	4.5	1.8			↓																
	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	0	0	0	0			↓																

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)						Tolerances		Previous YTD	Latest benchmarking							
					May-17	Jun-17	Jul-17	Aug-17	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 Prot	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	16	29	18	4	74		↑																	
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	21.8%	23.1%	23.1%	23.3%			↓													19.2%	9.5%	17.9%	10.5%	10.6%
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	11	12	14	13			↑																	
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	8	8	7	6			↑																	
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.4%	1.5%	1.3%	1.1%		3% or less	↑	★	★	★	★	★	★	10%	3%					3.3%	0.0%	2.1%	0.3%	1.9%
	6.11a	No. children whose child protection plan ceased this month	High	Count	86	88	76	31	336		↓									289								
	6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	5.8%	0.0%	1.3%	0.0%	1.8%		↓																3.1%	
	6.12	% RCPs held in timescale in month	High	Percentage	87.1%	90.7%	95.8%	96.8%	93.3%	100%	↑	★	★	★	★	★	★	85%	95%									
6.14	% children on child protection plans seen within timescales**	High	Percentage	90.0%	58.3%	68.6%	59.6%	72.8%	100%	↓	★	★	★	★	★	★	80%	90%								77.5%		
LAC	7.1	No. Looked-After Children	Low	Count	1095	1103	1103	1117			↓																	
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	65.2	65.7	65.7	66.5		55	↓	★	★	★	★	★	★	65	55					53.0	38.0	60.0	36.0	49.9
	7.3	Admissions of Looked After Children	Low	Count	30	40	43	34	179		↑																	
	7.4	Number of children who have ceased to be Looked After Children	High	Count	29	28	36	23	161		↓																	
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order, Residence Order, Adoption) ②	High	Percentage	17.2%	57.1%	38.9%	47.8%	39.1%		↑																	
	7.6	LAC in residential placements	Low	Count	123	115	119	119			→																	
	7.6a	% LAC in residential placements	Low	Percentage	11.2%	10.4%	10.8%	10.7%			↑																	
	7.7	% LAC cases reviewed within timescales	High	Percentage	89.3%	89.7%	89.7%	86.6%			↓																	
	7.8	Percentage of children adopted ②	High	Percentage	17.2%	21.4%	19.4%	30.4%	21.7%		↑																14.9%	
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	11	9	19	19	74		↓																	
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	37.9%	32.1%	55.9%	59.4%	50.0%		↑																44.2%	
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	591	580	606	622			↑																	
	7.11	LAC with up to date dental check - No.	High	Count	600	587	615	630			↑																	
Care Leavers	7.13	LAC with up-to-date PEP - %	High	Percentage	73.3%	89.2%	89.5%	89.6%		100%	↑	★	★	★	★	★	★	80%	90%									
	7.14	LAC with up-to-date Care Plan - %	High	Percentage	96.5%	96.6%	96.6%	96.2%		100%	↓	★	★	★	★	★	★	80%	90%									
	7.15	% LAC seen within timescales	High	Percentage	92.2%	93.1%	93.7%	93.0%		100%	↓	★	★	★	★	★	★	80%	90%									
	7.17	LAC Reviews in month - Child Attended - %	High	Percentage	55.0%	64.0%	57.1%	72.4%	61.1%		↑																	
	7.18	LAC Reviews in month - Child Participated - %	High	Percentage	91.1%	91.9%	91.7%	92.5%	91.5%		↑																	
	8.1	Number of care leavers	High	Count	465	462	465	395			↓																	
	8.2	% Relevant / Former Relevant Care Leavers with a Pathway Plan	High	Percentage	93.8%	91.1%	92.0%	87.1%			↓																	
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	90.5%	91.1%	91.0%	89.9%		95%	↓	★	★	★	★	★	★	80%	95%					88%	95%	83%	94%	
	8.4	RCL & FRCL EET - %	High	Percentage	58.5%	61.0%	60.4%	60.3%		70%	↓	★	★	★	★	★	★	60%	70%					53%	71%	49%	63%	59.7%

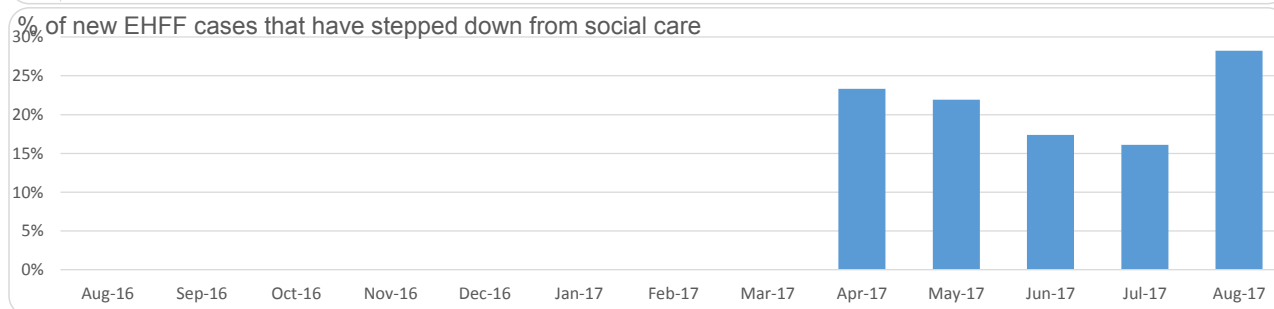
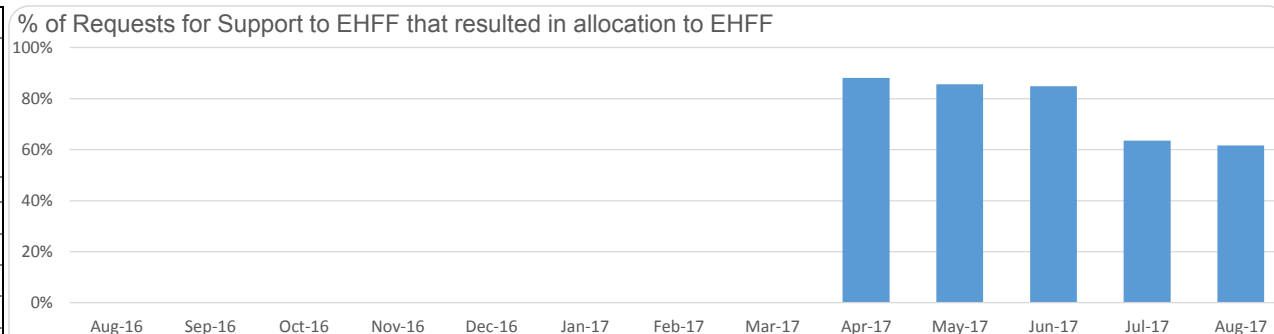
Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)						Tolerances		Previous YTD	Latest benchmarking				
					May-17	Jun-17	Jul-17	Aug-17	YTD	Target		County	County Breckland	North	South	West	Yarmouth	Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Plac eme	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	73.2%	73.2%	71.4%	71.7%		11% or less	↑										66.9%	75.0%	68.0%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.5%	9.4%	10.5%	10.5%			↑	★	★	★	★	●	★	●	20%	11%		10.3%	6.0%	10.0%	
Adoptions	10.1a	Number of adoptions completed wilhin 12 months of SHOBPA	Info	Count	31	34	32	31			●														
	10.1b	% of adoptions completed wilhin 12 months of SHOBPA	High	Percentage	35%	39%	38%	38%			↓														
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Low	Average	337	330	325	313			↑														386
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	184	182	184	179			↑														179
Caseload	11.1	Maximum caseload of qualified social workers in key safeguarding teams	Low	Maximum	32	43	38	37			↑														
	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	23	21	22	19			↑														
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	14	12	12	10			↑														
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum	32	43	38	37			↑														
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average	17	19	22	22			↑														
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum	27	27	26	27			↓														
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average	16	15	14	14			↓														
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	23	24	23	23			→														
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	16	14	16	17			→														
Foster Carers	11.6	Maximum caseload of qualified social workers in NIPE Teams	Low	Maximum	14	13	13	13			→														
	11.6a	Average number of cases per qualified social worker in NIPE Teams	Low	Average	7	6	5	6			↓														
	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	18	18	14	16			↑														
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	104	93	92	91			↓														
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	4	7	10	10			→														
		Total Carer Household Approved (Rolling 12 months)	High	Count	126	118	116	117			↑														
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	43	41	40	37			↑														
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	68	66	67	63			↑														
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	26	21	23	21			↑														
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	137	128	130	121			↑														

Notes: ① From January 2017, CIN are required to have a plan from 45 working days after referral. Prior to this it was 20 working days.
 ② 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.

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

Performance analysis The drop in the percentage of requests for support that result in allocation to EHFF should not necessarily be seen as a negative. This could be as a result of more requestors being encouraged to offer families support and/or hold FSPs themselves where appropriate in some of the localities. There is a wide variation across localities for this measure, with the South seemingly taking 100% whilst Norwich took 41%. Again there could be a variety of reasons for this, for example referrers in the South locality may be making appropriate referrals whilst in Norwich some are still referring families that would be better suited to other support. It is encouraging that we have seen a significant increase in the percentage of new cases that have been stepped down from social care, although there are significant differences across the county with 60% of new cases having stepped down in Breckland but only 9.7% in Norwich.

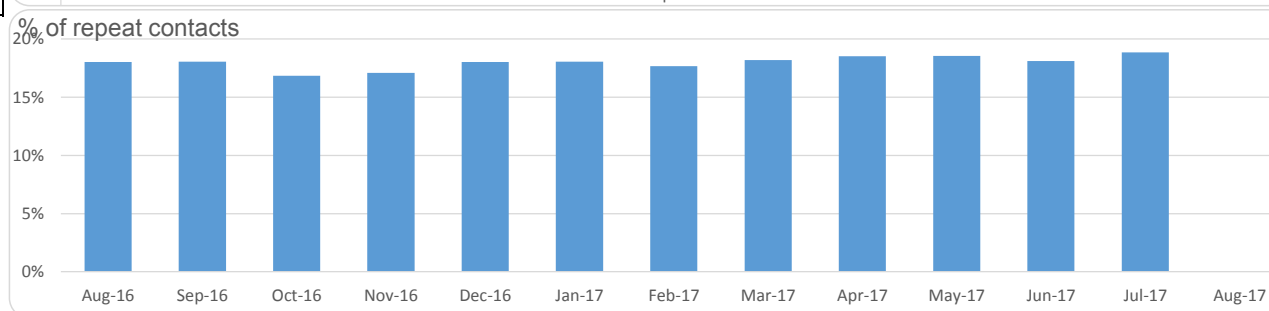
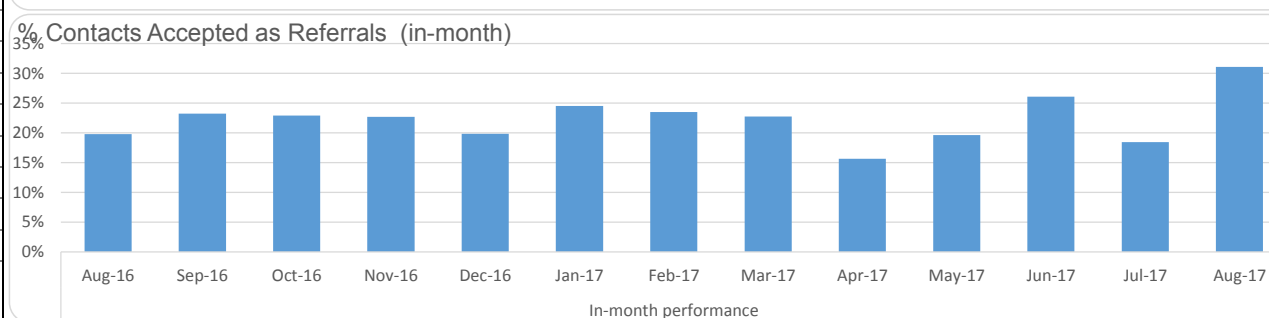
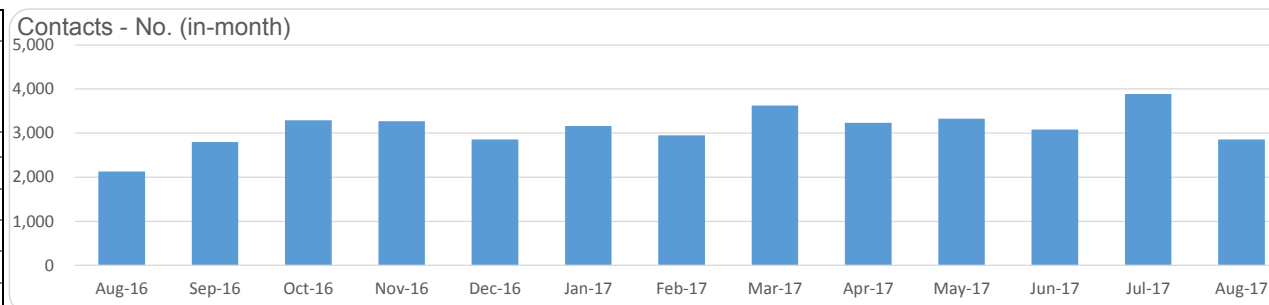
	1.6	1.7	1.8	1.9
	% of Requests for Support to EHFF that resulted in allocation to EHFF	% of new cases open under s47 previously open to EHFF	% of new EHFF cases that are re-referrals into early help	% of new EHFF cases that have stepped down from social care
Good perf. is:	High	High	Low	High
Aug-16	-	-	-	-
Sep-16	-	-	-	-
Oct-16	-	-	-	-
Nov-16	-	-	-	-
Dec-16	-	-	-	-
Jan-17	-	-	-	-
Feb-17	-	-	-	-
Mar-17	-	-	-	-
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%



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 The number of contacts in August fell as would be expected during the summer school holiday, however the figure is significantly higher than that seen at the corresponding time last year. A higher percentage of contacts were accepted as referrals, this could indicate that the application of thresholds both from referrers and decision makers within MASH is becoming more robust (i.e. more appropriate contacts are being made). However we cannot be sure this is the case and will have to measure it against data over the coming months in terms of contacts into referrals and also whether more assessments result in ongoing involvement from social care.

		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	Aug-16	2,129	19.8%	808	18.0%
	Sep-16	2,798	23.2%	828	18.1%
	Oct-16	3,292	22.9%	839	16.8%
	Nov-16	3,271	22.7%	951	17.1%
	Dec-16	2,852	19.8%	1,013	18.0%
	Jan-17	3,163	24.5%	1,009	18.1%
	Feb-17	2,950	23.5%	951	17.7%
	Mar-17	3,628	22.8%	1,041	18.2%
	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%	-	-
		These are over a rolling 3 month period.			



Contacts by source

(County - August 2017)

Definition

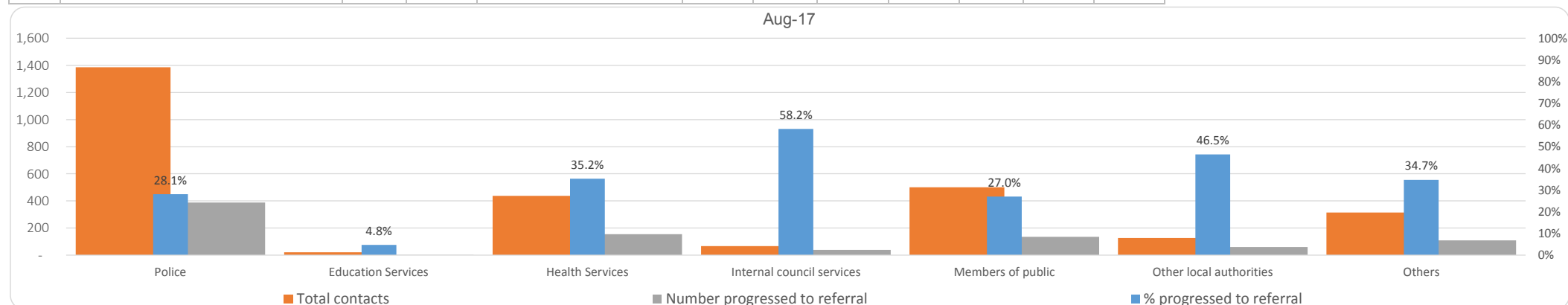
All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data below provides 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

Aside from Education Services, where the number of contacts and progressions to referral were very low due to the school holidays, all types of source saw increased progression from contacts to referral. For members of the public there was a significant increase in referrals despite a drop in the number of contacts, we are hopeful this is a result of recent training given to staff within the MASH, however it is too early to say this for definite and this measure will therefore be monitored over the coming months.

		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	Aug-16	745	111	14.9%	32	3	9.4%	419	99	23.6%	65	38	58.5%	382	59	15.4%	135	35	25.9%	351	76	21.7%
	Sep-16	899	146	16.2%	436	194	44.5%	384	79	20.6%	72	35	48.6%	498	59	11.8%	138	51	37.0%	371	86	23.2%
	Oct-16	1,228	185	15.1%	529	209	39.5%	400	97	24.3%	121	55	45.5%	478	63	13.2%	180	55	30.6%	356	90	25.3%
	Nov-16	1,336	208	15.6%	533	209	39.2%	393	88	22.4%	84	48	57.1%	455	57	12.5%	145	48	33.1%	325	85	26.2%
	Dec-16	1,155	157	13.6%	422	142	33.6%	377	90	23.9%	88	42	47.7%	411	65	15.8%	94	24	25.5%	305	46	15.1%
	Jan-17	1,402	239	17.0%	477	219	45.9%	350	102	29.1%	80	39	48.8%	426	56	13.1%	119	42	35.3%	309	79	25.6%
	Feb-17	1,105	215	19.5%	438	145	33.1%	379	81	21.4%	93	72	77.4%	466	71	15.2%	124	45	36.3%	345	64	18.6%
	Mar-17	1,330	254	19.1%	714	247	34.6%	500	98	19.6%	81	42	51.9%	476	56	11.8%	144	60	41.7%	383	69	18.0%
	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%

Aug-17	Total contacts in month	2,852	31.1%		Police	Edu.	Health	Internal	Public	Other LA	Other
				% of total contacts	48.6%	0.7%	15.3%	2.3%	17.5%	4.5%	11.0%
	Total progressed to referral	886			% of total referred	43.9%	0.1%	17.4%	4.4%	15.2%	6.7%

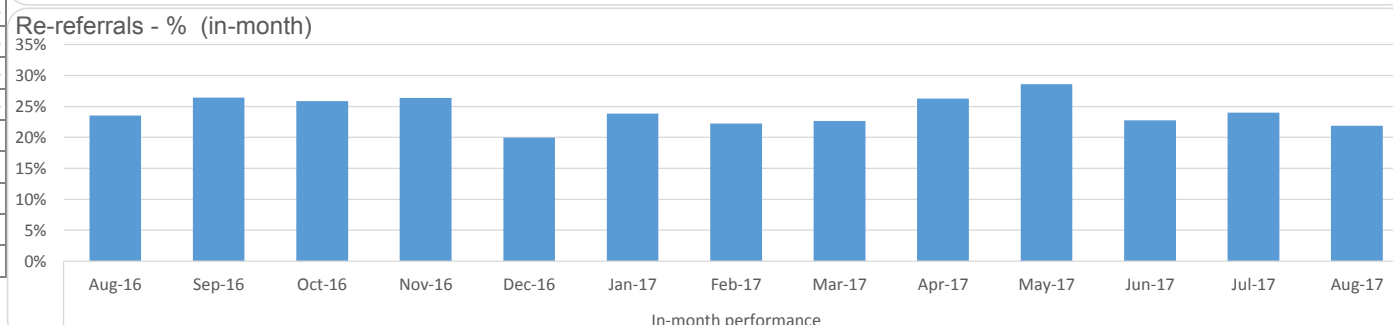
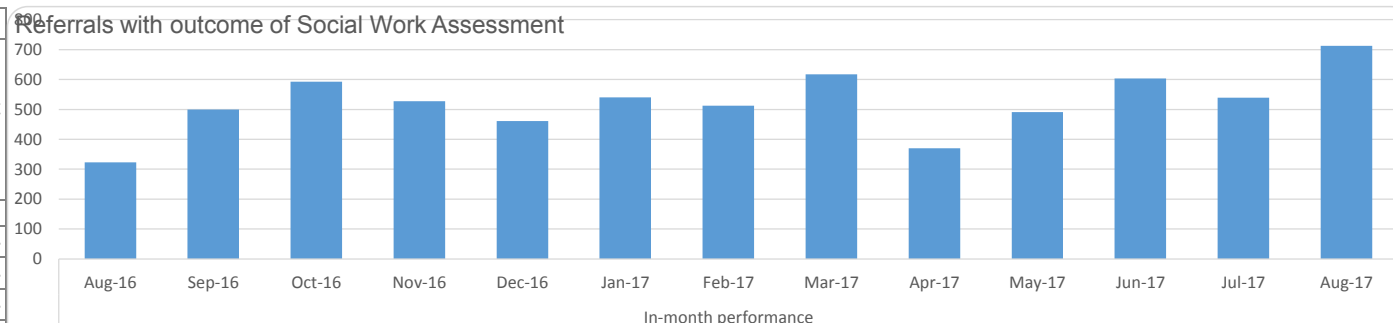


Definition An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child.

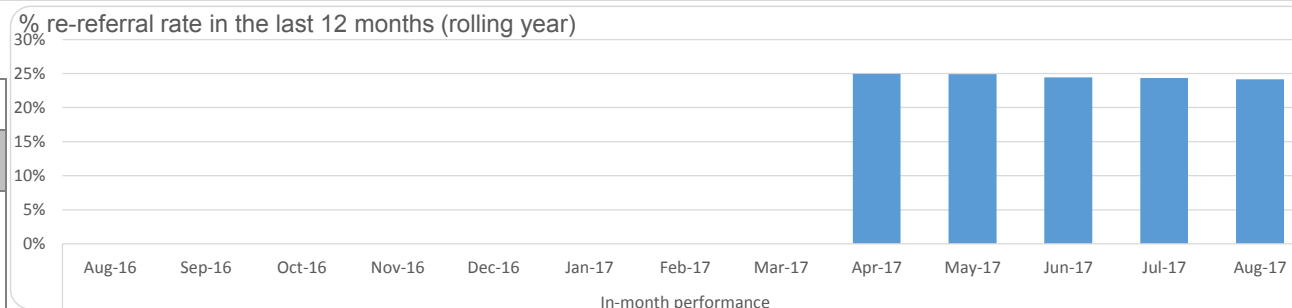
Performance analysis

The number of referrals in August 17 is an anomaly in that we have in the past seen numbers fall during the school holiday period. The number is more than double that in August 16 and the highest in the last 12 months. All localities except Breckland saw a rise in numbers from July 17 with the most significant seen in Norwich (up by 39), West (up by 46) and Great Yarmouth (up by 54). As previously suggested, given the number of contacts fell this month, the increase in referrals may be the result of changes to the application of thresholds. Whether this means that 'the right children' are being referred for an assessment can be considered through analysis of data regarding outcomes of SWA in the next couple of months - i.e. an increase in outcomes of no ongoing involvement might suggest inappropriate application of threshold for referral. With regards to repeat referral rates, all localities except Great Yarmouth saw a drop in the percentage of re-referrals. Great Yarmouth rose by 5% to 32.2% and their repeat referral rates continue to be higher than the other localities. Analysis of repeat referrals in the locality has been done in the past and the Head of Social Work will be asked to look at this again given the continuing concerns.

		2.2	2.5	2.7	2.8
		Referrals - No. (in-month)	Referrals with outcome of Social Work Assessment	Re-referrals - % (in-month)	% re-referral rate in the last 12 months (rolling year)
Good perf. is:		Info	Info	Info	Info
In-month performance	Aug-16	421	323	23.5%	-
	Sep-16	650	500	26.5%	-
	Oct-16	754	593	25.9%	-
	Nov-16	743	527	26.4%	-
	Dec-16	566	461	20.0%	-
	Jan-17	776	540	23.8%	-
	Feb-17	693	512	22.2%	-
	Mar-17	826	617	22.6%	-
	Apr-17	506	370	26.3%	25.0%
	May-17	654	491	28.6%	24.9%
	Jun-17	804	603	22.8%	24.4%
	Jul-17	717	539	24.0%	24.4%
	Aug-17	886	713	21.9%	24.2%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	21.9%	20.7%	22.3%	12.4%	
% re-referral rate in the last 12 months (rolling year)	24.2%	20.7%	22.3%	12.4%	21.0%



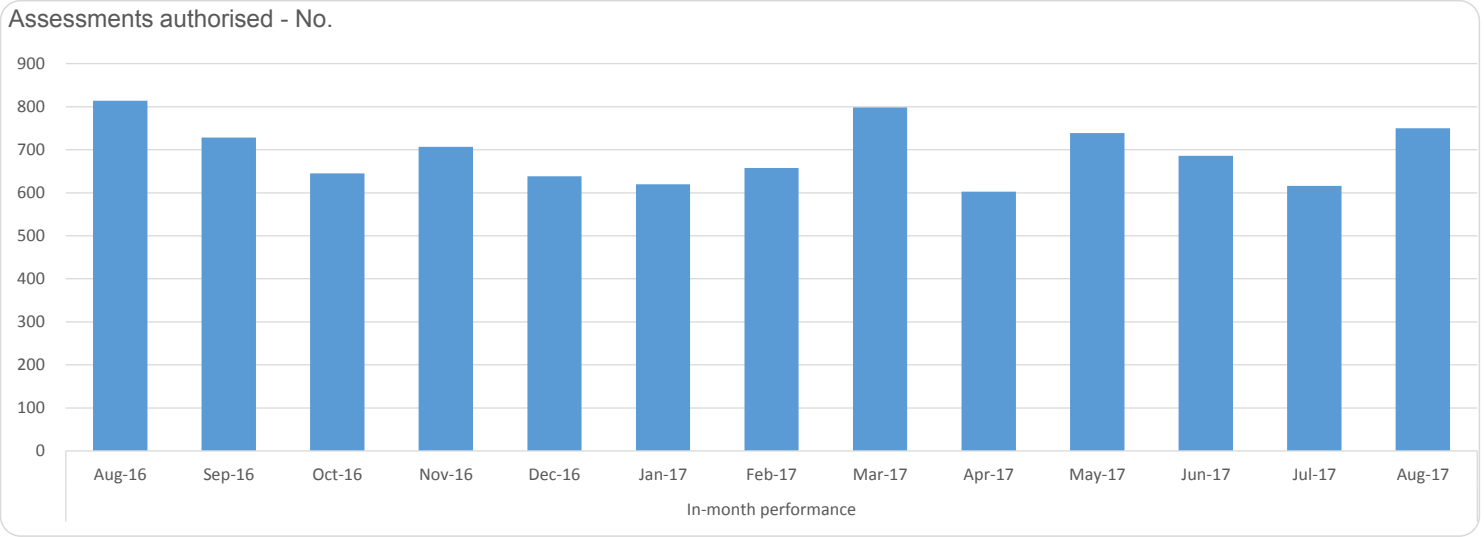
Definition

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.

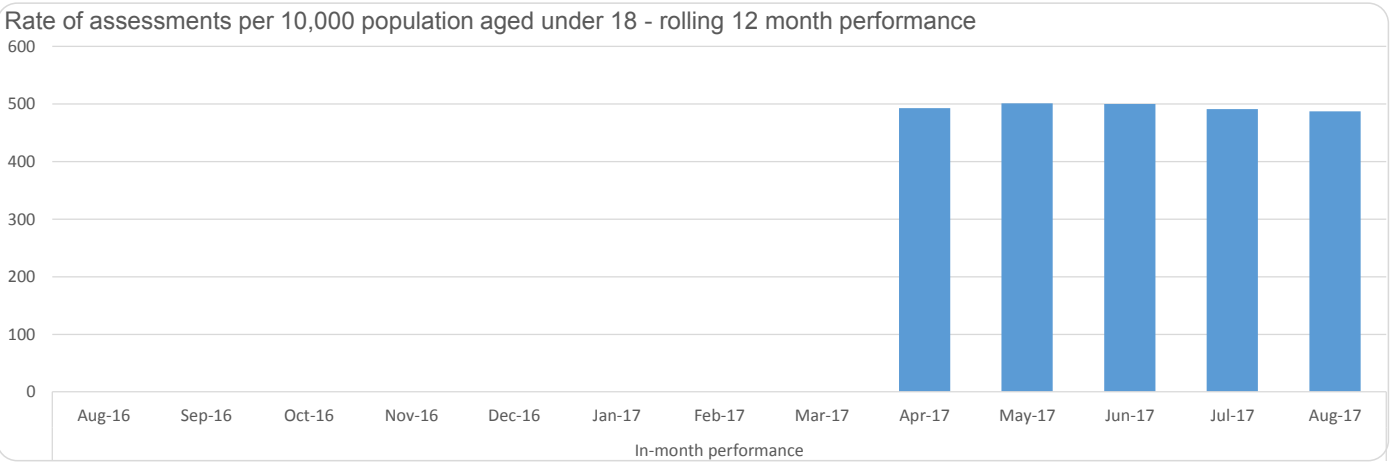
Performance analysis

There was a rise in the number of Social Work Assessments completed in August 17 but not above the highest levels and not as many as seen in August last year. Whilst we are not above the national average for this measure, we are significantly above the statistical neighbour and Eastern Region averages. Whether we are undertaking the right assessments on the right children at the right time continues to be a theme in Quality Assurance team activity via dip-sampling work and will continue to be considered through analysis of referral and outcomes of assessment data.

		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	Aug-16	814	-
	Sep-16	728	-
	Oct-16	645	-
	Nov-16	707	-
	Dec-16	638	-
	Jan-17	620	-
	Feb-17	658	-
	Mar-17	798	-
	Apr-17	603	492.6
	May-17	739	500.9
	Jun-17	686	499.9
	Jul-17	616	491.4
	Aug-17	750	487.6



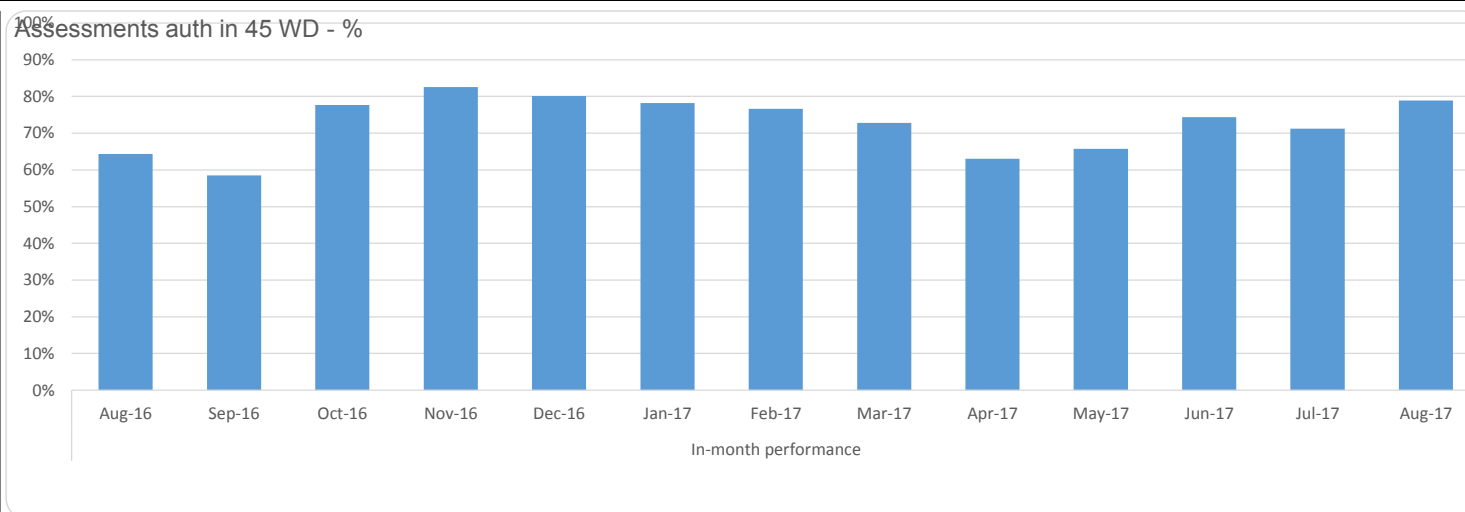
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	487.6	455.3	489.5	305.6	387.8355



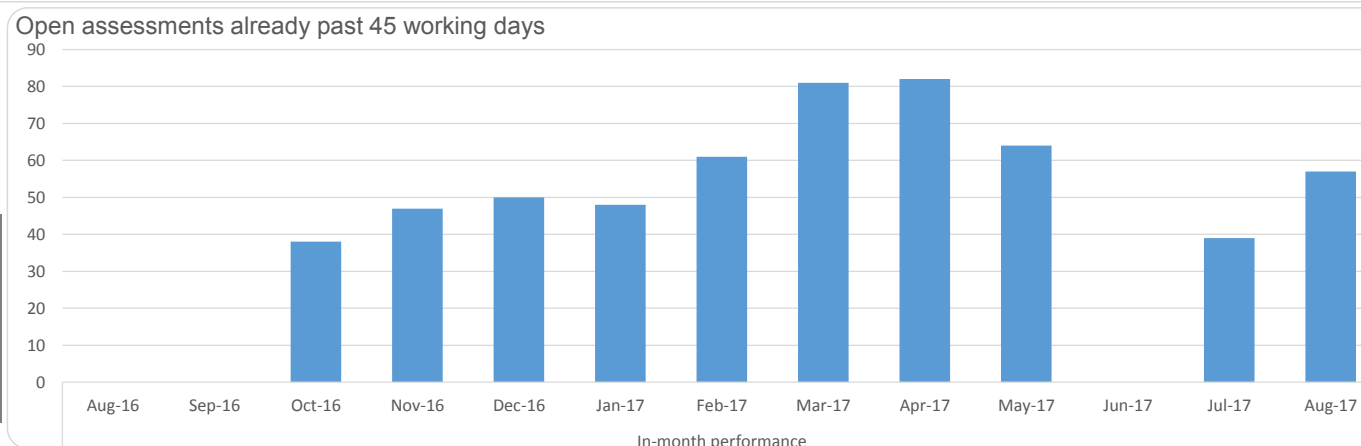
Definition National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working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

Performance analysis Given the high level of referrals seen in August, it is positive to see that despite this there was a big rise in the percentage of assessments authorised in 45 working days to it's highest level this calendar year. We may see this dip slightly next month given there are already 57 assessments open past 45 days and the high number of referrals that have been received this month. However there is a focus on Assessment teams working to turn around assessments in a shorter period of time where this is appropriate and proportionate for the child.

		3.3	3.4
		Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:		High	Low
In-month performance	Aug-16	64.4%	-
	Sep-16	58.5%	-
	Oct-16	77.7%	38
	Nov-16	82.6%	47
	Dec-16	80.1%	50
	Jan-17	78.2%	48
	Feb-17	76.6%	61
	Mar-17	72.8%	81
	Apr-17	63.0%	82
	May-17	65.8%	64
	Jun-17	74.3%	-
	Jul-17	71.3%	39
	Aug-17	78.9%	57



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	78.9%	81.0%	81.0%	95.0%	83.9%

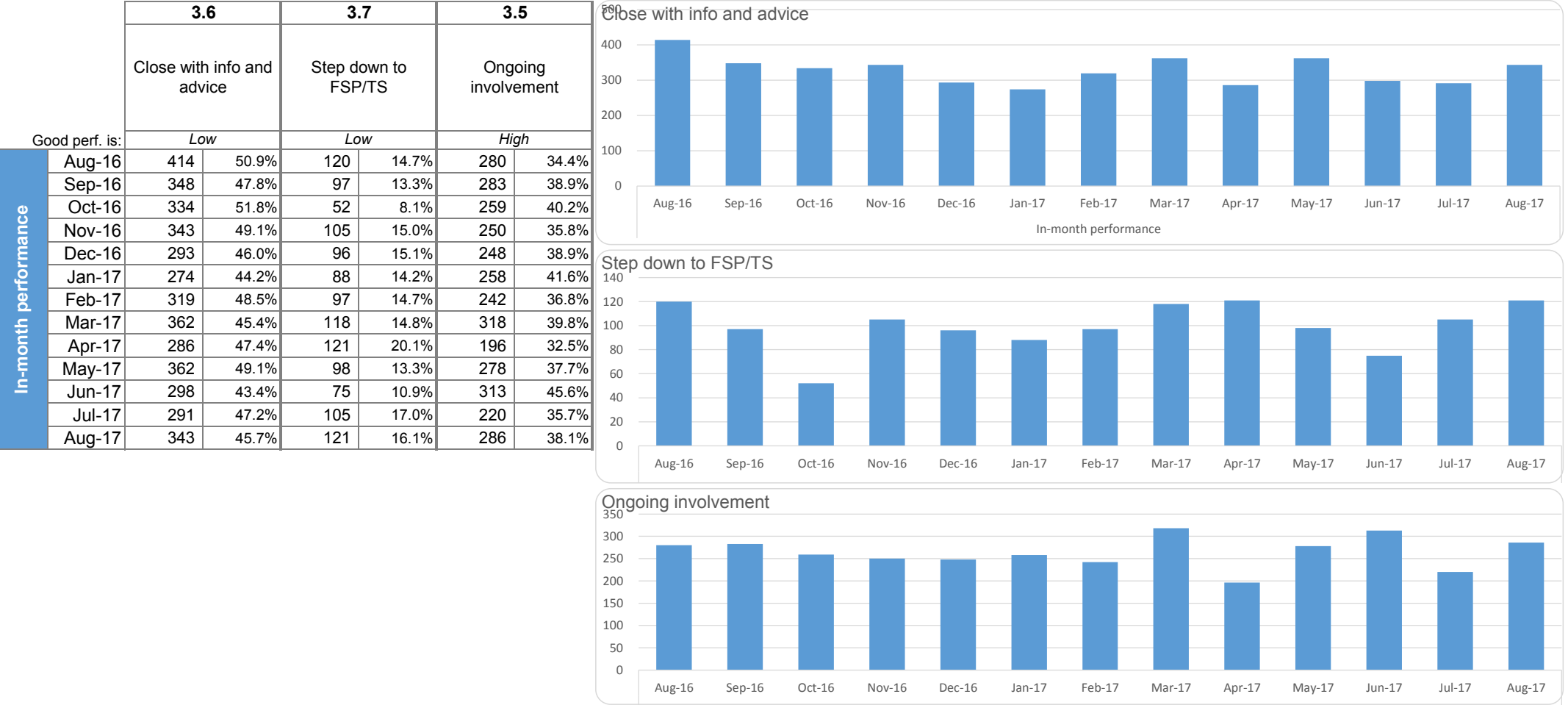


Definition

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

The Early Help data shows that we are seeing an increase in cases stepping down to the NEHFF teams from Social Care across the county, however the percentage that stepdown from assessment is still disproportionate to those that close with info and advice. There is a variation seen across the localities with Yarmouth (48.5%) and West (43.3%) having the highest proportion of assessment ending with ongoing involvement whilst in Breckland 68.6% closed with info and advice. As highlighted in the referrals section, an increase in outcomes of no ongoing involvement might suggest inappropriate application of threshold for referral within MASH and it is noted that in Norwich, who saw a vast increase in referral in August, they also saw an increase in the percentage of assessments having an outcome of closed. However given that not all localities saw the same level of cases closing or stepping down after assessment, it does need to be considered that there may be some variation in the application of thresholds across the county. Threshold decisions are currently being explored through dip-sampling activity of cases referred to assessment teams but where no assessment took place to see if there are patterns in teams and/or case types regarding threshold differences.



Section 47 Investigations

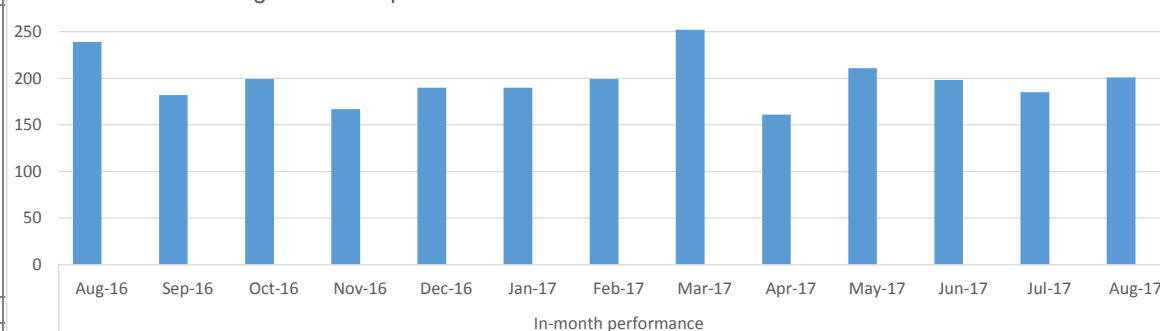
(County - August 2017)

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.

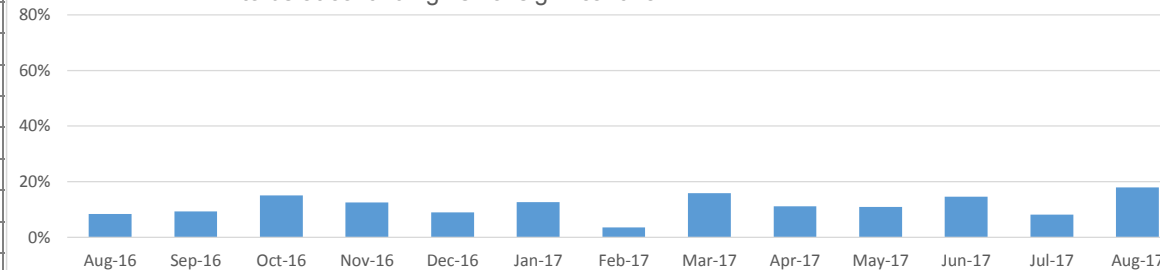
Performance analysis There has been an increase in S47 investigations in August which is likely linked not only to the increase in referrals made but also to the impact of the summer holidays, as August 16 also saw a high number of S47 investigations. The percentage of S47s with concerns not substantiated (47.8%) has fallen to it's lowest level since March 17 and is closer to the Eastern Region average of 44.8%. However Breckland with 20 of 26 (76.9%) and West with 22 of 32 (68.8%) are much higher than the county figure for S47s with an outcome of concerns not substantiated and this does raise questions regarding decision making in these cases. Again this may be an issue of application of thresholds, especially given the very high percentage of assessments that were closed within Breckland with no further action. This data will continue to be monitored to see whether changes in management and processes within the MASH team, and the introduction of stand alone Section 47 Outcome forms make a difference.

In-month performance	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	
	Low		Info		High		High		Low	
	Good perf. is:									
	Aug-16	-	239	87	36.4%	20	8.4%	132	55.2%	
	Sep-16	-	182	69	37.9%	17	9.3%	96	52.7%	
	Oct-16	142.2	199	63	31.7%	30	15.1%	106	53.3%	
	Nov-16	119.3	167	78	46.7%	21	12.6%	68	40.7%	
	Dec-16	135.8	190	66	34.7%	17	8.9%	107	56.3%	
	Jan-17	135.8	190	80	42.1%	24	12.6%	86	45.3%	
	Feb-17	142.2	199	75	37.7%	7	3.5%	117	58.8%	
	Mar-17	180.1	252	97	38.5%	40	15.9%	115	45.6%	
	Apr-17	115.0	161	55	34.2%	18	11.2%	88	54.7%	
	May-17	150.8	211	79	37.4%	23	10.9%	109	51.7%	
	Jun-17	141.5	198	70	35.4%	29	14.6%	99	50.0%	
	Jul-17	132.2	185	69	37.3%	15	8.1%	101	54.6%	
	Aug-17	143.6	201	69	34.3%	36	17.9%	96	47.8%	

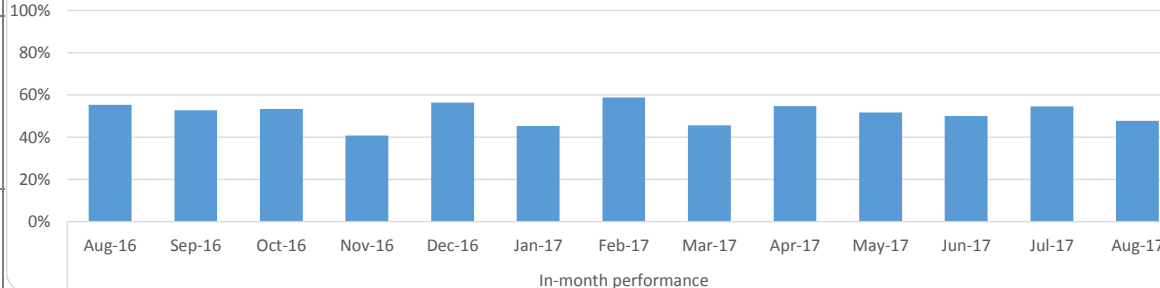
Number of S47 investigations Completed



% 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



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	143.6	131.9	147.5	91.7	93.9
% of S47's with an outcome - Concerns not substantiated					44.8%

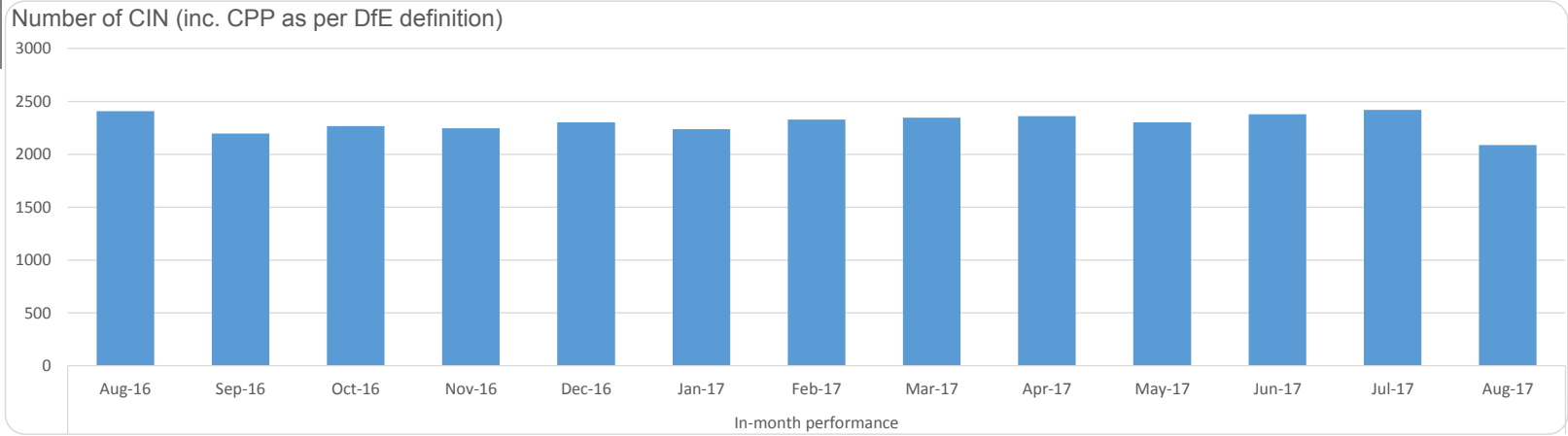
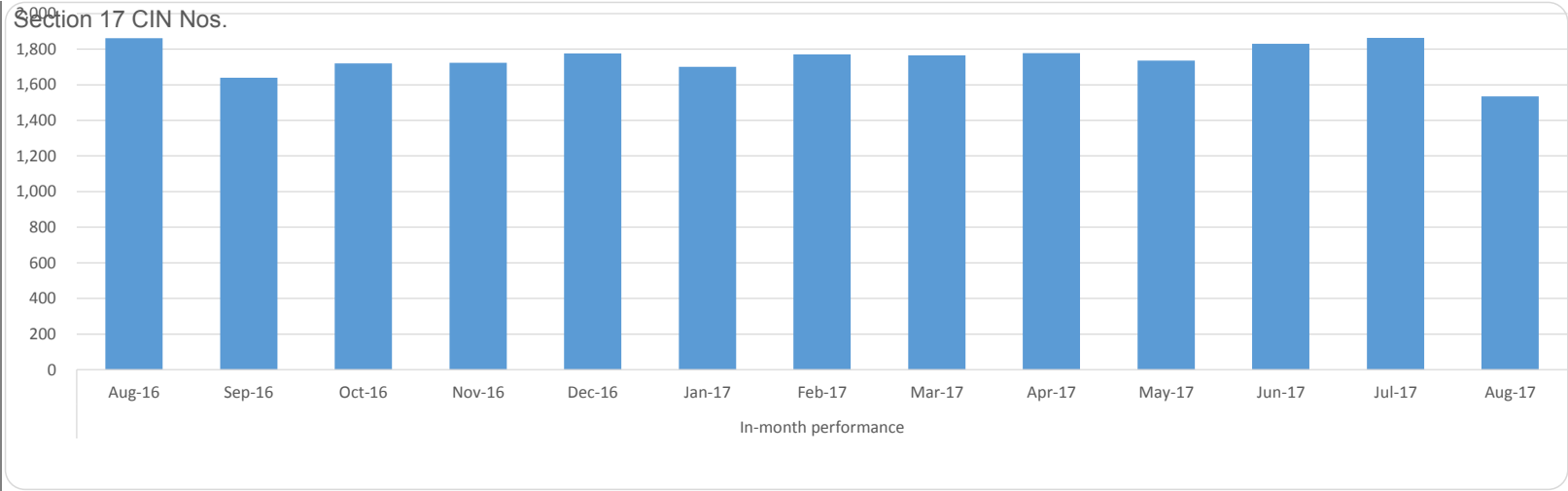
Definition

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 data shows the number of CIN appeared to fall significantly between July and August, however interrogation of the data has established this is a reporting error following the changes/additions to teams on CareFirst at the end of August, whereby data from some of these teams has not been pulled through as the data was taken at the same time as teams were moving cases across to their new desktops. This has particularly been seen in Norwich where there were two new FIT teams created and North who have 2 new assessment teams and whose cases do not appear to have been captured in the data. Figures for the other localities do not appear to be anomalous. We do not expect the true figure once established to be widely different to that seen over the past few months.

		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	Aug-16	1,862	2,409
	Sep-16	1,639	2,196
	Oct-16	1,719	2,267
	Nov-16	1,723	2,245
	Dec-16	1,775	2,302
	Jan-17	1,701	2,237
	Feb-17	1,770	2,327
	Mar-17	1,765	2,347
	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



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 As this data is linked to the same data source for the CIN numbers, it is likely to not be a true reflection of performance across the county due to some teams not having their data counted. What this figure does show is that of the 1534 CIN that were counted, 80% have an up to date CIN plan. Performance has remained steady across most of the localities, however, although we believe we do not have all the data for Norwich, of the 331 CIN that have been counted only 25.2% have an up to date CIN plan. Whether all children have been considered or not, this is a low percentage. It is known that the Assessment Teams have had a high influx of new cases within the past month alongside some staffing difficulties, which may have had some impact on this performance. It is important that managers and the Head of SW explore this drop in performance and have an understanding on which children without an up to date CIN plan need one, and which don't and should have been closed to the service.

5.5

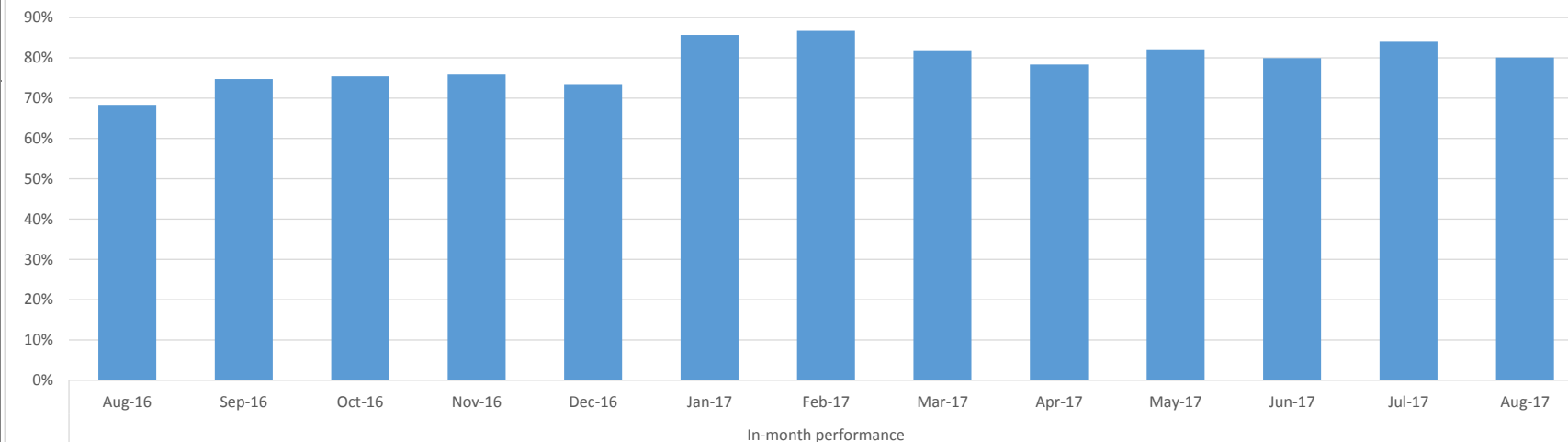
S17 CIN with an up to date CIN plan - %

High

Good perf. is:

Aug-16	68.3%
Sep-16	74.8%
Oct-16	75.4%
Nov-16	75.8%
Dec-16	73.5%
Jan-17	85.7%
Feb-17	86.7%
Mar-17	81.9%
Apr-17	78.3%
May-17	82.1%
Jun-17	79.9%
Jul-17	84.0%
Aug-17	80.0%

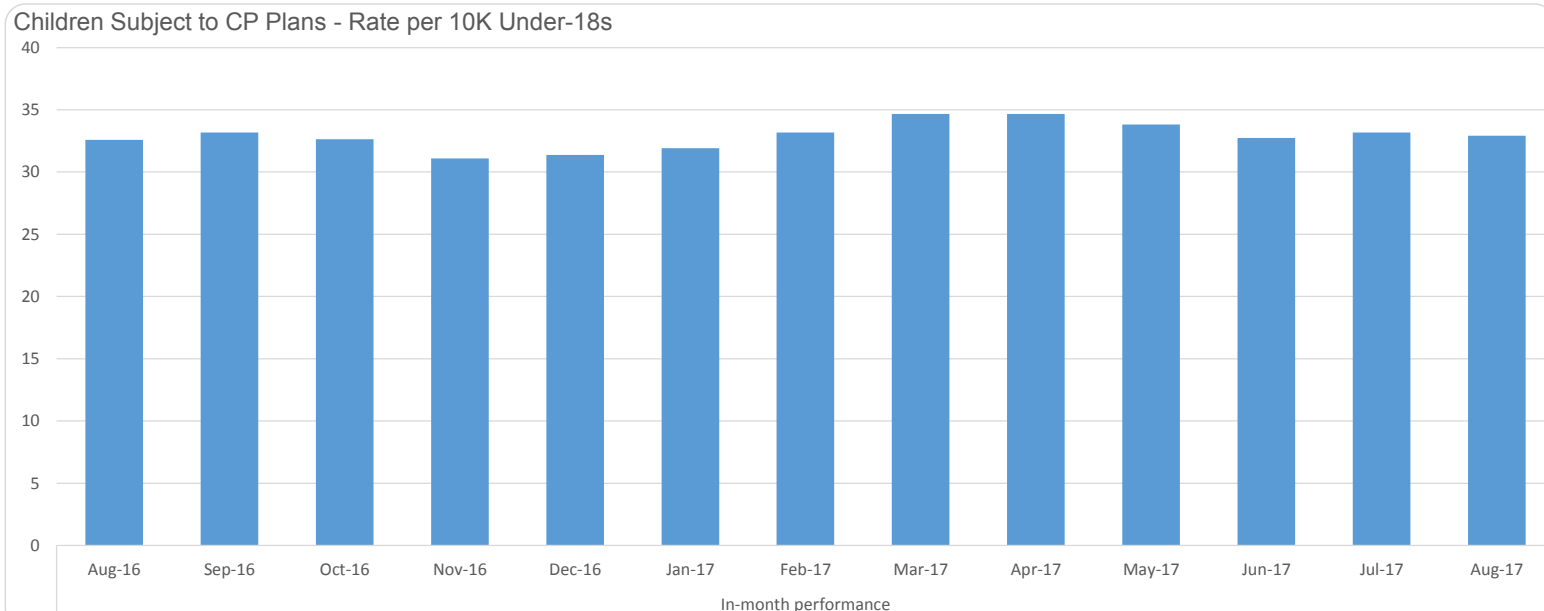
S17 CIN with an up to date CIN plan - %



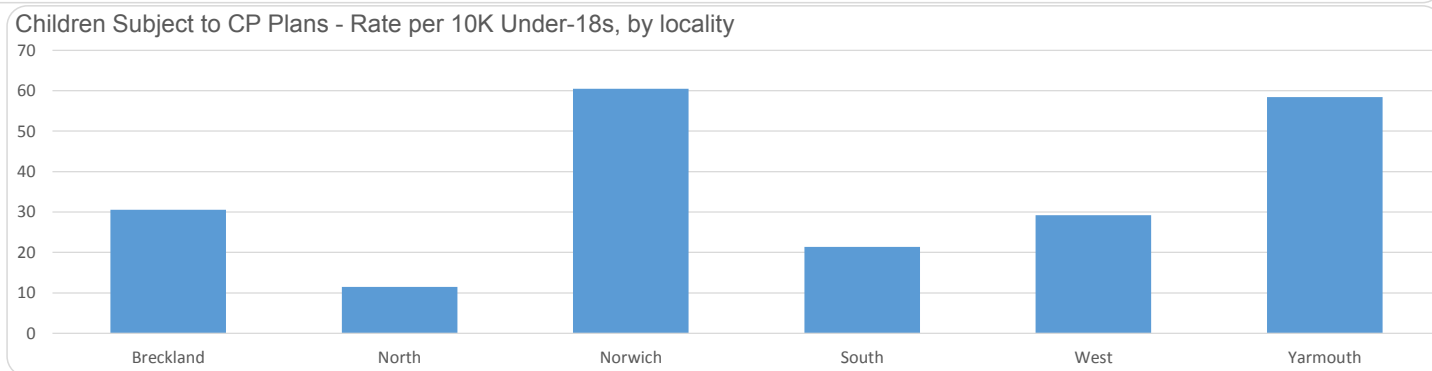
Definition Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the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

Performance analysis The number of children subject to child protection planning has decreased slightly and is similar to the figure we saw last August. We are in line with the Eastern Region average and below both the statistical neighbour and national averages. Whilst Norwich remains high in terms of rate per 10k under 18s at 60.5 this is a significant drop from May 17 where the figure was 77 per10k and this is likely to be a result of more scrutiny on decision making regarding going to ICPC and also changes in work practice through the new smaller teams. Great Yarmouth however have seen an increase in CP cases with a rate of 58.4 per 10k, which is the highest rate seen over the past 12 months and significantly higher than the figure in August 17 (47.2). The number of children subject to CP plans has been gradually increasing since May 17 and it would be helpful for the HOSW and team managers to consider reasons for this, i.e. particular issues within the wider locality, different approached to decision making etc.

		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	Aug-16	547	32.6
	Sep-16	557	33.2
	Oct-16	548	32.6
	Nov-16	522	31.1
	Dec-16	527	31.4
	Jan-17	536	31.9
	Feb-17	557	33.2
	Mar-17	582	34.7
	Apr-17	582	34.7
	May-17	568	33.8
	Jun-17	550	32.7
	Jul-17	557	33.2
	Aug-17	553	32.9



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	32.9	42.6	43.1	27.2	30.6

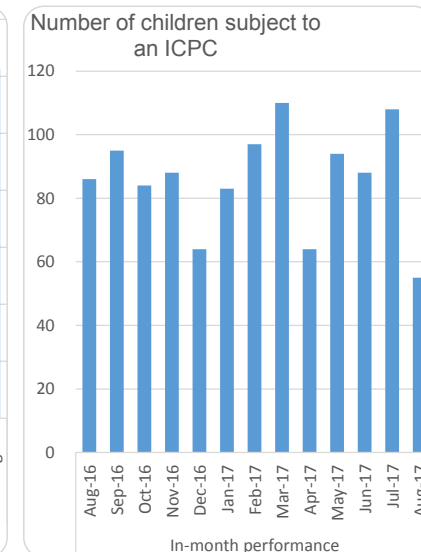
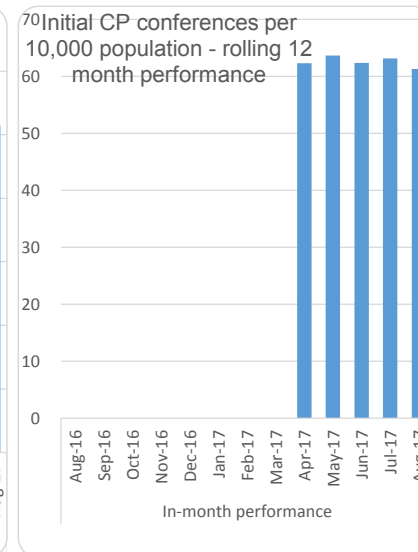
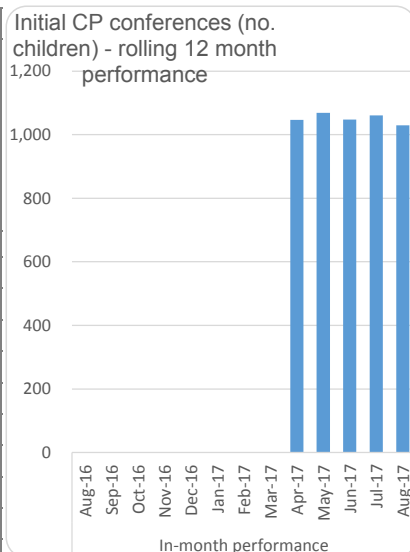


Definition Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the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

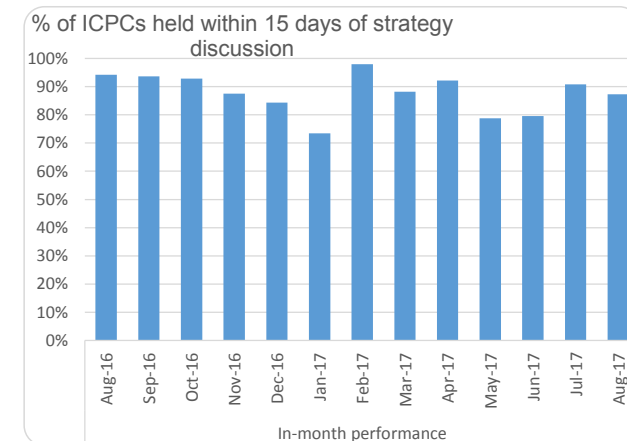
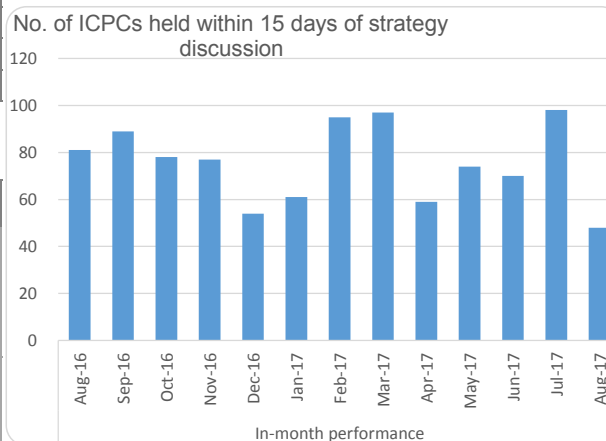
Performance analysis The number of children subject to ICPC in August was very low at only 55. Whilst this is significantly less than that seen in August last year, it is not unusual to see lower numbers during school holiday periods (e.g. December 16 and April 17). Whilst the data states that 12.7% of ICPCs were not in timescales, this relates to only 7 children across 3 localities. The figure of 87.3% of ICPCs within 15 days of strategy discussion is also higher than the statistical and national averages and significantly higher than the Eastern Region average.

	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
Aug-16	-	-	86	81	94.2%
Sep-16	-	-	95	89	93.7%
Oct-16	-	-	84	78	92.9%
Nov-16	-	-	88	77	87.5%
Dec-16	-	-	64	54	84.4%
Jan-17	-	-	83	61	73.5%
Feb-17	-	-	97	95	97.9%
Mar-17	-	-	110	97	88.2%
Apr-17	1,047	62	64	59	92.2%
May-17	1,069	64	94	74	78.7%
Jun-17	1,048	62	88	70	79.5%
Jul-17	1,061	63	108	98	90.7%
Aug-17	1,030	61	55	48	87.3%

In-month performance



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	61.3	65.9	62.6	40.1	44.7
% of ICPCs held within 15 days of strategy discussion	87.3%	81.6%	77.1%	93.4%	69.8%



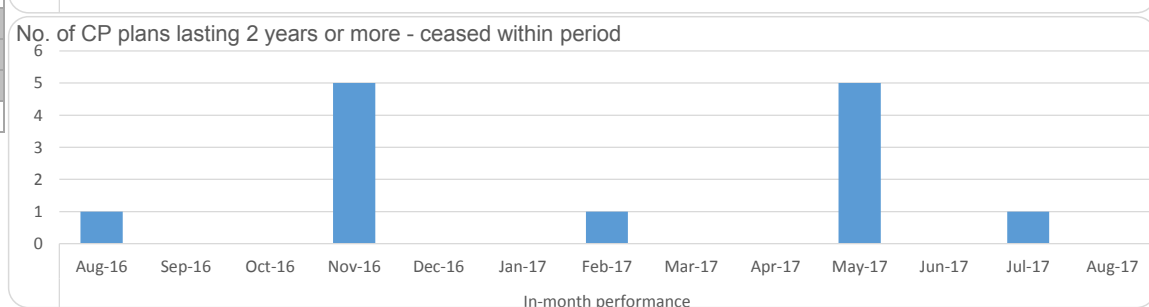
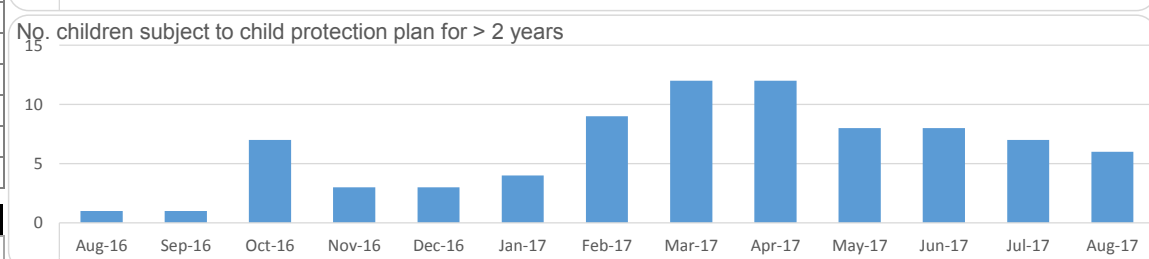
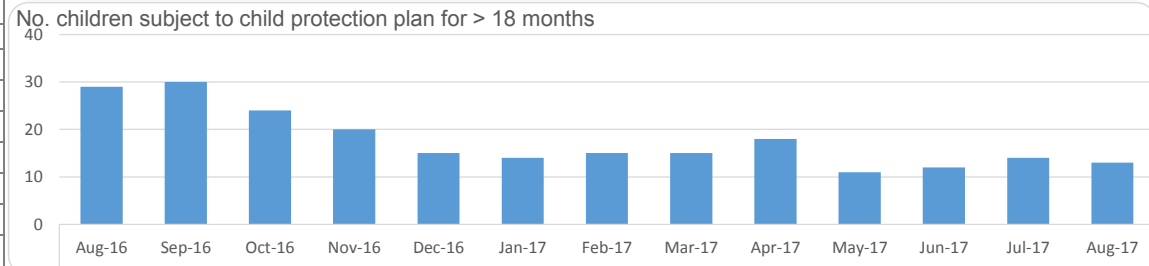
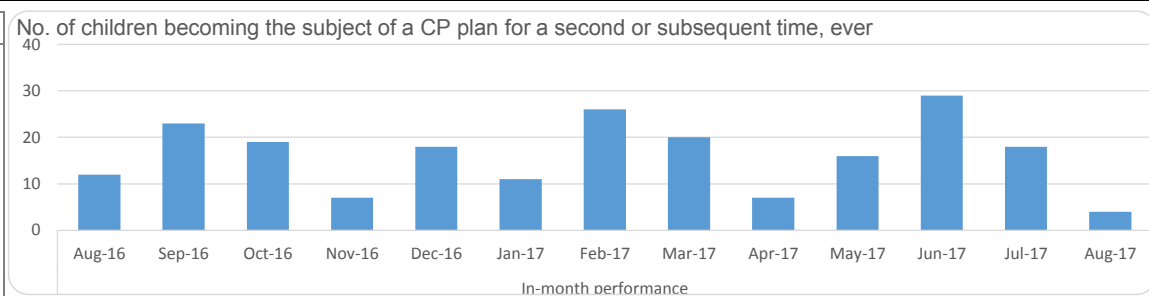
Child Protection Time Periods

(County - August 2017)

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 Whilst the number of children subject to a CP plan for the second or subsequent time ever was only 4 in August, this has to be taken in the context of the lower number of ICPCs held in that month. The rolling percentage remains higher than the statistical and national averages and is set against the conversely low percentage of children subject to a plan for more than 2 years. The rolling 12 month figure for second CP planning is particularly high in the North (41.9%) however it is acknowledged that this relates to low numbers of children. An audit of cases where children have been subject to second or subsequent CP planning is currently taking place and the findings will be highlighted within next months report.

		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	Aug-16	12	-	29	1	0.2%	1	2.0%
	Sep-16	23	-	30	1	0.2%	0	0.0%
	Oct-16	19	23.8%	24	7	1.3%	0	0.0%
	Nov-16	7	22.5%	20	3	0.6%	5	4.7%
	Dec-16	18	22.2%	15	3	0.6%	0	0.0%
	Jan-17	11	21.6%	14	4	0.7%	0	0.0%
	Feb-17	26	22.6%	15	9	1.6%	1	1.6%
	Mar-17	20	23.1%	15	12	2.1%	0	0.0%
	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%	
Benchmarking								
Norfolk			23.3%			1.1%		0.0%
Stat neigh avg			19.2%			3.3%		
Nat. avg			17.9%			2.1%		
Nat. top quartile			10.5%			0.3%		
Eastern region			10.6%			1.9%		3.1%

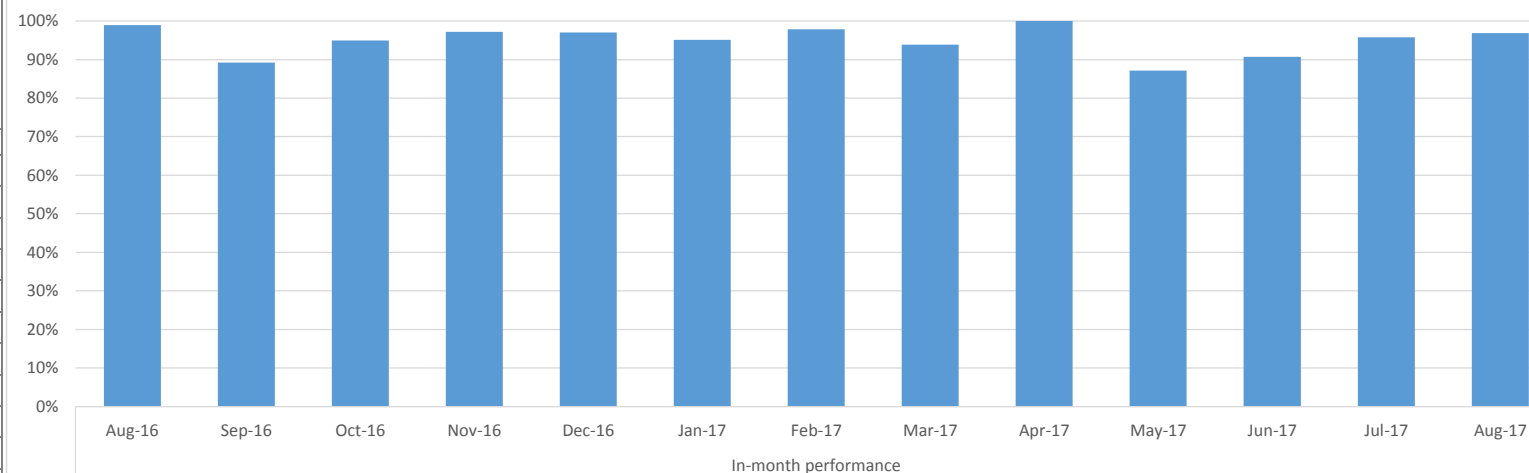


Definition A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 2 weekly (10 working days).

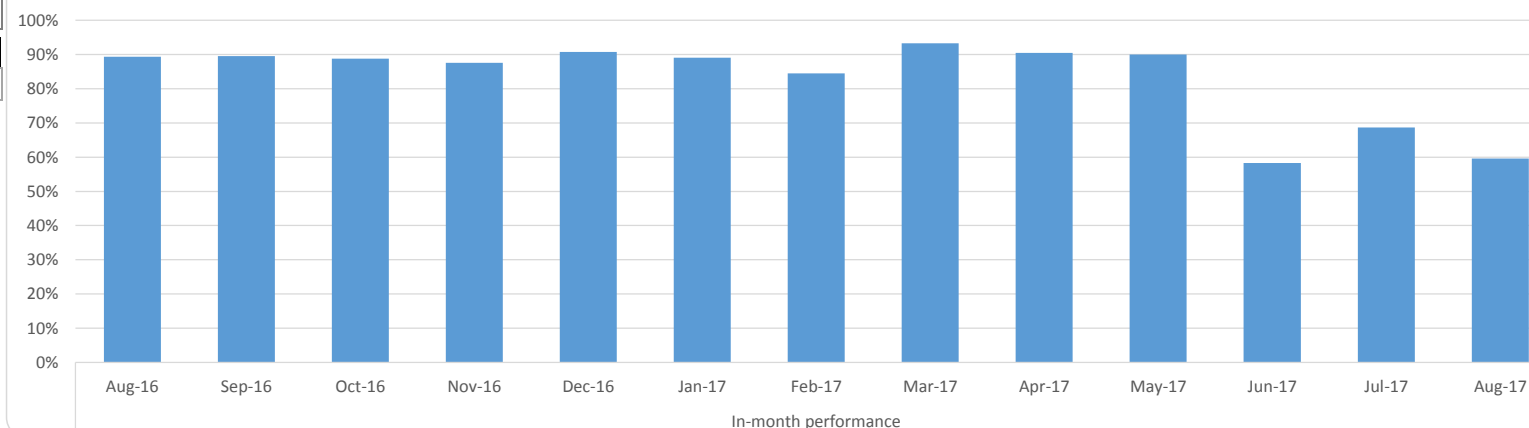
Performance analysis Review Child Protection Conferences continue to be held in a timely way for the majority of children subject to CP plans, with all localities except Norwich being at 100%. The timescale for visiting children was changed at the beginning of July 17 from a minimum of 20 working days to 10 working days. This has had a significant impact on the data seen, in July the county figure was 68.6%, which, although lower than performance seen under the old measure, was encouraging and it was hoped there would be a trajectory of improvement in the following months. Unfortunately, aside from Breckland who had 75% and West who had 69% of children on CP plans recorded as seen within the new timescales, none of the other localities achieved more than 62% in this measure, and North was particularly concerning at only 51%. The Heads of Social Work and their team managers need to ascertain whether this is due to workers not being able to record the visits in a timely way or if children have not been seen within the timescale, and consider plans to address both issues.

		6.12	6.14
		% RCPCs held in timescale in month	% children on child protection plans seen within timescales**
Good perf. is:		High	High
In-month performance	Aug-16	98.9%	89.3%
	Sep-16	89.2%	89.5%
	Oct-16	94.9%	88.8%
	Nov-16	97.2%	87.5%
	Dec-16	97.0%	90.7%
	Jan-17	95.1%	89.1%
	Feb-17	97.9%	84.5%
	Mar-17	93.8%	93.3%
	Apr-17	100.0%	90.5%
	May-17	87.1%	90.0%
	Jun-17	90.7%	58.3%
	Jul-17	95.8%	68.6%
	Aug-17	96.8%	59.6%
Benchmarking			
Eastern region		77.5%	

% RCPCs held in timescale in month



% children on child protection plans seen within timescales**



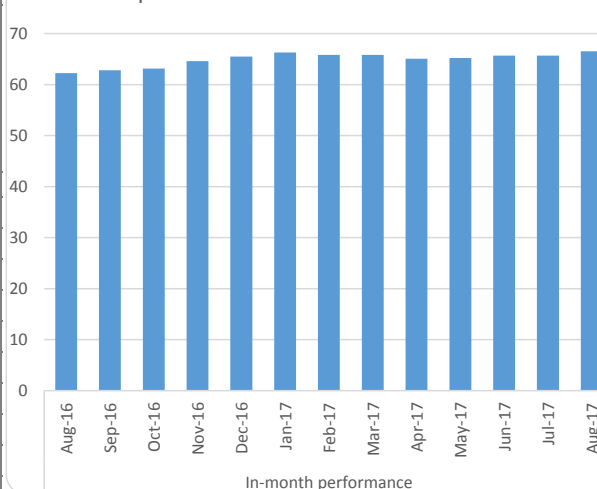
Definition Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

Performance analysis

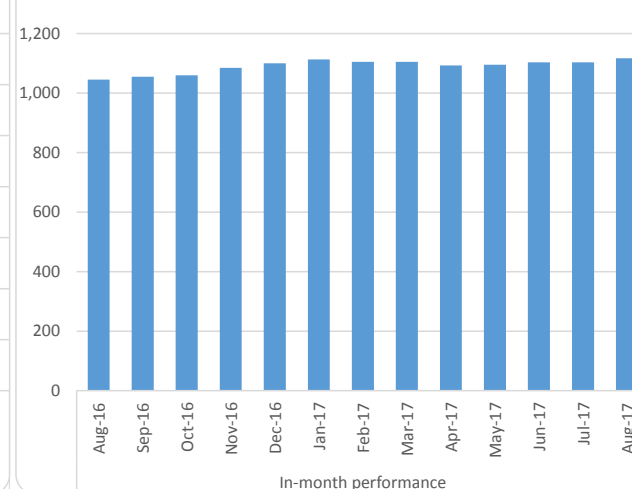
The numbers of looked after children within the county have risen to the highest level seen in the past 12 months. It remains a top priority of the local authority to reduce the numbers of children in it's care, however it is recognised that this is not something that will happen quickly and we need to give new initiatives time to have a positive impact. The new edge of care service, New Directions, is now in place and from 18th September new locality panels chaired by the Heads of Localities will be operational. In terms of the individual localities , all except Norwich have seen a rise in numbers. However the drop for Norwich is due to a reconfiguration of boundaries, whereby some of it's cohort of LAC have transferred to the South locality.

		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	Aug-16	62.2	1,045	30	43
	Sep-16	62.8	1,055	38	23
	Oct-16	63.1	1,060	37	30
	Nov-16	64.6	1,085	56	33
	Dec-16	65.5	1,100	42	29
	Jan-17	66.3	1,113	42	27
	Feb-17	65.8	1,105	22	25
	Mar-17	65.8	1,105	45	38
	Apr-17	65.1	1,093	32	45
	May-17	65.2	1,095	30	29
	Jun-17	65.7	1,103	40	28
	Jul-17	65.7	1,103	43	36
	Aug-17	66.5	1,117	34	23

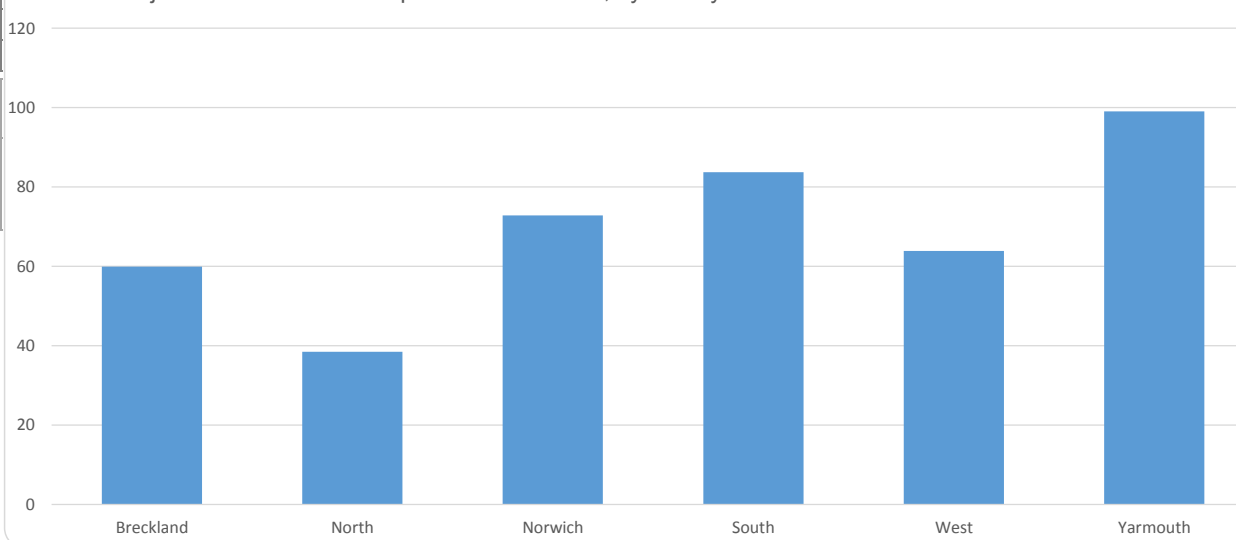
LAC - Rate per 10K Under-18s



No. Looked-After Children



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



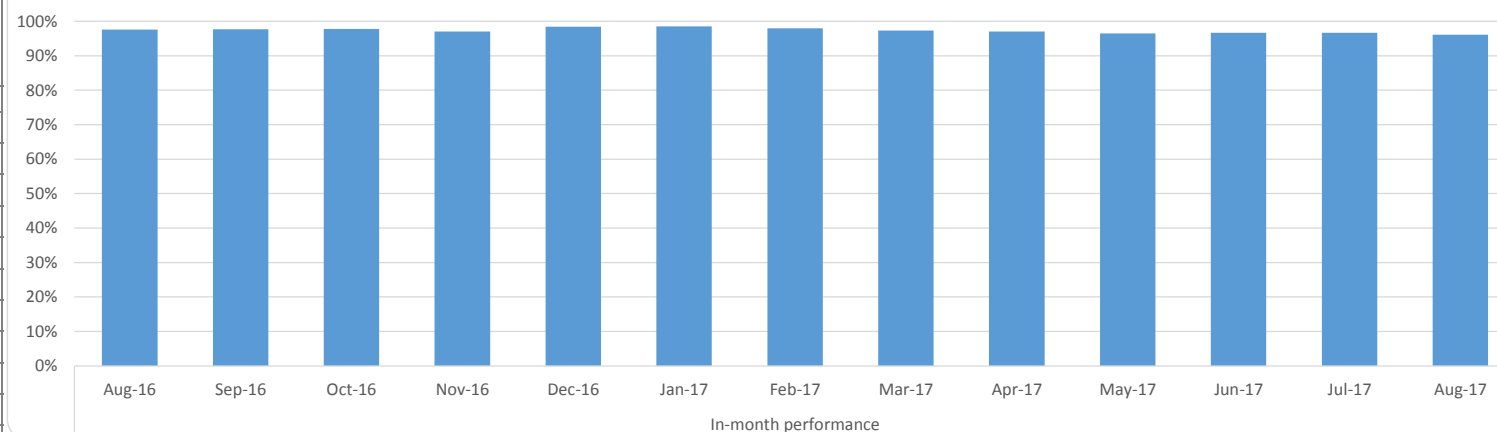
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	66.5	53.0	60.0	36.0	49.88522697

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).

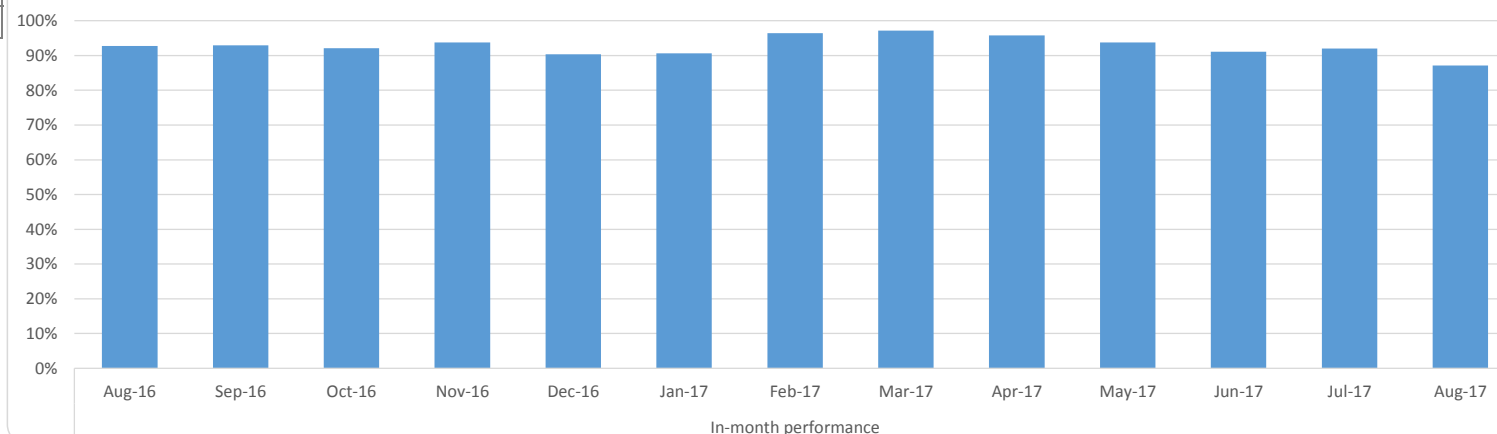
Performance analysis A very high proportion of our looked after children continue to have up to date care plans. Through audit there is some evidence of better quality planning as of 13 LAC cases audited by managers in August and September, 12 at least met the practice standard for planning and review, with 2 exceeding practice standards. However, there are still areas where improvement is needed as, in internal monitoring inspections carried out by the QA team, only 2 of the 8 LAC cases audited met practice standards for timely and effective plans and planning. Notwithstanding this 7 of the cases met or consistently met the practice standard for timely and appropriate permanence planning. There has been a fall in the percentage of Care Leavers with a pathway plan. For Breckland and West this data is not clear as the team that covered both localities has separated out into two but the data for Breckland has not been reported on. All the localities need to ensure they understand which young people do not have an up to date plan and ensure this is addressed as soon as possible. Improving the quality of pathway plans continues to be a top priority and there is now a Leaving Care Practitioner Learning and Development Framework in place to aid this.

		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	Aug-16	97.6%	92.8%
	Sep-16	97.7%	93.0%
	Oct-16	97.8%	92.1%
	Nov-16	97.1%	93.8%
	Dec-16	98.5%	90.4%
	Jan-17	98.6%	90.6%
	Feb-17	98.0%	96.4%
	Mar-17	97.3%	97.2%
	Apr-17	97.1%	95.8%
	May-17	96.5%	93.8%
	Jun-17	96.6%	91.1%
	Jul-17	96.6%	92.0%
	Aug-17	96.2%	87.1%

LAC with up-to-date Care Plan - %



% Relevant / Former Relevant Care Leavers with a Pathway Plan



Looked After Children Placements

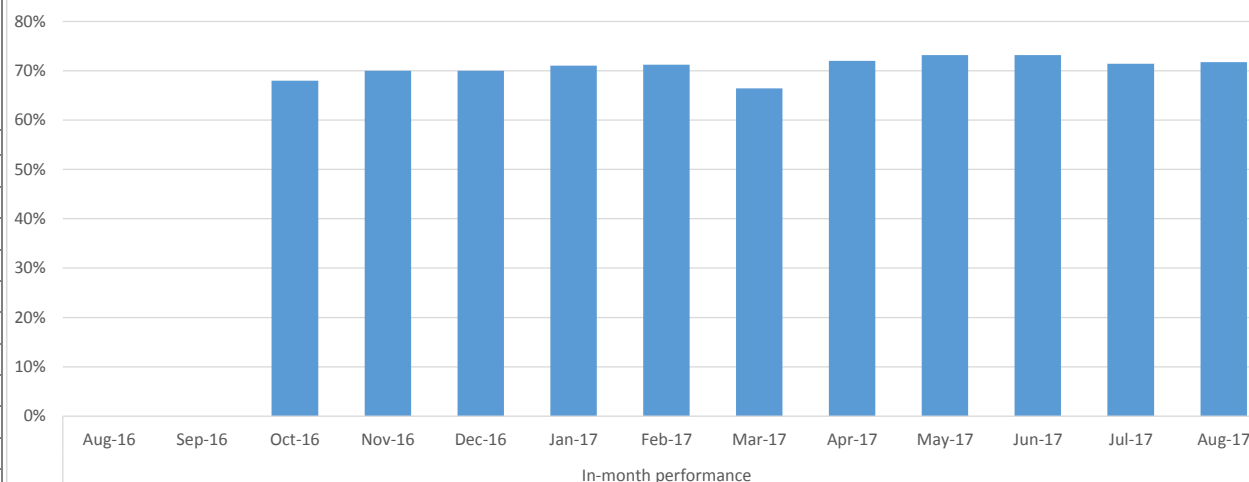
(County - August 2017)

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.

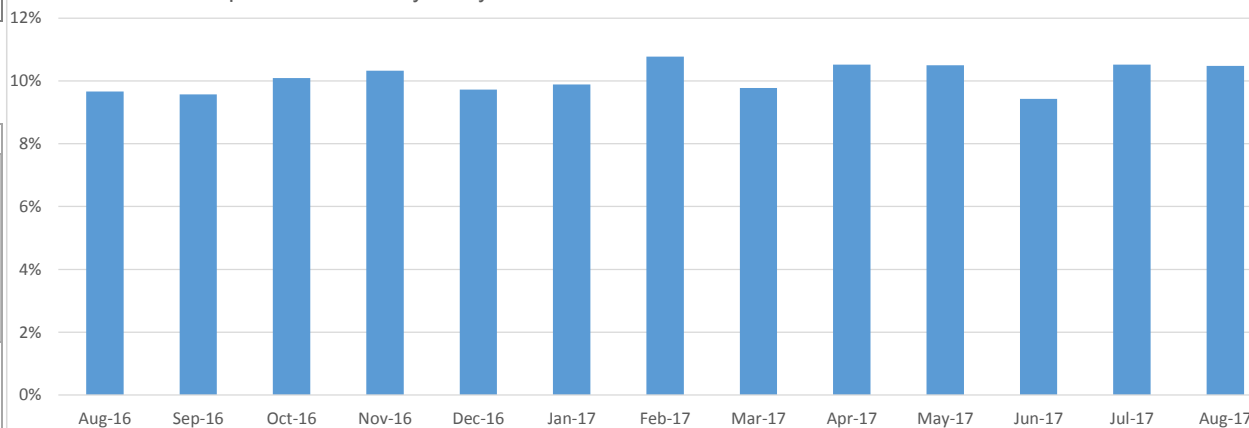
Performance analysis There has been little change in the figures regarding both long term LAC in placements which have been stable for at least 2 years and LAC with 3 or more placements in any one year. Both measures are similar to the national averages.

	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			
Aug-16	-	101	9.7%
Sep-16	-	101	9.6%
Oct-16	68%	107	10.1%
Nov-16	70%	112	10.3%
Dec-16	70%	107	9.7%
Jan-17	71%	110	9.9%
Feb-17	71%	119	10.8%
Mar-17	66%	108	9.8%
Apr-17	72%	115	10.5%
May-17	73%	115	10.5%
Jun-17	73%	104	9.4%
Jul-17	71%	116	10.5%
Aug-17	72%	117	10.5%

% 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 - %

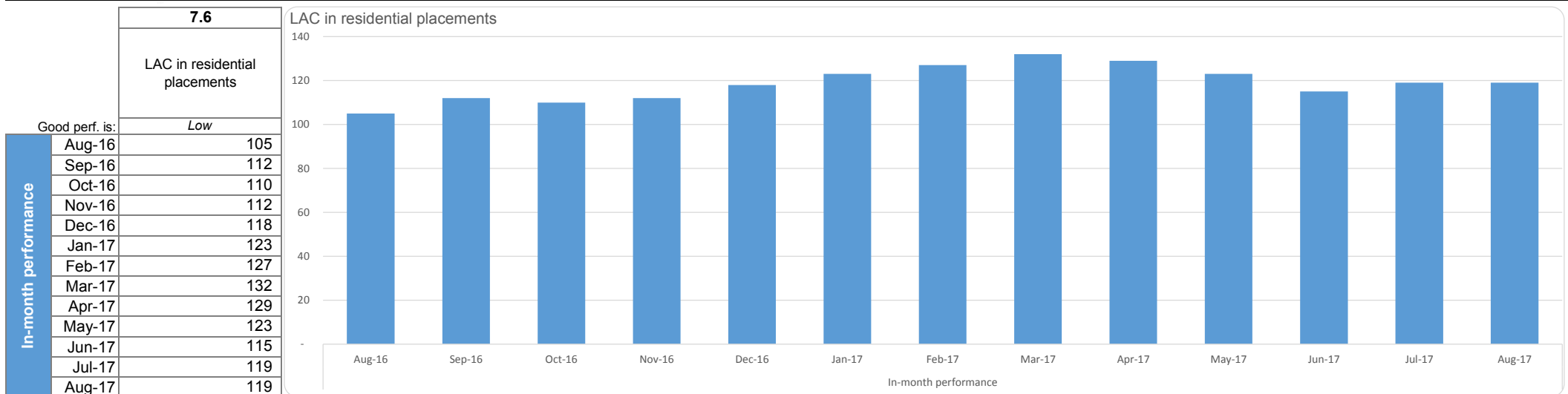


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	71.7%	66.9%	68.0%	
LAC with 3 or more placements in any one year - %	10.5%	10.3%	10.0%	8.6%

Looked After Children in residential placements

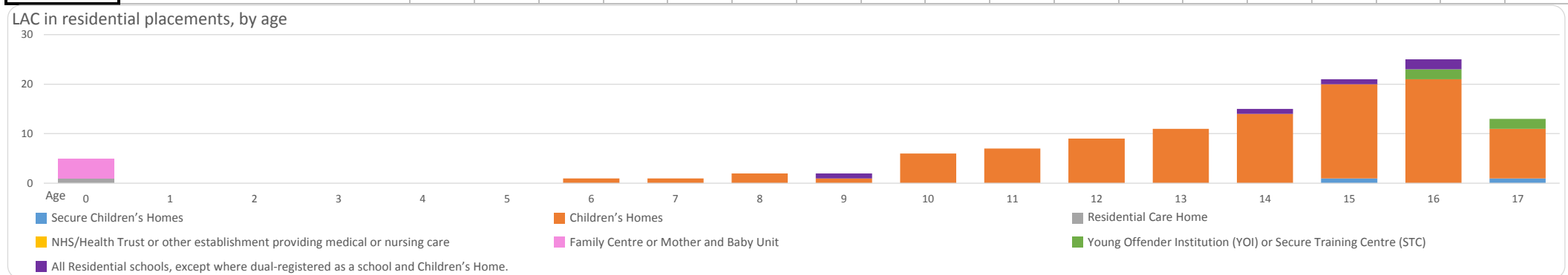
(County - August 2017)

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	We have had no increase in the numbers of children being placed in residential settings in the past month. However there are 12 children under 11 in residential placements and teams and Independent Reviewing Officers are being asked to ensure that residential is the right placement for these children and to plan for a move to foster care or kinship care where this is more appropriate. It also needs to be noted that there are recognised sufficiency issues regarding in-house fostering paces, particularly foster carers able to offer care to those children with very complex emotional and behavioural issues.



By age and placement:

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Children's Homes	0	0	0	0	0	0	0	1	1	2	1	6	7	9	11	14	19	21
Residential Care Home	1	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	0
Family Centre or Mother and Baby Unit	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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	2	2
All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	2	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

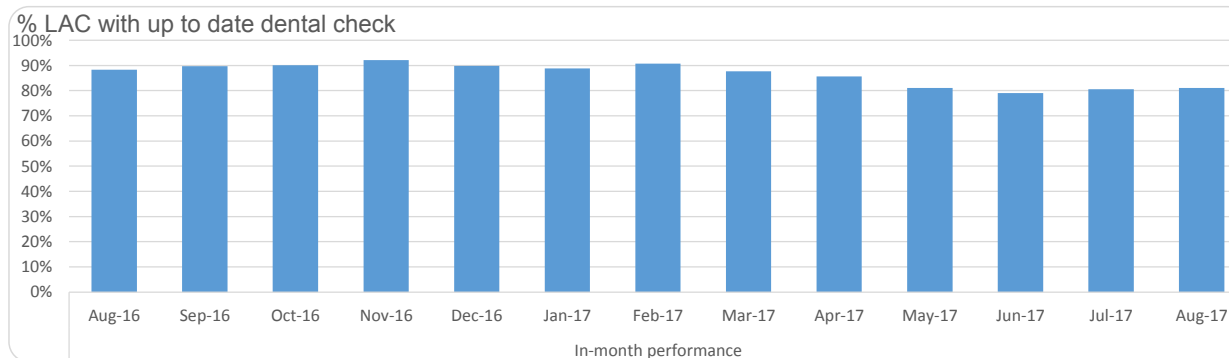
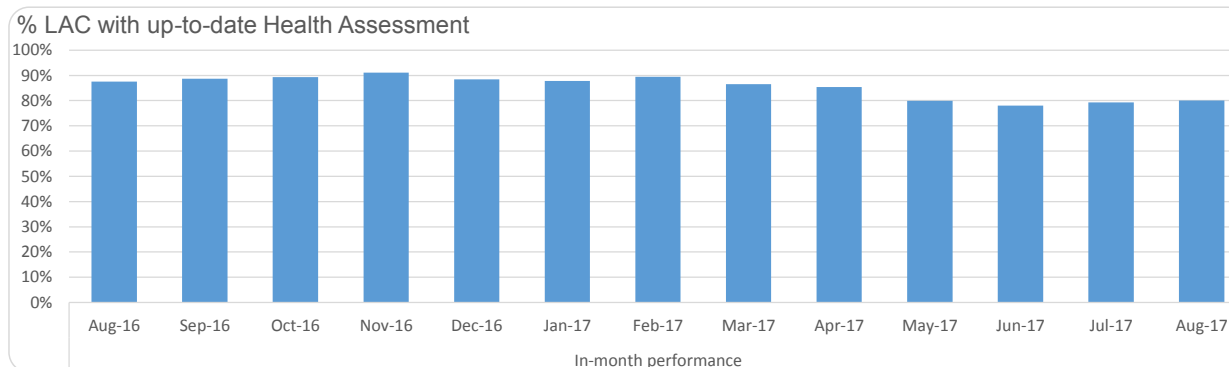
There was a slight dip in reviews held in timescales in August. The performance in Norwich is of particular concern (77.8%) and the IRO service will explore this through the exceptions reporting they receive. For most of the localities the figures regarding LAC seen in timescales remains above 90%, however the performance in North continues to be of concern, falling again this month to 79.6%. There have been staffing issues within the locality which will have had an impact, however the team managers need to ensure there are clear plans in place to visit those children who have not been seen and also record those visits which have been undertaken in timescales but have not yet been entered on the child's record and so will not have been reported on.



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 The capacity of our health partners to offer initial health assessments in a timely way appears to be improving with a higher percentage of children having their health assessments within 20 working days of becoming looked after. The Percentage of LAC with an up to date health assessment is also improving. Initial and Review health assessment requests and completion are logged on a daily basis by our QA Hub and they report weekly figures and issues to senior leaders to enable any problems to be addressed with our health colleagues. The same data is now also shared with managers within the Health teams that undertake the assessments.

		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	Aug-16	41	73.2%	664	87.6%	669	88.3%
	Sep-16	19	59.4%	673	88.7%	681	89.7%
	Oct-16	25	69.4%	677	89.3%	683	90.1%
	Nov-16	29	72.5%	683	91.1%	691	92.1%
	Dec-16	26	57.8%	661	88.4%	672	89.8%
	Jan-17	28	66.7%	652	87.8%	660	88.8%
	Feb-17	31	77.5%	666	89.4%	676	90.7%
	Mar-17	20	64.5%	641	86.5%	650	87.7%
	Apr-17	16	64.0%	624	85.4%	626	85.6%
	May-17	11	37.9%	591	79.9%	600	81.1%
	Jun-17	9	32.1%	580	78.1%	587	79.0%
	Jul-17	19	55.9%	606	79.3%	615	80.5%
Aug-17	19	59.4%	622	80.1%	630	81.1%	
Benchmarking							
Eastern region			44.2%				

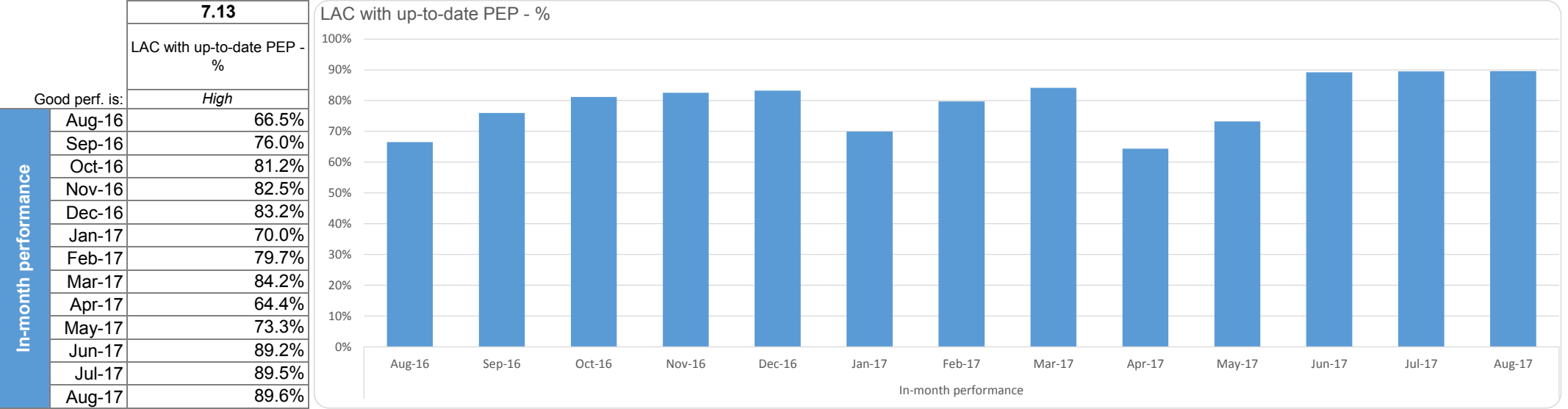


Definition

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 figure for LAC with an up to date PEP mirrors July's as it is all of those undertaken in the Summer Term. The figure for September will fall as the data will be measuring those underaken so far in the Autumn term.



Definition

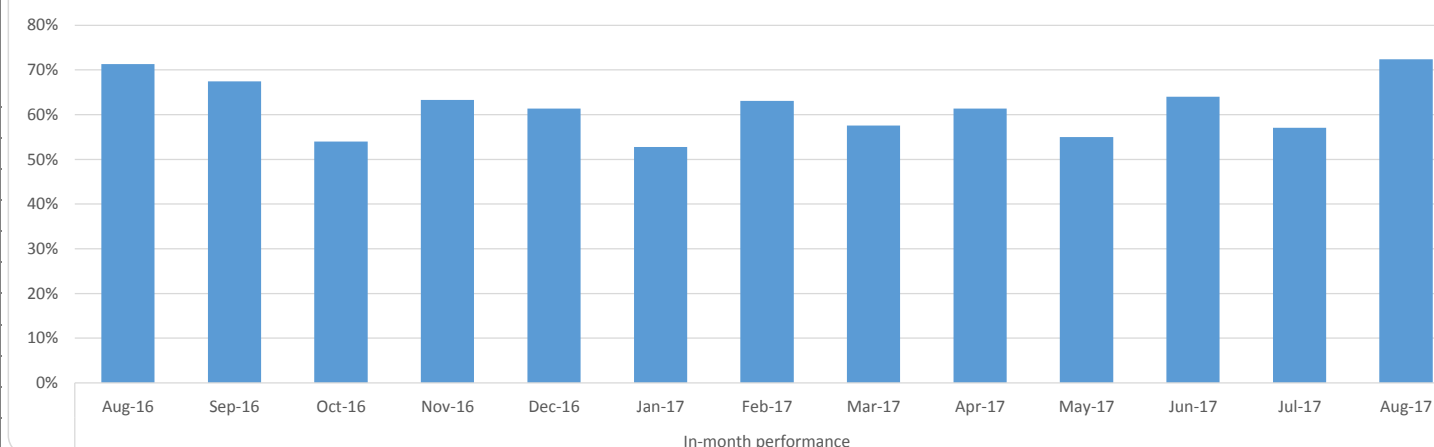
The Child's Voice is a phrase used to describe the real involvement of children and young people. They should always have the opportunity to describe things from their point of view, be continually involved in assessments and planning and have things fed back to them in a way they can understand. There 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

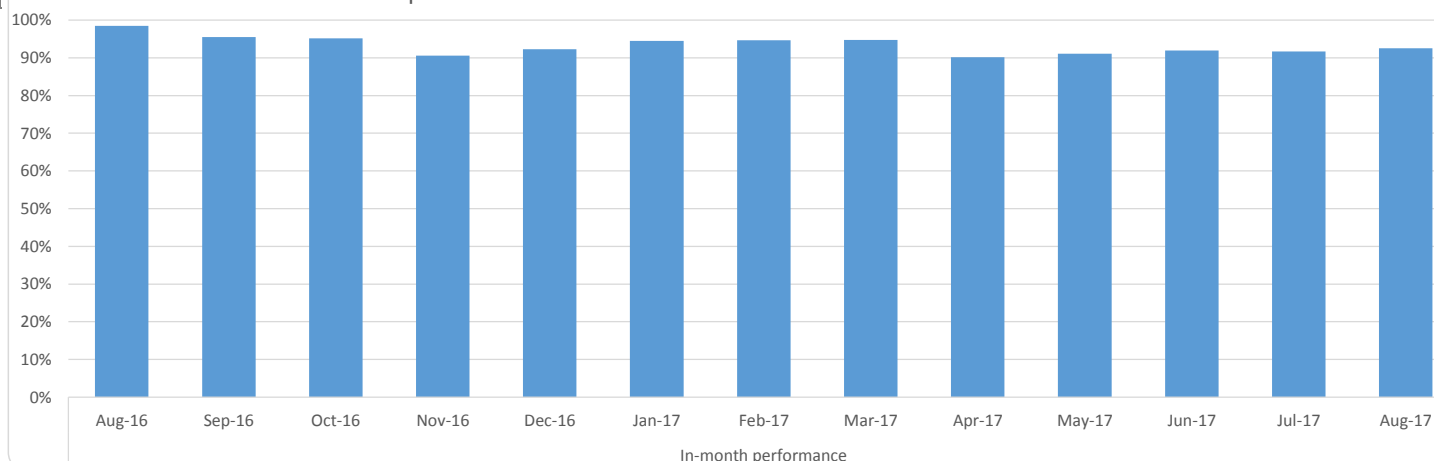
Whilst the percentage of children who attended their LAC reviews has increased significantly, it is too early to conclude that this is solely due to recent work by the Independent Reviewing Service to engage certain cohorts of children, although the impact of this is not dismissed. One reason for the big increase in August is likely be that more reviews are held at the foster home during school holiday times than at other points in the year, and the child would in those cases more likely be within the home and therefore take some part in the meeting. There was a wide variance in the performance across localities with North & Broadland the highest performing at 89.5% and Breckland the lowest at 50%.

		7.17	7.18
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
In-month performance	Good perf. is:	High	High
	Aug-16	71.3%	98.4%
	Sep-16	67.4%	95.5%
	Oct-16	54.0%	95.1%
	Nov-16	63.3%	90.6%
	Dec-16	61.3%	92.3%
	Jan-17	52.8%	94.5%
	Feb-17	63.1%	94.6%
	Mar-17	57.6%	94.8%
	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%

LAC Reviews in month - Child Attended - %



LAC Reviews in month - Child Participated - %



Definition

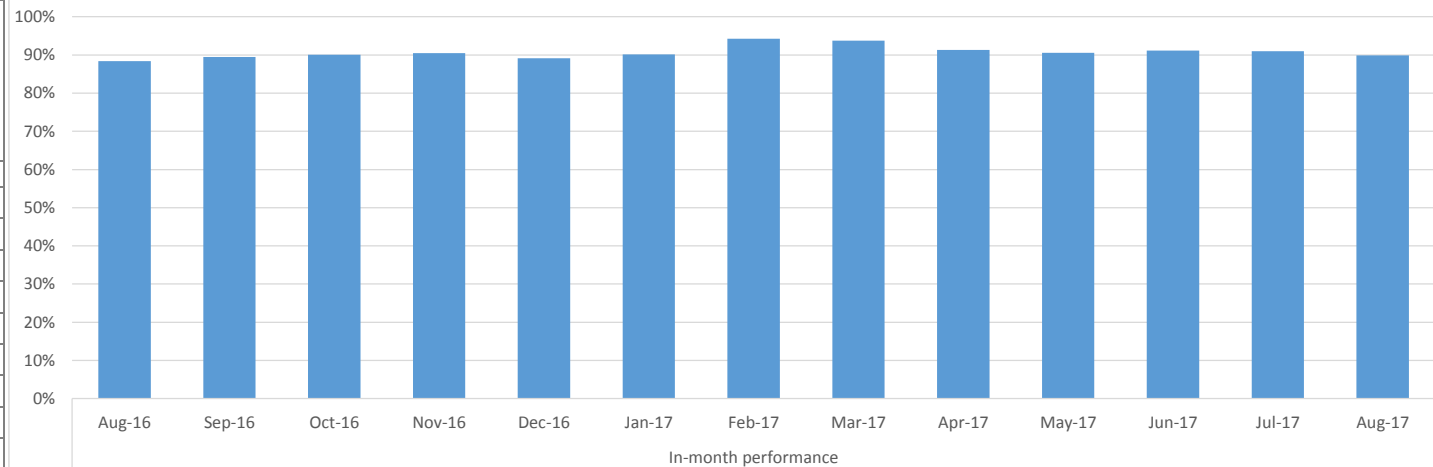
A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.

Performance analysis

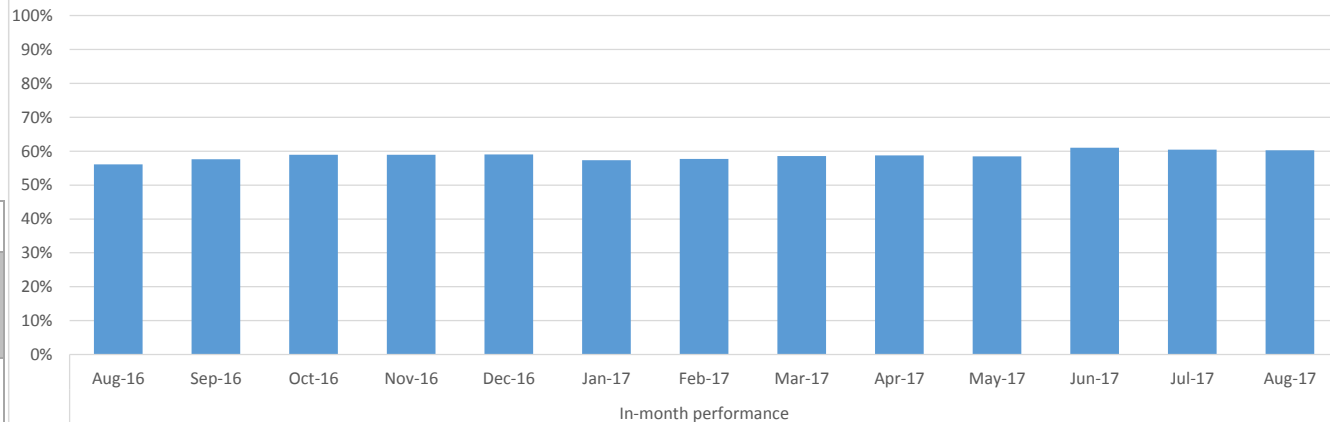
The reporting has not included the young people who are now allocated to the new Breckland Leaving Care team and therefore the county figure regarding the number of care leavers is not accurate. The suitable accommodation and EET figures continue to be above statistical neighbour and national averages. As stated previously there is now a new Learning and Development framework in place for Leaving Care Practitioners to ensure assessment, planning and interventions with young people have positive, aspirational, outcomes,

		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	Aug-16	483	88.4%	56.1%
	Sep-16	484	89.5%	57.6%
	Oct-16	482	90.0%	58.9%
	Nov-16	482	90.5%	58.9%
	Dec-16	488	89.1%	59.0%
	Jan-17	478	90.2%	57.3%
	Feb-17	471	94.3%	57.7%
	Mar-17	463	93.7%	58.5%
	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%

RCL & FRCL in Suitable Accommodation - %



RCL & FRCL EET - %



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	89.9%	88.0%	83.0%	94.0%	
RCL & FRCL EET - %	60.3%	53.0%	49.0%	63.0%	59.7%

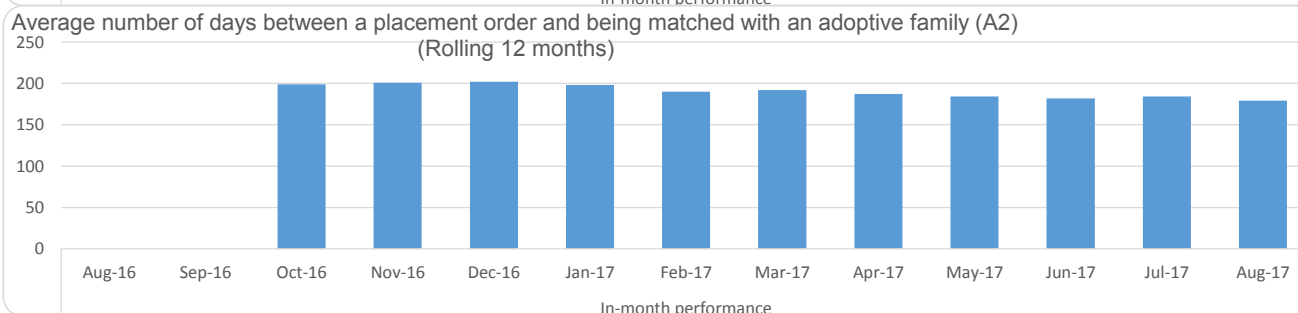
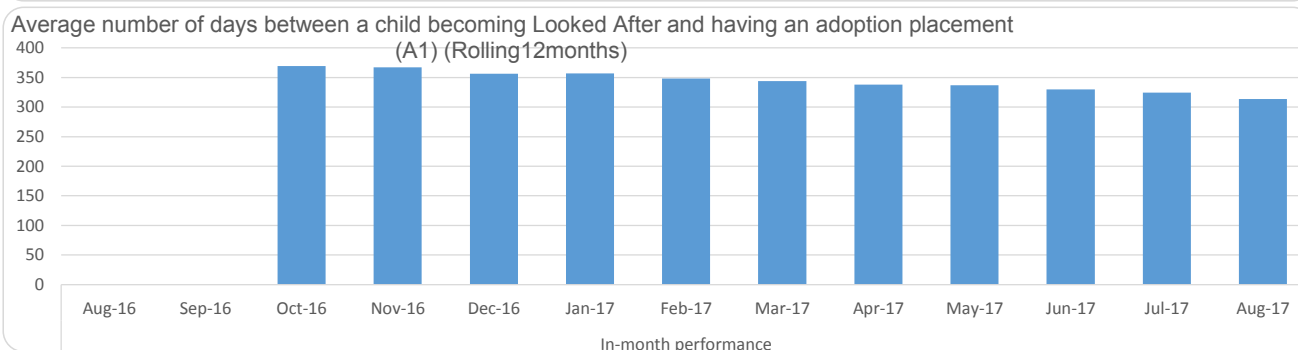
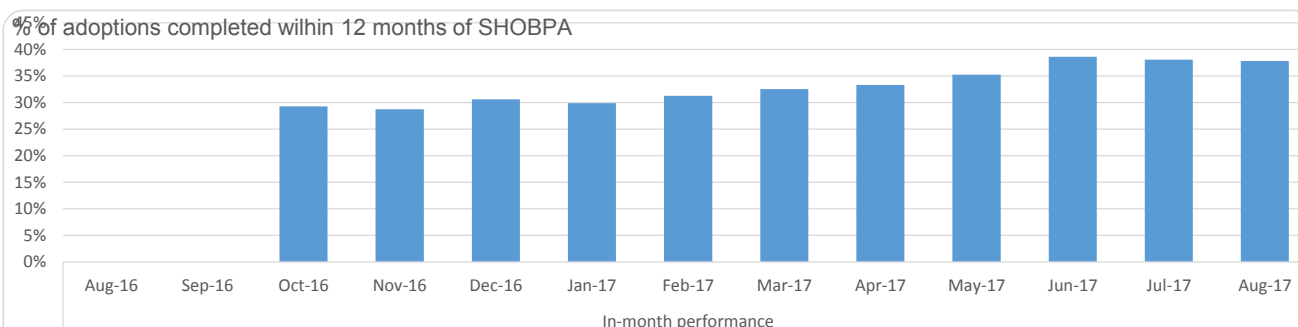
Definition

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

Recent analysis shows that in the past 12 months it took an average of 315 days from stage 1 of the adoption process (child entering care) to stage 6 (child being placed for adoption) which is below the DfE target of 426 days. And whilst we are above the threshold for time between placement order being made and the child being matched to prospective adopters, at 166 days we are performing significantly better than our own statistical neighbour and national 3 year averages, all of which were over 200 days. Their improvement in performance is likely to reflect more use of foster to adopt placements. It is also noted that in the past 6 months 10 of the 120 over 5 years old who ceased to be looked after were adopted (8%) which is an improvement on our 3 year average of 4% for 2012-15 and evidences how the adoption and frontline teams are working hard to ensure that, where it is appropriate, adoption is being supported for older children.

	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) (Rolling 12 months)	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	Aug-16	-	-	-
	Sep-16	-	-	-
	Oct-16	24	29%	369
	Nov-16	25	29%	367
	Dec-16	26	31%	356
	Jan-17	23	30%	357
	Feb-17	25	31%	348
	Mar-17	28	33%	344
	Apr-17	28	33%	338
	May-17	31	35%	337
	Jun-17	34	39%	330
	Jul-17	32	38%	325
	Aug-17	31	38%	313



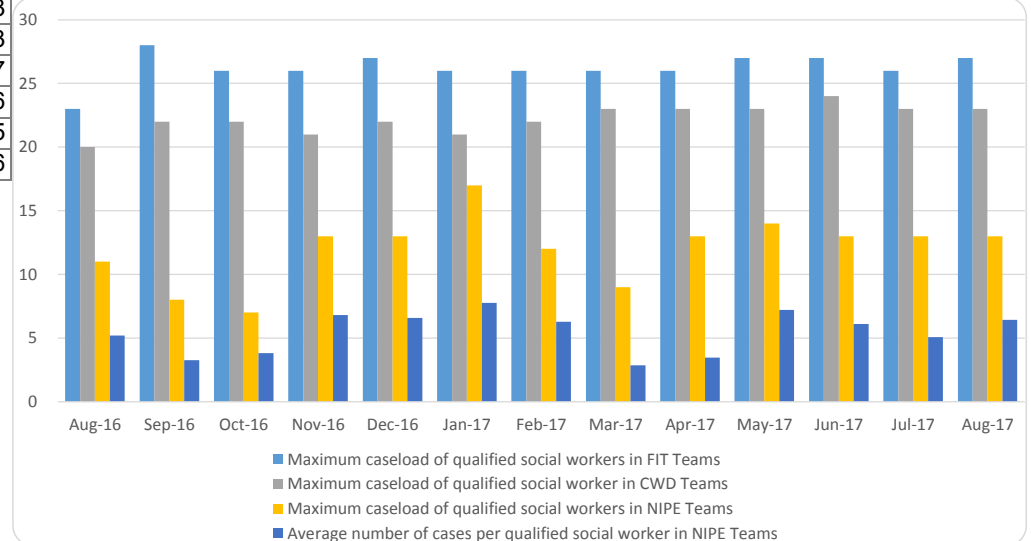
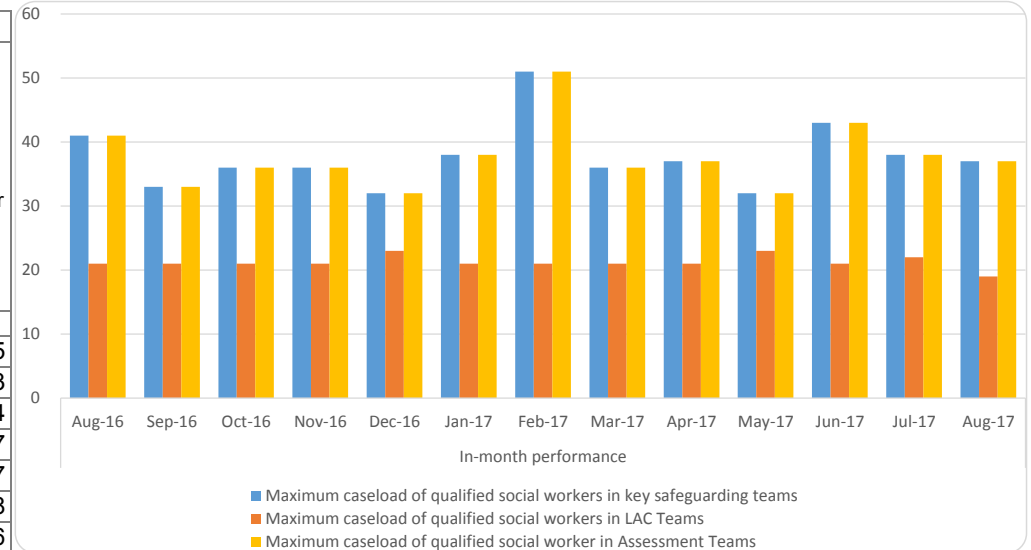
Benchmarking	Eastern region
Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling 12 months)	386
Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	179





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

Performance analysis

As with some of the other data within this report the caseload data is not complete as, due to operational changes, not all teams have been included. Allocations are checked on a weekly basis and any anomalies, particularly around very high caseloads are discussed with team managers and/or Heads of Social Work. Caseloads still tend to be high for some workers within assessment teams and team managers need to ensure they are supporting those workers to manage this and close those cases which have had assessments and need no further social care involvement.

		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	Aug-16	41	21	41	23	20	11	5
	Sep-16	33	21	33	28	22	8	3
	Oct-16	36	21	36	26	22	7	4
	Nov-16	36	21	36	26	21	13	7
	Dec-16	32	23	32	27	22	13	7
	Jan-17	38	21	38	26	21	17	8
	Feb-17	51	21	51	26	22	12	6
	Mar-17	36	21	36	26	23	9	3
	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



Risk Register - Norfolk County Council																			
	Risk Register Name		Children's Service Risk Register														Red		
	Prepared by		Don Evans														Amber		
	Date updated		February 2017														Green		
	Next update due		February 2017														Met		
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Current Direction of Travel of Risk	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
C	Children's Services	RM14284	The amount spent on home to school transport at significant variance to predicted best estimates	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.	04/11/2015	4	3	12	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.	Norfolk County Council have now progressed to the contract 'sign-up' stage with Hackney Community Transport to formally start the 'payment by results' initiative. 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). There was a 'start up' meeting on 2 March between the Passenger Transport Unit, Education Inclusion Service, Special School Headteachers and HCT. First cohorts have been identified by special schools and HCT have been advised. Contract sign-off is imminent and implementation via HCT will progress through the current summer term. Impact and implementation will be from September 2017. The recent budget setting process for FY2017/18 has confirmed that the budget will be increased and, therefore, the risk to achieving a balanced budget has reduced for this reason also. We are, therefore, now forecasting to achieve a balanced budget within FY17/18 and recommend that the risk target score is reduced accordingly from 6 to 4.	2	2	4	31/03/2018		Amber	Chris Snudden	Richard Snowden and Michael Bateman	30/09/2017
C	Children's Services	RM14147	Potential failure to move out of intervention		01/12/2013	2	5	10	Quarterly stocktake meetings are undertaken by Essex, commissioned by the Department for Education. Responsive action plans are designed and delivered following each Ofsted monitoring visit/Essex stocktake. Our Improvement Plan is in place. An Improvement Board has been established to drive and monitor improvement activity. This Board is Chaired by the Managing Director and has a senior level multi-agency	Feedback from the June 2017 monitoring visit was positive with Ofsted identifying progress and expressing greater levels of confidence in key areas of previous concern. As a result of our improvement, Ofsted have assessed that we do not require further monitoring visits and as a result, we will be subject to reinspection in the next 6 months. Feedback from Essex stocktake meetings consistently evidence improvement. The Improvement Board is well established and is ensuring the requisite pace and focus is maintained.	1	5	5	31/03/2018		Green	Matt Dunkley	Don Evans	30/09/2017
D	Children's Services	RM14157	Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.	Lack of NCC capacity and infrastructure to support the back-office functions that Children's Services needs in particular ICT and BIPS capacity limitations	13/03/2014	3	4	12	Corporate sign-up to 'Children First' with all support Departments prioritising Children's Services Replacement Social Care Recording System (Liquidlogic) has been procured.	ICT prioritising Children's Services requests/repairs. Recruitment processess for social workers have been streamlined and are being overseen by an experienced social work manager. A 'virtual team' for Chidlren's Services has been created within BIPS with additional resource added. Liquidlogic project is on and time and on budget	1	3	3	31/03/2018		Green	Matt Dunkley	Don Evans	30/09/2017
D	Children's Services	RM14148	Overreliance on interim capacity	Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.	01/12/2013	2	4	8	Greater understanding of workforce data as it relates to geographical variation and the County as a whole. Review and update of our 'offer to social workers, to include the new social care academy. Where agency staff are working in opeartional teams, we will seek to retain the same worker in each role until a substantive replacement is secured.	HR Business partner is working with corporate colleagues on a suite of key workforce data. The NIPE programme is being evaluated to understand its impact. Greater flexibility is being used around the deployment of NIPE workers. The social care academy has been launched. Agency retention is generally good in realtion to achieving sustainable performance but clearly this implications in relation to costs. IR35 implications are understood and have been widely communicated.	1	3	3	31/03/2018		Green	Matt Dunkley	Don Evans	30/09/2017

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Current Direction of Travel of Risk	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM13906	Looked After Children overspends	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	18/05/2011	3	3	9	The permanence panel and monitoring group are in place and are ensuring the right children are in the right placements. A residential placement panel has been established to ensure specific scrutiny is given to the appropriateness/effectiveness and costs of residential placements. A review of the individual and collective effectiveness of LAC-related panels is being undertaken. All CS costs are rigorously and routinely scrutinised. A centralised, coordinated approach to commissioning is being established.	New Directions edge of care service is now operational. The Head of Service for commissioning is now in post. The numbers of children in residential care are reducing	2	3	6	31/03/2018	↔	Amber	Matt Dunkley	Don Evans	30/09/2017

Children's Services Committee

Report title:	Demand Management & Prevention Strategy: Children's Services
Date of meeting:	17 October 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director of Children's Services
Strategic Impact The Policy and Resources Committee agreed in July '17 that as part of the Council's transformation programme there would be 7 corporate priorities badged under the heading of "Norfolk Futures". The Demand Management and Prevention Strategy for Children's Services is one of those 7 priorities and will be at the heart of transforming children's services and making it both financially sustainable by 2022 and fit for the future.	

1. Executive summary

- 1.1 Rising demand and budget pressures mean the current model of delivery for children's services is not financially sustainable. These pressures are driven largely, but not solely, by high looked after children (LAC) numbers, which are above the average for our statistical neighbours and which have risen steadily over the last five years. There are further pressures driven by high levels of demand for social care services which could be better and more effectively managed at a lower level through the provision of more robust early help services.
- 1.2 In addition, the transformation plans will need to reflect and complement the current Norfolk Safeguarding Improvement Plan, to ensure the current trajectory of improvement in quality is maintained, and issues raised in the last Ofsted inspection continue to be addressed.
- 1.3 This paper outlines the scale of the challenge facing the department and recommends an evidence based approach to investment, service transformation and subsequent cost avoidance, to achieve financial sustainability at the end of four years. The full detail is contained in the Outline Business Case (OBC) which is appended (Appendix 1) and which was presented and approved at Policy and Resources Committee on 25 September 2017.

1.4 Recommendations:

Children's Services Committee is asked to note:

1. That the Demand Management and Prevention Strategy has been agreed as one of the 7 council priorities.
2. That the P&R committee has agreed the allocation of a one-off investment of £12-15m into children's services over the four years, 2018-2022.
3. That the money will be held centrally, overseen by the Director of Finance, and drawn down only in line with the pre-agreed milestones

The Committee is asked to agree to:

4. Receive an annual report on the progress of the transformation programme, in the same cycle as the P&R committee and to scrutinise the plans, spend and savings, against agreed milestones, contained in that report.

2. Purpose of the report

- 2.1 The Children's Services Leadership team has developed an Outline Business Case (OBC) which sets out its preliminary thinking about the transformation of Children's Services. The OBC sets out a programme of transformational change aimed at addressing concerns around rising demand, budgetary pressures and quality through a number of specific and highly targeted work-streams, and then provides a suggested programme of investment to support these. It contains a number of specific targets against each of these workstreams.

3. Background

- 3.1 There are significant financial pressures in children's social care, driven largely, but not exclusively, by the above average number of children looked after by the County and the high overall unit costs. The financial situation, combined with our understanding of future demand mean that the current delivery model is financially unsustainable going forwards and requires a transformational change to the way it operates to ensure that it is fit for the future.
- 3.2 The overall budget for Children's Services in 2016/17 was £161m, which was overspent by £8.575m (reduced by the one-off funding from Public Health of (£1.550m)). The social care element of the 2017/18 budget accounts for approximately £80m; £50m of which is spent on children's placements, with the majority of the remainder being spent on staffing. The 2017/18 budget includes one-off additional £9m growth, mostly for funding pressures relating to Looked After Children (LAC). Despite the additional funding, pressure is already being felt in the service with LAC forecasting a £1m overspend at the early period 2 forecast. This is due to the current LAC numbers and the current mix of services provided.
- 3.3 Looked after children's numbers have increased consistently over the last 5 yrs. from approximately 1015 in March 2012 to 1107 in March 17. Whilst LAC numbers have risen nationally, the rate of the Norfolk increase has exceeded the national picture. Expressed as a ratio, Norfolk looks after 65.9 children per 10,000 head of child population as at 31 March 2017 against an average amongst our statistical neighbours of 52.5. Nationally, our LAC ratio places us 79th, meaning there are 74 authorities with higher LAC ratios than Norfolk.
- 3.4 The projections for LAC numbers are that without some reparative activity or a change to the service model, these numbers will continue to rise over the next 4 year period, leading to an additional 122 LAC by 2022, at an approximate additional cost of £5m.
- 3.5 The placement mix for these children is imbalanced with too many being placed in expensive Independent Fostering Agency (IFA) placements, too few with in-house carers, too many in very expensive residential placements and too many young children in residential placements. Linked to this is an inadequate specialist fostering offer for those children with complex and challenging behaviour.

- 3.6 There is also a recognition within the department, that there are too many contacts coming into the department (largely from a range of professional partners) through its front door and that social workers spend a disproportionate amount of time carrying out assessment of families which either reveal no significant concerns or which are subsequently closed. Without corrective action, this level of activity will continue to rise utilising resources that could be better deployed elsewhere.
- 3.7 In addition to these financial pressures, Norfolk Children's Services Department has a range of statutory duties against which it is monitored and measured via a strong regulatory framework. Within that framework Ofsted inspections in 2013 and 2015 have found the department inadequate, resulting in significant activity to improve performance, structure and the experience of children and young people with the service.
- 3.8 Whilst improvements have been made, our self-assessment and the feedback from external monitoring suggests that we need to increase the pace of change if we are to get to good/outstanding in a timescale that is meaningful to the children and families with whom we work.
- 3.9 In summary, the challenges currently facing the department are set out above, namely, high LAC numbers, high units costs driven by an inappropriate placement mix and a system that allows concerns to escalate when they could probably be more effectively held lower in the system in early help services. We have projected out likely activity levels over a four year period, using reasonably conservative modelling (based primarily around population growth) and this has evidenced how unsustainable the current approach is without some significant changes to the current operating model.
- 3.10 The OBC is based on a successful business model developed by East Sussex County Council, adapted for Norfolk. East Sussex, through implementation of "Transformation and Thrive", made a significant difference to their financial forecast and outcomes for vulnerable families.

4. Proposal

- 4.1 We want to launch and embed an ambitious change programme that is financially sustainable, transformational, long term and which spans across both the Council and the wider children's partnership. We want to build a sustainable system for children's care and well-being in Norfolk, which provides the right level of skilled response to different levels of family need, promptly, cost effectively, and without resources being expended unnecessarily on inefficient and repetitive assessments. Put simply we want to create a step change in existing culture and practice to support more families to resolve their difficulties earlier and make it less necessary and common to have more expensive social care intervention later on in the process. We want to develop and support the wider children's workforce to intervene more effectively and to hold risk more confidently. We will have to achieve this without compromising Children's safety in the process or raising the threshold for admission into care. This will require significant investment in a range of additional services, including some that contribute to a better skilled, more competent and confident workforce.

4.2 To achieve our vision, and based on our analysis, we will work through a number of key work-streams. They are:

4.2.1 We will reduce the numbers of children coming into contact with statutory social care and reduce unnecessary assessments through effective early intervention and more substantial support to hold risk with families below the level of statutory intervention.

We know that it is better and more cost effective to intervene with families earlier, when concerns are beginning to emerge, rather than waiting for them to escalate. We aim to reduce the demand on expensive social work resources, by putting into place a more comprehensive and effective early help service.

4.2.2 We will reduce the number of looked after children over time.

We know that our LAC numbers in Norfolk are high and that they have created significant budgetary pressures within social care which we aim to address through this programme. Some of this work has already begun but we need to increase the pace.

4.2.3 We will recruit more Norfolk foster carers and reduce our dependency on expensive Independent Fostering Agency (IFA) placements to reduce the unit costs of our LAC placements.

We recognise that we are overly reliant on IFA placements for our children and that this creates financial pressures due to the higher costs. We aim to have between 100-160 more children placed with in-house carers by the end of this programme.

4.2.4 We will ensure that more children and young people have the opportunity to experience family life by reducing our use of residential care and investing in specialist, well supported alternatives.

We know that we have too many children placed in children's homes (including those under 11 years) and we will tackle this by increasing the range of placement choices that are made available for children and then better managing the use of those options.

4.2.5 We will ensure that care leavers are better supported primarily through the provision of better, high quality and cost effective 16yrs+ provision.

We will ensure that semi-independent provision for looked after children moving to independence (16yrs plus provision) is commissioned more effectively to provide a high quality level of provision within the identified budgets.

4.2.6 We will invest in the training and development of our workforce to ensure they have the right skills to better support the families with whom they work.

The transformational changes that are required, need a workforce with the skills and abilities linked to our priorities and our work-streams. We need to invest in such training to both improve the quality of the work and to help us achieve the outcomes we have identified.

- 4.2.7 We will manage all of the above work streams within a future operating model which emphasises the need for interventions at the lowest appropriate level and which prevents the need for more expensive high end interventions across the whole social care system.

This new operating model is set out in more detail in the OBC and the link is made with the need for a different set of behaviours or culture to be introduced across the department.

- 4.3 To support this ambitious programme of transformational change, the department is asking for a one- off investment of £12-15m profiled over a four year period. The approach and the investment proposal are based on a successful model that was used in East Sussex and scaled up to match the size of Norfolk.
- 4.4 The OBC sets out a range target for LAC reduction, the number of in-house foster carers and the move away from over-use of residential care into family based alternatives and links these to a range of possible savings.

5. Financial implications

- 5.1 The attached OBC contains a range of demand trajectories (linked to the financial modelling) which range from a “Do Nothing” scenario which would lead to an unbudgeted £5m pa pressure by 2021/22 through to a range of demand and cost management options which could lead to up to £21m less spend than is being projected. This estimate is primarily based upon expected population growth of under 18s combined with a projection based on LAC numbers between 2012 and the current date.
- 5.2 The high-level financial modelling for alternative trajectories link the creation of a financially sustainable social care model to a four year investment of £12-15m.
- 5.3 The sustainability of the model is critical to ensuring that reductions in LAC numbers and improvements to the mix of placements continue beyond the end of the transformation programme.
- 5.4 The proposal is that this money is held in a central pot which the department would then draw down through a formal Investment Draw Down plan in line with key milestones identified in the project plan. Any proposed deviations from the plan would also need to be presented to the Managing Director and CLT for approval in the same way. In the early stages of the programme, there will be two particularly key gateways at which financial assumptions within the plan will need to be tested: January 2018 to review outturn forecasts for Children’s Social Care and the first full year spending plan and January 2019, which will be a part year review of the first year of the programme and make decisions about budget release for year 2. This gateway approach will mean that investment monies are only drawn down if they are needed and will allow CLT to review progress.
- 5.5 The investment, matched against the related savings will be profiled over the four years of the programme with higher levels of investment in the initial years matched against cost avoidance and savings in the latter years. Funding for the investment required will be identified during the budget setting process.

- 5.6 The successful business model developed by East Sussex County Council, “Transformation and Thrive”, made a significant difference to their financial forecast through cost avoidance and savings, as well as the outcomes for vulnerable families. Their report on the impact of the implementation of their programme of change was that for each £1m of one-off investment during the programme, they had a return of £1.5m pa.

6. Issues, risk and innovation

- 6.1 The risks of doing nothing are well rehearsed above and are explored in greater detail in the attached OBC.
- 6.2 We know that reducing our looked after children numbers and the costs associated with them is possible. Other local authorities have successfully tackled high LAC numbers, notably Essex, our nominated Improvement Partner. A previous Norfolk LAC reduction policy saw a decrease of 100 looked after children between 2014-16, although this decrease was not sustained. We have analysed the reasons for this (lack of a supported programme approach, the requirement to make savings within that edge of care service, failure to tackle the required cultural changes) and will be tackling those as part of this transformation programme.
- 6.3 There are significant other risks involved in the transformation programme, some of which are reputational, related to previous under-achievement in such programmes and some of which relate to the scale of the aspirations.
- 6.4 The council has recognised that the successful achievement of the 7 corporate priorities is central to the success of its transformational Norfolk Futures programme. As such, all the programmes will receive support from the Strategy and Delivery Unit and it's this approach, combined with a recognition that such changes require a detailed programme management approach backed up by very tight management and tracking at the highest level within the organisation which will provide the higher guarantee of success.

7. Background papers

Demand Management and Prevention Strategy: Children's Services. Matt Dunkley. Director of Children's Services. Appendix 1.
Caring for your County. Report to Policy and Resources Committee. Wendy Thomson. Managing Director. 3 July 2017.

8. Officer contact

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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.

Demand Management and Prevention Strategy: Children's Services.

Outline Business Case

Table of contents

- 1. Introduction**
- 2. Executive summary**
- 3. Analysis and problem definition**
- 4. Future demand modelling**
- 5. Our vision for change**
- 6. Financial modelling**
 - **No change**
 - **4 potential change trajectories**
 - **Cost of investment**
 - **Cost of programme management**
- 7. Governance arrangements**

1. Introduction

Norfolk Children's Services Department has a range of statutory duties against which we are monitored and measured via a strong regulatory framework. Within that framework Ofsted inspections in 2013 and 2015 have found the department inadequate, resulting in significant activity to improve performance, the structure of the department and the experience of children and young people with the service. Current improvement activity is outlined in the Children Service Improvement Plan which is overseen by the Improvement Board and is supported by Ofsted's improvement offer and our partner in practice, Essex County Council Children's Service.

The trajectory of demand for children's services within our current service response is not financially sustainable. The need for considerable cost savings and the overall operating environment dictate that significant savings will be necessary if the council is to operate within its budget.

The outturn for 2016/17 for Children Services (excluding Dedicated Schools Grant spend) was an over-spend of over £8.575m on a budget of £161.051m; this gives an indication of the level of challenge for the service. This level of overspend was after one-off funding from Public Health of (£1.550m). Additionally, the Dedicated Schools Grant (DSG) required the full use of the DSG reserve and a loan from schools balances of £2.579m to achieve a balanced position. The 2017/18 budget (excluding DSG) is £177.350m, which includes additional £9m growth funding mostly for funding pressures relating to Looked After Children (LAC). Despite the additional funding, pressure is already being felt in the service with LAC forecasting a £1m overspend at 2 forecast.

These factors dictate that pressures cannot be contained within existing models of service delivery, but also, that a transformational change is required to drive up the quality of services to an acceptable level. This outline business case sets out the rationale for one off investment into a transformational approach to children's services to achieve both a sustainable budget by the end of 2021/22 and the requisite quality improvements. The requirement for Service transformation is acknowledged by both Ofsted and Norfolk County Council. It also supports the County Council's ambition to be rated "Good" by Ofsted within 3 year.

2. Executive Summary

This paper sets out the challenges for children's social care (CSC) in terms of the need to achieve long term financial sustainability, drive up quality, the high demand within the system in relation to high looked after children numbers, the placement mix for looked after children, the cost pressures driven by these requirements and the overall financial position of the council. It concludes by proposing a substantial up-front investment in children's services to allow it to improve quality, reduce numbers of children within the system and their cost and to create a model of children's social care that is affordable with the financial constraints NCC faces.

There are high levels of demand within the system, primarily in respect of too many looked after children. 1107 children are currently looked after by Norfolk County Council, a ratio of 65.9 children per 10,000 head of child population. The statistical neighbour average is 52.5 per 10,000 which translates into a rough difference of 216 children.

There are demand pressures in relation to numbers of referrals into the system and the amount of energy that is expended on assessing these referrals, which are often then closed.

The projections for both LAC numbers and contacts and referrals into the system are that without some reparative activity or a change to the service model, these numbers will continue to rise over the next 4 year period.

The placement mix for these children is unbalanced with too many being placed in expensive Independent Fostering Agency (IFA) placements, too many in very expensive residential placements, too many young children in residential placements and insufficient in-house foster carers. Linked to this is an inadequate specialist fostering offer for those children with complex and challenging behaviour.

The placement mix, combined with our high overall average unit costs and high numbers create significant cost pressures which need to be addressed both urgently and in a comprehensive, effective and sustainable manner.

Children's Services net budget for 2017/18 is £177.350m (excluding DSG). The current budget planning assumptions for the next 4 financial years (2018/19 to 2021/22) include:

- (i) £9m of ongoing growth monies from 2018/19 (originally allocated on a one-off basis in 2016/17);
- (ii) savings targets of approximately (£24m) over the next four year period. Cross-cutting items for the whole of NCC are being considered, which may have an impact on departmental savings targets;
- (iii) previously identified savings of (£0.409m) for 2018/19;
- (iv) no funding is allocated for demographic growth from a social care perspective, despite the national trend;
- (v) net expenditure within the Dedicated Schools Grant will break-even and not require any additional funding from NCC.

Approximately £80m of the net budget is allocated to social care and £26m to early help. Of these amounts, c. £50m is budgeted on placements, c. £33m on staffing and c. £23m on other spend areas including targeted preventative interventions and Children's Centres. An additional c. £3m funds Independent Reviewing Officers and Quality Assurance staffing.

The current phasing of the allocated savings targets are (£7.134m) 2018/19, (£6.369m) 2019/20 and (£10.013m) 2020/21 (2021/22 savings have been allocated to earlier years). These represent percentage decreases in budget year on year of 4.0%, 3.7% and 6.1% respectively.

As set out above, the vast majority of spend is either on children's placements or staffing. The major controllable spend is placements, with the volume and mix of placements being probably the key area of focus (based upon our understanding of comparable volume figures across NCC's statistical neighbour (SN) cohort). However, whilst our cost comparators indicate unit costs which are not substantially out of line with statistical neighbours, we still believe that there are further savings that can be driven out in this area through more effective commissioning.

The staffing spend is less easily controlled, but the intention behind the model is that a significant proportion of any potential staff savings can be recycled into better preventative services in either early help or social care to drive down, and continue to drive down, high level (tertiary) demand

It argues that the only realistic way to address these pressures in a sustainable and safe way is through a significant programme of transformational change which seeks to reduce spend to sustainable levels and increase quality to a "good" standard through:

1. Reducing demand for services coming to CSC through the front door (Multi Agency Safeguarding Hub, MASH). This means reducing contacts and assessments all of which are very resource heavy.

2. Reconfiguring the whole system so that work is dealt with earlier and more effectively and at a lower level where problems can be tackled (and hopefully resolved) before they require statutory intervention
3. Earlier intervention by early help services will reduce the amount of work moving through to the tertiary service (statutory child protection and looked after services), thereby reducing cost
4. Driving down numbers of looked after children, to a figure that is in line with SN in the first instance
5. Changing the placement mix for those children who are looked after so that placements are more appropriate for children's needs, are more local and more cost effective. This means increasing the numbers of Norfolk foster carers, decreasing our reliance on IFA placements, identifying more specialist (highly skilled) carers to provide placements for children with more challenging needs and reducing our reliance on residential care by both stopping new admissions and moving some existing children into lower cost family based placements.
6. Addressing unit costs through smarter commissioning delivered through consortia based arrangements.

The proposed model, currently in development, is based on a successful approach that was adopted in East Sussex to tackle similar problems of high LAC numbers, cost and high demand in the system. That model worked well, reducing LAC significantly and contributing to significant costs savings over the three years of the project.

The model is based on a requirement to run existing services at the same time as putting into place a range of early help and diversionary services focused on driving down demand for them longer term. The problem with previously utilised change models is that they have attempted to reduce levels of future demand at the same time as operating the day to day aspects of the department without additional resource.”. The logic behind this approach is that a tightly managed and monitored programme of change that has a range of agreed targets and related metrics, which is robustly managed with tight governance arrangements in place has a high likelihood of success. Learning will be taken from the adult social care Promoting Independence programme that is based upon the principles of investing grant and reserves monies to realign interventions in prevention to reduce demand. The scale of the success, is, based on the East Sussex experience, related to the scale of the one-off investment. In other words, a larger one-off investment has a greater chance of delivering more substantial results whilst more modest investment will yield more limited success.

3. Analysis and Problem Definition

Demand for social care services in Norfolk is high, with numbers of looked after children significantly above the SN averages and higher than average contacts. Numbers of contacts into the system are high (25% above SN average) although referral numbers are in line with statistical neighbours. A lot of resource is expended on above average numbers of SW assessments and child protection investigations which result in no further action

Looked after numbers

There are 1107 children and young people being looked after in Norfolk at the end of March 2017. Norfolk's LAC population has grown by 13% since March 2011 when it stood at 960. LAC populations nationwide have also experienced sustained growth during this time period with a 6% growth nationally between March 2011 and March 2015.

Norfolk's LAC numbers have however, increased against an already high base and have increased at a higher rate than is the case nationally.

Measuring the rate of LAC per 10,000 in the local population allows comparison of the relative size of Norfolk's LAC population against that of other regions. At the end of March **2017**, 65.9 children and young people were being looked after in Norfolk per 10,000 in the local population. The comparative rates were nationally (60/10,000), statistical neighbour group (52.5/10,000) and Eastern Region (49/10,000). Nationally, our LAC ratio places us 79th out of approximately 150 local authorities in England, meaning there are 74 authorities with higher LAC ratios than Norfolk. The table below shows the historic trends for LAC populations both for Norfolk and for our Statistical Neighbours:

Year	LAC rate per 10,000			LAC Numbers	
	Norfolk	Statistical Neighbour Average	East of England	Norfolk	Statistical Neighbour Average
2010	54	46.5	50	890	461
2011	58	47.7	51	960	500
2012	61	49	51	1,015	524
2013	65	50.8	50	1,080	531
2014	69	51.3	50	1,150	527
2015	64	52.4	48	1,070	534
2016	62	52.1	49	1,045	534
Mar-17 (Provisional)	65.9	52.1	49	1106	534

If the Norfolk LAC population were aligned with the average of our statistical neighbour group or the national average, it would translate into a reduction of between 216 and 265 children.

The annual rate of increase for looked after children suggests that if we do nothing, the numbers of looked after children will have increased to 1222 by 2021/22, an increase of 116.

The age profile of Norfolk's LAC population is skewed significantly towards the 10 years and over age groups with this age group representing 46.6% of Norfolk's under 18 population 61.4% of all children looked after. This over representation is however with the national figure of 60% of LAC nationwide being aged 10 years and over.

Placement type

76% of looked after children are placed in foster care, against a national average of 75%, which is a strong position. However, too many of these are in expensive independent fostering agency (IFA) placements as opposed to being with in-house carers. There are a number of different methods for measuring and benchmarking the ratio between in-house and IFA carers, each of which produces a slightly different target. These are all set out below. A minority are in residential care, but this group is too large and there are too many younger children in such placements. The detailed analysis is set out below

Foster care.

Percentage of children in foster care.

The overall % of looked after children in foster care in Norfolk at 76% is in line with regional average of 75%.

Percentage of children in LA foster care to whole LAC population

In Norfolk 445 children are in NCC fostering placements (365 households), 40.5% of the LAC population. A reasonable benchmark is probably to have this at 50%. This would equate to an increase of in-house placements of 100 children.

Percentage of children in in-house/IFA care against the fostered population

823 children are in foster care (excluding SGO). 445 are placed with in-house carers (54%), 378 with IFA (46%). The national average for children placed in non-LA foster care is 25% of the fostered population.¹ A 20% reduction in use of IFA equates to 160 moving from IFA to in-house placements.

An IMPOWER report in 2014 suggested that nationally 68% of fostered children were with in-house carers against 32% with IFA carers². For Norfolk at 54% in –house, this would equate to 114 additional children placed with in house carers. They further concluded that the typical in-house placement was approx. £17,000 per annum cheaper than the equivalent IFA placement³

Residential care

There were 130 young people in residential care in March '17 (reduced to 120 June 17), including CWD. This equates to 11% and 12% of the LAC population respectively. The national average appears to be approximately 10%.

When compared to statistical neighbours our figures appear even higher. The SN average is 11.5% which includes both those in residential care and those in semi-independent 16yrs+ accommodation. Our figure is 15.3%. That equates to a difference of 44 young people, although the figures don't tell us whether this is all residential numbers or a mix of residential and semi-independent.

There are 20 children under 11yrs in res care, which is 15.5% of the residential LAC population (1 CWD). The national average for 0-9yr olds is 3%. Our % for 0-9yrs appears to be 6% (8 children). However, there are only 140 children in residential care in this age band, across the country. This is less than one in each authority. This is too high.

Contacts, referrals and SW assessment activity

As outlined earlier, contact numbers for the department (cases which are referred to us, but prior to a decision being made whether it constitutes a referral or could be simply noted or referred onwards) are approximately 25% above average, although this is not translated into high referral numbers which are in line with averages. Social work teams carry out more SW assessments than they should.

Numbers of contacts into the system are high (25% above SN average) although referral numbers are in line with statistical neighbours. A lot of resource is expended on above average numbers of SW assessments (493 per 10,000 against 455 for SN) and child protection investigations which result in no further action (54% against 45% for SN). Whilst this picture is mixed, it suggests more work is required to damp down low level contacts with the department and the high number of SW assessments and CP investigations which lead to no further action (currently 53%) suggest that an enhanced early help service combined with clearer work on thresholds could reduce work within the system. This view would certainly replicate the view that the high LAC numbers could/should be reduced by making more practical and lower level support available to families at an earlier stage. Section 4 on demand modelling will begin to address this.

4. Future Demand Modelling

This section looks at current demand within the wider context of likely future demand. It examines likely growth models based on population projections and existing trends. It then examines a number of models of demand reduction which can then be linked to indicative cost savings, with the caveat that this is not an exact science and predictions can only ever be that. The importance of a range is therefore important.

¹ Cumbria Sufficiency Strategy. 2015-2018

² Ofsted quote 67% and 33% respectively in "Fostering in England 1 April 2014 to 31 March 2015, Ofsted, December 2015, www.gov.uk/government/statistics/fostering-in-england-1-april-2014-to-31-march-2015".

³ Not clear whether the report calibrated for complexity of needs. Note the difference in in-house percentages

The section then posits how the proposed Transformation Programme is based on not simply reducing demand but also diverting demand to lower levels within the system. This means adopting an approach that, through investment, builds early help and preventative services which can divert young people from expensive Tier 4 services into early help services which prevent escalating demand.

The chart below explains Norfolk LAC numbers in the context of current and future projections based on population growth and straight line projections and places them within the context of best (Derbyshire) and worst (Isle of White) performing statistical neighbours. The table refers to LAC numbers per 10,000 head of child population, referring to a ratio rather than absolute numbers. For completeness sake, the numbers are included in the table immediately following.

For modelling purposes we have used 5 trajectories as follows:

- Trajectory 1. “Do nothing.” This maps likely demand, based upon a combination of population growth and historical trend since 2012, which takes account of the impact of the LAC reduction strategy but not the trend of significant growth in previous years, 1222 LAC
- Trajectory 2. Based on reducing to the projected statistical neighbour average, 1016 LAC
- Trajectory 3. Based on reducing to the current statistical neighbour average, 927 LAC
- Trajectory 4. Based on reducing to the projected best performing statistical neighbour, 784 LAC

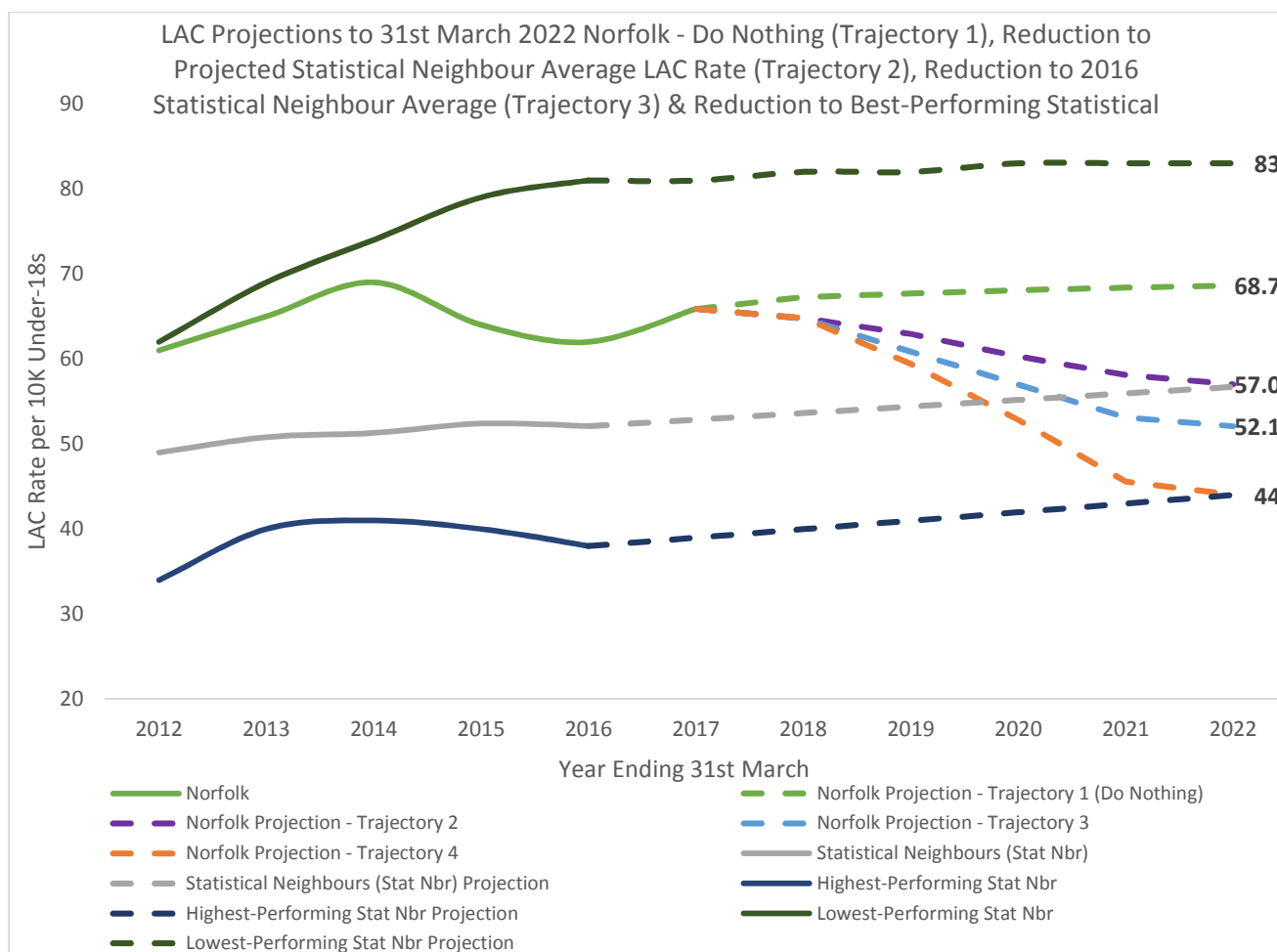


Table 1. LAC rates per 10,000 under 18yrs

The following table provides a diagrammatic illustration of the above chart, with key numbers included. It provides data on 4 trajectories, the first doing nothing, the second, third and fourth

providing models with different levels of ambition (and possibly realism) with reductions modelled in different years.

	LAC numbers	LAC rate per 10,000	LAC in foster care
Figs at March 17	1107	65.9	821
Projection at March 18	1107	64.8	821
Trajectory 1 – Do nothing			
18/19	1137	66	978
19/20	1169	67	1005
20/21	1197	67.9	1029
21/22	1222	68.7	1051
Trajectory 2 – Reduction to Projected 2022 Statistical Neighbour Ave. LAC Rate			
18/19 -2%	1085	62.9	805
19/20 -3%	1052	60.3	780
20/21 -2.5%	1026	58.2	761
21/22 -1%	1016	57.1	753
Trajectory 3 – Reduction to 2016 Statistical Neighbour Ave. LAC Rate			
18/19 -5.25%	1049	60.9	778
19/20 -5.25%	994	57	737
20/21 -5.75%	937	53.1	695
21/22 -1%	927	52.1	688
Trajectory 4 – Reduction to Best-Performing Statistical Neighbour Rate			
18/19 -7.5%	1024	59.4	759
19/20 -10%	922	52.8	683
20/21 -12.75%	804	45.6	596
21/22 -2.5%	784	44.0	581

As can be seen from the table above the difference between the “Do Nothing” projection of 1222 LAC and the most ambitious projection of 703 LAC is 519 children.

The scenario of doing nothing would suggest an additional 115 looked after children in 4 years, creating an additional placement cost pressure of approximately £5m pa. The most ambitious projection could lead to a saving in placement costs of approximately £21m pa.⁴ Both of these scenarios make clear that the option of “doing nothing” is not a realistic option within the current climate.

The second aspect of demand management for looked after children is the management of the placement mix for those who are looked after. The key pressures here have already been laid out: too many children in IFAs, too few in-house carers, too many children in residential units and too many of those are under 11yrs. The circumstances that led to this situation are complex with no one single cause and there is therefore no single solution. IFA incursion into the authority appears to be at a higher rate than in some neighbouring authorities apparently resulting from a period

⁴ Approx. costs / savings are high level calculations based on average unit costs and savings will be offset by any alternative provision required (to be modelled)

when IFAs were actively encouraged by NCC CS to invest in Norfolk. Under investment in the in-house fostering recruitment team will have played a role. Less robust decision making will have contributed to high LAC numbers in residential as will have a lack of robust intensive fostering placements as alternatives, poor support to in-house carers and the absence of a robust approach to monitoring and changing those placements as needs have changed. The high LAC numbers themselves will have affected the whole placement mix, making the department more reliant on IFAs and other alternatives to its own provision due to the sheer scale of the numbers.

There are a number of models which are available to assist with thinking about a change in placement mix.

As set out in the analysis section, there are different ways of estimating what the in-house fostering numbers should be, with the conclusion being that to put ourselves in line with statistical neighbours, between 100 and 164 more children should be placed with our own carers and not be placed with IFA carers. This equates to a 25-33% increase in the number of children placed in-house. This requires a significant leap in the numbers of in-house carers that Norfolk needs to recruit. However, the cost benefits of moving from IFA placement to in-house are approximately £15k pa equating to a potential cost saving of between £1.5-2.5m

Adjusting the placement mix by moving between IFA and in-house carers generates some savings. The bigger savings are however likely to be found in reducing numbers of children in residential care, moving from high cost to lower cost residential care and finally moving from residential care to high spec intensive fostering placements. The table below provides the average costs of each of these placement options and illustrates the scale of potential savings.

Norfolk average unit costs compared to CIPFA⁵ national average:

	In-house fostering	Independent fostering agency	In-house residential⁶	External residential cost	Specialist fostering
Weekly average cost	£498	£802	£2,504	£3,637	£1,400
Annual average cost	£25,967	£41,818	£130,564	£189,640	£72,999
CIPFA Benchmark Data Sept 16					2016/17 average

	Average LAC placement cost (including semi-independent)	Average LAC placement cost (excluding semi-independent)	CIPFA Average LAC placement cost (excluding semi-independent)
Weekly average cost	£968	£959	£1,014
Annual average cost	£50,473	£50,004	£52,893
CIPFA Benchmark Data Sept 16			

The proposal is to develop a detailed model which maps the move of children from high cost to medium cost residential, medium cost residential to foster care, IFA to in-house care and ultimately from care to home. The detailed modelling and cost/benefit analysis of this will be developed in phase 1 of the project.

Referrals, contacts and assessments

The data suggests that whilst our referral numbers are not disproportionately high, we carry out too many assessments and too many of our child protection assessments result in no further action. This type of activity does not carry the same direct costs as becoming looked after, but it does

⁵ CIPFA refers to the Chartered institute of Public Finance Accountancy, which is a benchmarking group that allows authorities to compare services by providing data on cost and volume.

⁶ In-house residential is not always fully utilised due to the needs of a placed child / young person (e.g. one LAC placed in a two-bedded unit) – this has the effect of increasing the average unit rate.

mean that we are tying up valuable staffing resource inappropriately and that we are intervening with too many families, which in itself can generate unnecessary work within the system. Child protection assessments (54% of which result in no further action) are an extremely expensive and time consuming resource that with a better more robust approach could be better deployed in other areas.

Our projections indicate once again that without a different approach this work will increase steadily over the next four years.

	Number of contacts	Referrals	Single assessments	Children with CP plans
Figs at March 17	34786	8257	8278	582
Projection at March 18	34786	8257	8278	582
Trajectory 1 – Do nothing				
18/19	38500	8855	8026	584
19/20	38952	8959	8121	591
20/21	39387	9059	8212	597
21/22	39757	9144	8289	603
Trajectory 2 – Reduction to Projected 2022 Statistical Neighbour Ave. LAC Rate				
18/19 -2%	34090	8092	8112	570
19/20 -3%	33068	6878	6896	485
20/21 -2.5%	32241	6706	6723	473
21/22 -1%	31918	6639	6656	468
Trajectory 3 – Reduction to 2016 Statistical Neighbour Ave. LAC Rate				
18/19 -5.25%	32960	7824	7843	551
19/20 -5.25%	31971	6650	6667	469
20/21 -5.75%	31172	6484	6500	457
21/22 -1%	30860	6419	6435	452
Trajectory 4 – Reduction to Best-Performing Statistical Neighbour Rate				
18/19 -7.5%	32177	7638	7657	538
19/20 -10%	28959	6874	6891	485
20/21 -12.75%	25267	5998	6013	423
21/22 -2.5%	24635	5848	5862	412

Future trends

Whilst we don't know what additional externally driven pressures the department will experience, history tells us that the pressure is generally upwards not downwards. Recent initiatives which have increased demand (and therefore cost pressures) on children's social care include: increasing numbers of asylum seekers, Southwark judgement which led to most homeless 16-17 year olds becoming looked after, Staying Put arrangements which drove more 18+ looked after children to remain with their foster carers, and increasing responsibilities for 18+ care leavers amongst others.

5. Our Vision for change

We want to launch and embed an ambitious change programme that is transformational, long term and which spans across both the Council and the wider children's partnership. We want to build a sustainable system for children's care and well-being in Norfolk, which provides the right level of skilled response to different levels of family need, promptly, cost effectively, and without resources being devoted unnecessarily to inefficient and repetitive assessment. Put simply we want to create a step change in existing culture and practice to support more families resolve their difficulties earlier and make it less necessary and common to have more expensive social care intervention later on in the process. We want to develop and support the wider children's workforce to intervene more effectively and to hold risk more confidently. We will have to achieve this without compromising Children's safety in the process or raising the threshold for admission into care. This will require significant investment in a range of additional services, including some that contribute to a better skilled more competent and confident workforce.

Whilst there are clear financial imperatives for transforming social care practice to a sustainable model we also believe that a redesigned system should be able to create the conditions in which good service can thrive and deliver better outcomes for children, families and the wider community with:

- Leadership, management and governance
 - Better outcomes for all children and young people
 - a more confident and skilled workforce that can build stronger families, more resilient, less dependent on services and better able both to nurture their children and to contribute to their communities
 - recruitment of high quality social workers
 - embedded performance management framework driving improvement and embedding learning
 - high quality performance and management information being used to inform and drive a more commissioning based approach to services
 - A children's social care system which is affordable.
- Improve the experiences of children looked after
 - Improve placement choice for looked after children ensuring that more are placed with families, less are in residential care and that the appropriate placement of younger children is prioritised and that all children have access to advocacy
 - Increase the number of foster to adopt placements and ensure timeliness to achieving adoption
 - Improve packages of support for foster households
 - Enhance offer of support around education, employment and training
 - Strengthen IRO roles and ensure team capacity to work with timeliness
 - Prioritisation of the timeliness for health assessments
 - Launch of Skills for Independence programme
 - Improve the Keeping in Touch arrangements for all care leavers
- Strengthening help and protection
 - Better outcomes for those children who are in our care
 - Consistent and clear thresholds including clear transitions (step up/step down)
 - New edge of care service
 - Improvements in the quality of child protection and child in need plans reducing risk
 - Continued use of Signs of Safety alongside safeguarding practice
 - Comprehensive review of the MASH and alignment of Early Help within MASH
 - Peer-audit and mentoring model within performance and quality framework to include early help
 - Strengthen the multi-agency missing and CSE function within the MASH
 - Improve the safety planning processes of Children Looked After in Norfolk placed by other local authorities
 - high quality performance and management information being used to inform and drive a more commissioning based approach to services

This is a complex transformation programme which has many interrelated elements and dependencies which involve not just the Council but a wide range of partners. Within the Children's Services Department a number of services and teams need to be involved in the work and we are linking governance of the transformation programme with that for our wider programme of service reviews and strategic developments.

The key work streams within the programme will be as follows

We will reduce the numbers of children coming into contact with statutory social care and reduce unnecessary assessments through effective early intervention and more substantial support to hold risk with families below the level of statutory intervention.

This feature will be one of the most challenging to establish, and a number of service and strategic developments will need to make a contribution. However, this will both reduce current work in the system in the longer term and manage down the future demand pressures that have been predicted which are not financially sustainable.

In particular:

We need to review the role of children's centres to identify more effective ways of reaching out to all families potentially at risk, identifying the young children who are most at risk and targeting effective support towards them. A key, difficult, balance will need to be struck between universal reach and targeted support so that potentially at risk families can be engaged well without stigma (ie through universal service) while ensuring effective targeted support is provided where it is needed.. The review will also need to consider how far the children's centre workforce might be able to contribute to effective key working coordination/broader support for families with multiple problems.

We need to review how early help works to consider how the current resources, might be used more effectively and with the most accurate targeting.

We need to review how social care works to look at how the expertise of social workers can be enhanced and better aligned to the early intervention workforce in both identifying and managing risk, and making a difference for children and families. The level of investment in this support as opposed to direct social care provision/intervention for those with a higher level of need will need careful consideration.

The individual service reviews will not only contribute to the development of the early help strand; they will also be informed by it in their turn. In particular, decisions by the overarching programme team and Executive Board about the groups of children and families to be targeted for early help in the transformation programme, and the allocation of additional resources, will need to be taken into account within individual service reviews and developments, particularly children's centres, early help, edge of care and families with multiple problems.

We will reduce the number of looked after children over time

More children will be better supported to remain with their families. Looked after children will be reduced over a four year period by up to 400 children.

This will be achieved by continuing to develop support to families which are on the edge of breakdown, providing sophisticated therapeutically based support to families who are in the highest need, by putting support into families at the earliest possible time to reduce the need for more expensive provision at a later stage and by actively supporting increasing numbers of children to return to their families where it is appropriate and safe to do so.

Establishment of new **Edge of Care Service** which will support children, young people and families at point of crisis and prevent accommodation where it is safe to do so, supporting short term intensive

engagement with families and early reunification for those who do become accommodated in such circumstances.

The use of external investment through a **Social Impact Bond** to increase support to families with the most complex needs which are on the edge of breaking down.

We will recruit more Norfolk foster carers and reduce our dependency on expensive IFA placements to reduce the unit costs of our LAC placements

We aim to place between 100 and 164 more children with in-house rather than IFA carers over a four year period.

This will be achieved through considerable additional investment in the fostering recruitment service, by developing a more commercial approach driven by specialist marketing expertise, by better supporting in-house carers through the provision of targeted specialist support and training to carers both those new to the service and to experienced carers who are looking after our most challenging children, by working alongside non council specialists where there is an evidence base of success and through a very tight programme of tracking and monitoring within the recruitment service.

We will ensure that more children and young people have the opportunity to experience family life by reducing our use of residential care and investing in specialist, well supported alternatives.

We aim to reduce the number of children in residential care from 130 (March 17) to 80 by the end of the four year period.

We will achieve this by better care planning and monitoring of children in residential units, by the provision of specialist support aimed at moving them into family based care and then better supporting them when they are there, by commissioning (internally and externally) specialist highly trained and supported carers able to care for children with the most challenging behaviour, by ensuring that there is a better range of support available to foster carers to prevent the breakdowns that often lead such children into residential care.

We will invest in the training and development of our workforce to ensure they have the right skills to better support the families with whom they work.

We recognise that to achieve such improvements and the savings that accompany them, we need to have a highly trained and skilled workforce, trained in a range of evidence based interventions, which is able to deliver our vision.

We will achieve this through a systematic programme of training for all key staff, focusing especially on the role of front line managers.

We will manage all of the above work streams within a future operating model which emphasises the need for interventions at the lowest appropriate level and which prevents the need for more expensive high end interventions across the whole social care system.

In many respects, the vision ends where it began which is about intervening early to better support families before there is a need for expensive and intrusive high end social care interventions. It recognises that to assess more families than is necessary is both expensive, resource hungry and inappropriate. The feedback from our improvement partners in Essex has been that reducing this level of monitoring is the correct approach, partially because of the risk it creates of scooping families up into the social care system inappropriately.

The intention is to create a complete paradigm shift that works actively across the range of services to ensure that need is identified and met earlier, that families under pressure are provided with the

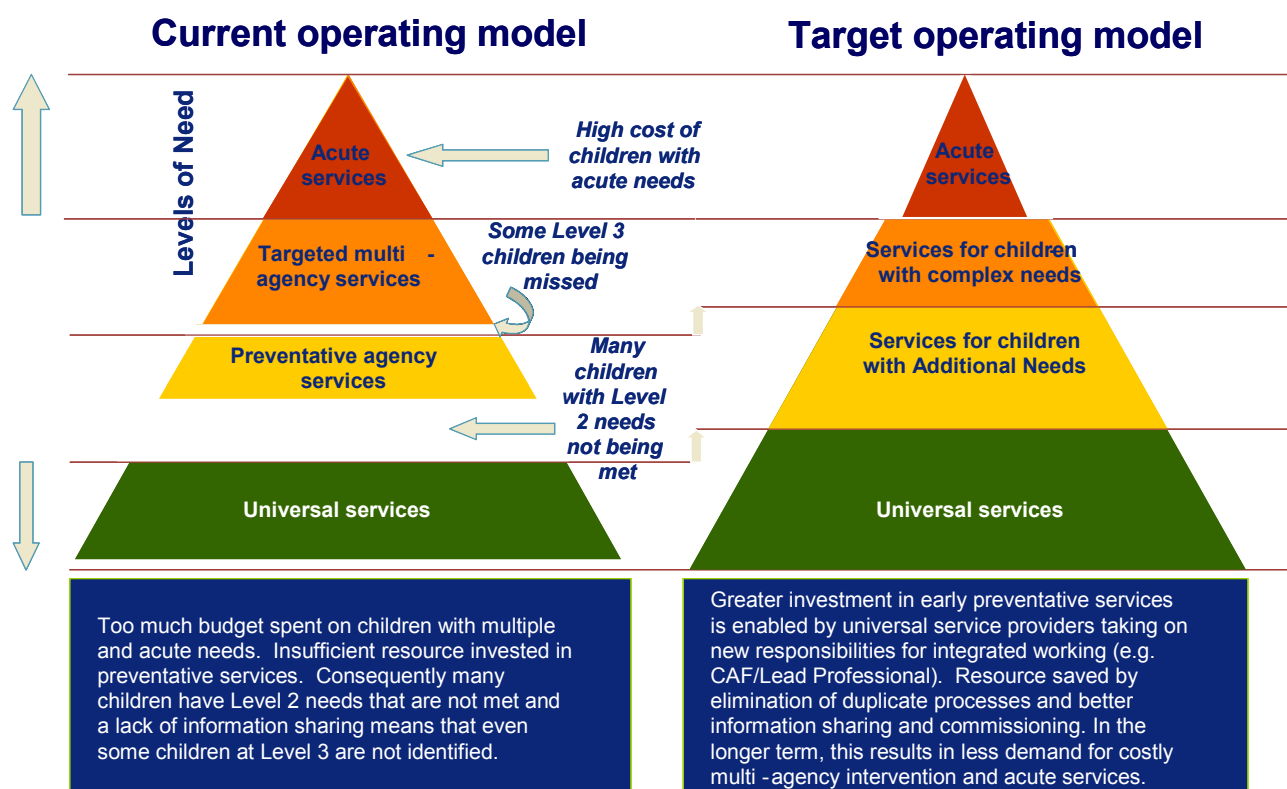
support they need when they need it and to prevent the escalation of families with difficulties into the statutory social care services.

At the most obvious level, it is about keeping more children at home with their families, but it is much more wide ranging than this. It involves supporting schools and other universal services to better support children and their families without having to refer onto early help and social care. It will work through the whole system adopting the same approach to forcing down demand and supporting services at lower levels to support families.

It will however, work within Norfolk's agreed threshold guidance to ensure that decisions are appropriate, that children remain safe and that importantly partner agencies understand the approach being taken and the rationale. Ensuring clarity of application of thresholds is key to this approach. Equally, partners must have confidence in the quality of services being offered and we anticipate that once this has been achieved it will begin to reduce the pressure to escalate cases in a bid to ensure that concerns are recognised and responded to appropriately.

The model below is a diagrammatic representation of how we anticipate this new approach working. In due course we hope to be able to attach numbers into some of these tiers to better illustrate the direction of travel and then to evidence the changes.

Figure 5



Finally, is the importance of **cultural change** within this transformation programme. We recognise that a culture has developed within the service, the wider organisation and amongst partners that has influenced behaviour and contributed at some level to the issues that we are now aiming to address. For example, rising LAC numbers are linked to a paucity of targeted edge of care type services, but they are also linked to a culture that is sometimes not challenging enough about alternatives to care and that is unwilling to manage risk in a different way. This is not unusual and more so it is quite common in authorities under intervention.

6. Financial modelling

The financial model for this business case is based around the following:

- A projection of the likely cost to the council of doing nothing, based primarily around demography, increasing LAC numbers and associated placement costs
- A projection that looks at a range of financial scenarios following the 3 savings trajectories identified earlier
- The detail of the investment required to deliver the savings and improvements based on the East Sussex model scaled to match Norfolk
- The estimated programme costs for establishing the programme over the coming 8 months, including some costs to ensure the robust running and management of the programme over the four year period.

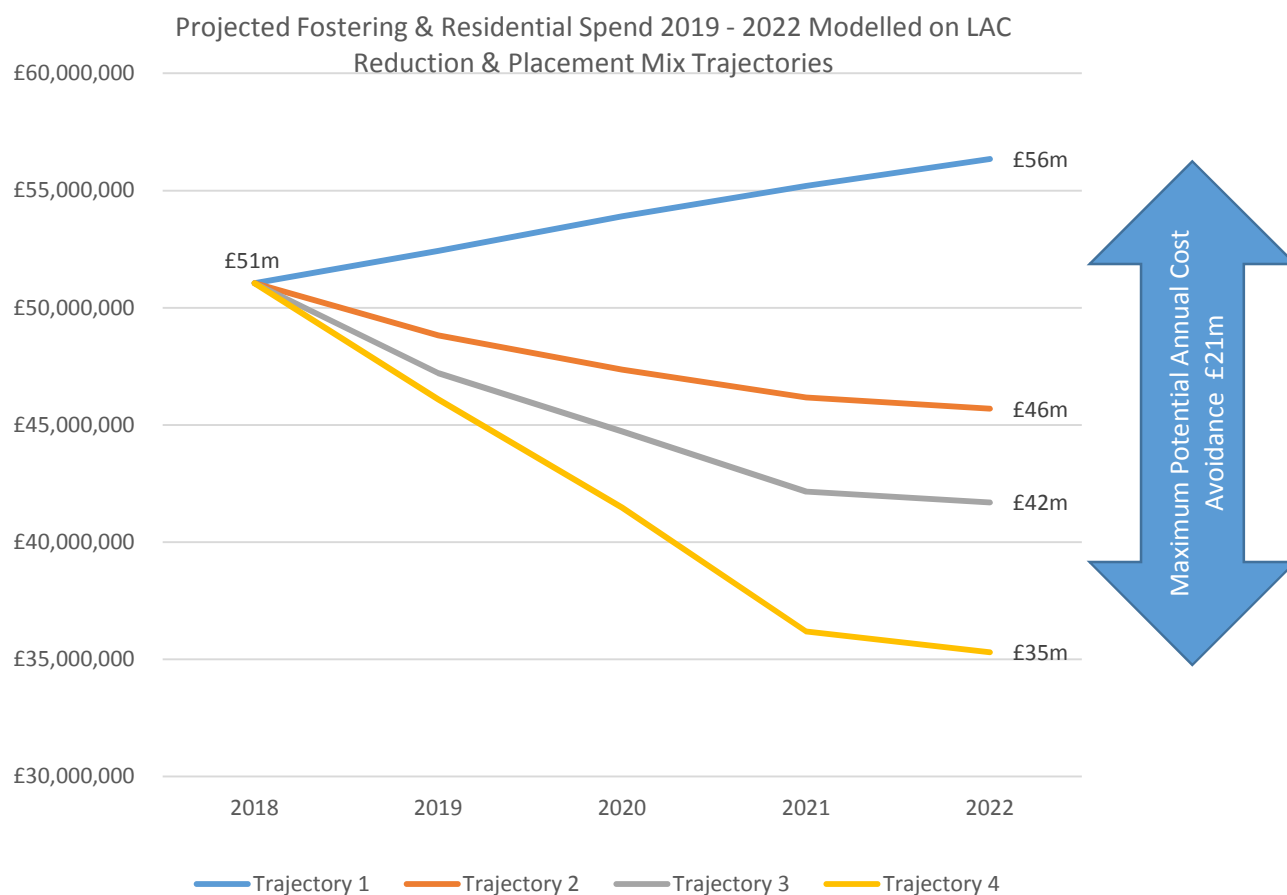
Cost projections based on doing nothing.

The outturn figures for 2016/17 with associated over / (under) spends, and the 2017/18 budget are set out below. The significant change in the social care budget from c. £70m to c. £80m year-on-year is primarily due to additional funding allocated through the budget planning process to meet additional demands within the service. This funding was originally allocated on a one-off basis, and is now proposed to become recurrent funding as part of the 2018-22 budget planning cycle.

Summary	17-18 Budget £m	16-17 Budget £m	16-17 Outturn £m	16-17 Over / (Under) spend £m
Social Care	80.241	69.660	82.759	13.099
Early Help	26.294	28.886	26.537	(2.349)
Education	36.855	36.627	35.872	(0.755)
Performance and Challenge	4.160	4.030	4.365	0.335
Capital Charges, Pensions (Schools) & Grant Funding (Education Services)	27.358	20.039	19.348	(0.690)
Other	2.442	1.809	0.745	(1.065)
Service Total	177.350	161.051	169.626	8.575

Based on the do-nothing scenario identified above and additional 115 LAC by end of 2022 would cost approximately an additional c. £5m of placement costs. In addition to these costs, the authority would also incur further staff costs, e.g. additional social workers and independent reviewing officers.

Cost projections



Key:

Trajectory 1	Do Nothing,
Trajectory 2	Reduction to 1016 LAC, Projected 2022 Statistical Neighbour Average LAC Rate
Trajectory 3	Reduction to 927 LAC, 2016 Statistical Neighbour Average LAC Rate
Trajectory 4	Reduction to 784 LAC, Best-Performing Statistical Neighbour LAC Rate



Please note that the cost projections are based on reducing the volume of LAC placements and moving towards the CIPFA average placement mix (with the exception of trajectory 1, 'do nothing', which presumes the current placement mix. Any move to the placement mix will take time to implement due to the need to recruit and train in-house (including additional specialist) foster carers and to develop the market to provide alternative options. Any additional ongoing costs of support for a child and / or family will reduce savings made. These projections do not include staffing savings that would be expected with reduced workload, which should offset some or all of the alternative interventions / support in the longer term

Conclusions on projected savings model

A number of different projections were provided to illustrate the savings that could be made through four different approaches but also in recognition that there is no exact science to this work and the plans can be affected, positively or negatively, by a range of external factors which are beyond the control of the council.

Trajectory 1 suggests that if we did nothing the additional cost pressures arising purely from LAC costs would amount to approximately c. £5.3m pa by 2022.

Trajectory 4 is the most ambitious with an estimate of both cost avoidance and savings c. £21m pa by 2022. However, this may not be achievable given that this would bring NCC in line with the projected performance of NCC's best performing statistical neighbour with a reduction in LAC numbers of over 30%.

Conversely, trajectory 2 is the least ambitious, but still requires a significant reduction (over 16%) in the volume of LAC placements, which in turn could generate estimated placement savings and cost avoidance of c. £10m pa by 2022.

Trajectory 3 is a mid-range trajectory and provides an estimate of cost avoidance and savings c. £14.6m pa by 2022.

The financial modelling presumes the placement mix achieved for trajectories 2 to 4 is mid-way between NCC's current placement mix and the CIPFA average mix.

As further work is undertaken to produce more detailed financial models, the approach will be to segment the data into cohorts of children and young people to clarify the work-streams that are expected to impact on the outcomes for each cohort and to identify the expected financial and non-financial outcomes.

Investment requirement for 4 years of project.

Using the East Sussex programme as a model, one-off investment in the region of £12-15m across 4 years would seem an appropriate figure. This will include capital investment to support development of appropriate provision. The scale of Norfolk's challenge to solve is far greater than East Sussex faced; Norfolk's child population is approximately 60% higher than East Sussex, whilst East Sussex's LAC population was approximately 56% of the Norfolk numbers when their programme began. East Sussex achieved a reduction of nearly 12% of their LAC numbers (622 to 548), but the trajectory of 'doing nothing' would lead to an increase of 115 that needs to be avoided purely to prevent any further pressure. On the basis of the East Sussex level of investment, £1m of one-off investment could potentially see cost avoidance of £1.5m by 2022. This financial benefit was achieved through significant improvements in performance across a wide range of indicators as a result of the one-off investment, including the reduction in LAC placements and associated costs.

The suggestion is that this money is held in a central pot which the department would then draw down in line with key milestones identified in the project plan. These milestones would be developed further following the more detailed set up work. It is proposed that an Investment Draw Down Plan be developed during the first three months of the programme. This plan will be presented for approval to the Managing Director and CLT. Any proposed deviations from the plan would also need to be presented for approval in the same way. In the early stages of the programme, there will be two particularly key gateways at which financial assumptions within the plan will need to be tested: January 2018 to review outturn forecasts for Children's Social Care and the first full year spending plan and January 2019, which will be the first full year review of the programme. This gateway approach will mean that investment monies are only drawn down if they are needed to support the transformation and there will be opportunities for CLT to review the progress of the plan prior to approving release of further funding.

We have yet to finalise the profiling of the investment over the period, but we are keen to start the project as soon as possible in recognition of previous concerns around lack of pace, an acknowledgement that such complicated projects are always slow to deliver and the need to press ahead with delivering on the savings. At the very least, we anticipate beginning to pull down some of the programme support money as soon as approval has been given. This would allow us to front load some of the planning and project management, as well as the data analysis that will be key to the project's success. We would then expect to front-load the investment to be able to invest in services for children with complex and additional needs (in line with the target operating model), which would then see increases in the cost reductions in the latter years of the programme.

Our financial profiling will be developed to avoid future revenue pressures and return to financial sustainability. Some savings, possibly from staffing as NCC moves towards the target operating model, will be used to pay for the additional services that have been put into place to realise the savings on an ongoing basis; this is to ensure sustainability of the model. The intention is that whilst the early stages of the project will rely primarily on the one-off investments, as savings begin to be realised, those additional services will increasingly be paid for from within that savings pot. The intention is that by the end of the programme, the profile and configuration of the service model will have been radically altered such that a sustainable alternative model has been put into place and that this is truly transformation in nature to reflect the breadth of our vision.

Programme costs

We know from our previous experiences in Norfolk (which were less successful) and those in other authorities that have achieved substantial organisational change, including East Sussex that ensuring that there is adequate support for the department's transformation programme is one of the keys to its success.

The programme support element of the costs will be relatively modest in comparison to the work stream supports. Whilst not fully identified yet, they will be split into two phases: the set up phase and delivery phase.

The set up phase will start immediately following approval and will run for approximately 6-8 months. This phase will however include aspects of the delivery, phase 2.

The delivery phase will require different types of support to both support the project delivery and to ensure that it is effectively monitored and reported.

The set up phase will require funding for:

- Assistant Director level support to establish the project
- Project management support
- Financial management support
- Data analysis support.
- Administrative support to project (from within existing resources).

7. Governance arrangements

As one of the seven corporate priorities this project will comply with the governance arrangements related to those other corporate priority programmes.

Graham Genoni

10/7/17

Children's Services Committee

Report title:	Strategic and Financial Planning 2018-19 to 2021-22
Date of meeting:	17 October 2017
Responsible Chief Officer:	Matt Dunkley – Interim Executive Director of Children's Services

Strategic impact

This report provides an update on the Service Committee's detailed planning to feed into the Council's budget process for 2018-19. The Council's budget setting activity is informed by a range of documents including the Medium Term Financial Strategy, and the County Council Plan, which is currently being updated. Together these help to set the context for the Council's medium term service and financial planning, which will support the development of a robust, balanced budget for 2018-19.

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees. It provides an update on the Council's budget setting process, and sets out details of the actions required by Service Committees to enable the Council to set a balanced budget for 2018-19.

Recommendations:

Children's Services Committee is recommended to:

- 1. Note that the budget planning assumptions for 2018-19 are unchanged from the September 2017 Children's Services committee Strategic and Financial Planning 2018-19 to 2021-22 paper;**
- 2. Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3 and 4;**
- 3. Agree that there are no planned or proposed savings for 2018-19 which could be implemented during 2017-18 to provide an in-year saving in addition to those already reflected in the forecast position and reported as part of the September 2017 Children's Services committee Strategic and Financial Planning 2018-19 to 2021-22 paper;**
- 4. Consider and agree whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;**
- 5. Agree proposed new savings for 2018/19 (Table 4), for recommendation to Policy and Resources Committee, including those which will require consultation.**

1. Introduction

- 1.1 The Council's approach to medium term service and financial planning includes a rolling medium term financial strategy, with an annual budget agreed each year. The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m.
- 1.2 The MTFS position is updated through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation. As previously reported to Committees, Policy and Resources Committee considered a

report “Strategic and Financial Planning 2018-19 to 2021-22” on 3 July 2017, which set out a forecast gap of £100.000m for the period to 2021-22.

- 1.3 This year, the budget-setting process is closely aligned with development of the new Council Plan and associated corporate strategy work, to be completed in the autumn. Further details of this were set out in the report “Caring for your County” and in the Strategic and Financial Planning reports considered by Policy and Resources Committee.
- 1.4 This report builds on the position reported to Service Committees in September and represents the next stage of the Council’s budget planning process. In particular, the paper sets out details of the saving proposals identified for 2018-19 and subsequent years, for the Committee’s consideration.

1.5 **2017-18 budget position**

- 1.5.1 The latest details of the 2017-18 budget position are set out in the budget monitoring report elsewhere on the agenda. The Council’s overarching budget planning assumptions for 2018-19 continue to assume that the 2017-18 Budget will be fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends).

2. 2018-19 Budget planning

2.1 2017-20 Medium Term Financial Strategy

- 2.1.1 County Council approved the 2017-18 Budget and the Medium Term Financial Strategy for the period 2017-18 to 2019-20 on 20 February 2017. The Medium Term Financial Strategy to 2019-20 set out a balanced budget for 2017-18, but a deficit remained of £16.125m in 2018-19, and £18.890m in 2019-20. The Medium Term Financial Strategy’s aim is to ensure a balanced budget to aid forward planning and help mitigate financial risk. The Medium Term Financial Strategy position is shown in the table below.

Table 1: Budget surplus / deficit as reported to Full Council on 20 February 2017

	2017-18 £m	2018-19 £m	2019-20 £m
Additional cost pressures and forecast reduction in Government grant funding	74.212	58.719	52.819
Council Tax base increase	-19.853	-14.722	-9.338
Identified saving proposals and funding increases	-54.359	-27.872	-24.591
Budget gap (Surplus) / Deficit	0.000	16.125	18.890

- 2.2 The £58.719m assumed cost pressures and forecast reduction in Government grant funding in 2018-19 consists of:

- Inflationary cost pressures for pay and non-pay budgets of £11.548m
- Legislative changes of £22.891m including responsibilities at the time anticipated relating to the improved Better Care Fund, and pension revaluation costs
- Demographic cost pressures of -£2.866m. Demographic pressures in Adult Social Services were offset by the fact that additional funding for Children’s Services was one-off in 2017-18 and so reversed in the plans for 2018-19. This pressure has subsequently been made ongoing during 2018-19 budget planning
- NCC policy changes of £2.552m
- Forecast funding reductions of £24.594m

- 2.3 It should be noted that the budget gap of £16.125m in 2018-19 assumes a CPI (1.9%) increase in council tax above the 3% Adult Social Care precept, based on the assumptions

used by the Government at the time of the 2016-17 local government settlement. Any reduction in this increase will require additional savings to be found. The assumed increases in Council Tax for the Adult Social Care Precept and inflation (the OBR forecast of CPI) are set out in the table below. It should be noted that currently CPI is running at 2.6%¹ and the Council awaits guidance from the Government on the council tax referendum threshold for 2018-19. The assumed council tax increases are of course subject to Full Council's decisions on the levels of Council Tax, which will be made before the start of each financial year. In addition to an annual increase in the level of Council Tax, the budget assumes modest annual tax base increases of 0.5%

2.4 The Medium Term Financial Strategy (MTFS) for 2017-20 agreed by Full Council in February therefore set out a forecast gap for the years 2018-19 and 2019-20 of £35.015m and included planned net savings of £72.737m. Detail of these savings is shown in Appendix 1.

2.5 Latest forecast budget gap 2018-19

2.5.1 As reported to Service Committees in September, since the preparation of the Medium Term Financial Strategy, further pressures on the budget have been identified, resulting in changes to the Council's budget planning position. In September Service Committees also considered the budget planning principles for 2018-19. Alongside the assumptions about Council Tax, other key assumptions within the Council's current budget model include:

- a) That Revenue Support Grant will substantially disappear in 2020-21. This equates to a pressure of around £36m, but significant uncertainty is attached to this and clearly the level of savings required in year three could be materially lower should this loss of funding not take place
- b) 2017-18 Budget and savings delivered in line with current plans (no overspend)
- c) Use of additional Adult Social Care funding during 2017-18 and future years as agreed by Adult Social Care Committee 10 July 2017
- d) 2017-18 growth in Children's Services is included as an ongoing pressure
- e) Ongoing annual pressures will exist in waste budgets
- f) Council tax increases are agreed (subject to annual decision by Full Council) as shown in the table above for 2018-19 to 2020-21 (including Adult Social Care precept in 2018-19) with no increase in council tax in 2021-22
- g) Moderate council tax base growth over the period of the MTFS

2.5.2 The latest estimate of the budget gap for the four year planning period up to 2021-22 is £100.000m. The table below sets out the summary County Council forecast position. Further details of the budget planning changes as reported to Policy and Resources Committee are shown in the September report to this Committee.

¹ UK consumer price inflation: July 2017, published by the Office for National Statistics:
<https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/july2017>

Table 2: Norfolk County Council budget gap forecast

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Gap as at MTFS February 2017	16.125	18.890	0.000	0.000	35.015
New pressures	13.135	-6.897	20.773	21.366	48.377
Funding changes	-11.612	5.998	42.343	0.000	36.729
Savings changes	0.878	0.535	-10.000	0.000	-8.587
Council tax increase (1.99% 2020-21, 0% 2021-22)	0.000	0.000	-7.657	0.000	-7.657
Council tax base growth (0.5%)	0.000	0.000	-1.914	-1.962	-3.877
Revised gap as at P&R July 2017	18.526	18.526	43.544	19.404	100.000
Reallocate year 4 saving to years 1-3 (split 20/60/20)	3.881	11.642	3.881	-19.404	0.000
Total new savings to find (in addition to savings in 2017-18 MTFS)	22.407	30.168	47.425	0.000	100.000
<u>Note: Budget planning assumes:</u>					
Forecast council tax	373.535	382.873	392.445	394.407	n/a
Forecast increase in council tax in budget planning (including ASC precept, council tax increase and council tax base growth)	14.723	9.338	9.572	1.962	35.595
Council tax increase	1.9%	2.0%	2.0%	0.0%	
Adult Social Care precept increase	3.0%	-	-	-	

2.5.3 The budget position and the associated assumptions are kept under continuous review, and will be updated to reflect any changes arising from the Government's Autumn Budget, or further information about the Council's funding position as it becomes available. Reports on the latest financial planning position will be presented to Policy and Resources Committee up until budget-setting by County Council in February.

2.5.4 The outline budget-setting timetable for 2018-19 is set out in Appendix 2 to this report.

2.6 Allocation of savings required

2.6.1 The following table sets out the indicative savings by department (excluding Schools and Public Health) as reported to the Committee in September.

Table 3 Allocation of new MTFS 2018-22 savings required by Committee

Allocation of new 2018-22 MTFS savings by Committee excluding Schools and Public Health	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Adult Social Care	-1.477	-11.480	-18.047	0.000	-31.004
Children's Services	-7.134	-6.369	-10.013	0.000	-23.516

Communities	-2.461	-2.197	-3.454	0.000	-8.112
Environment, Development and Transport	-6.663	-5.950	-9.353	0.000	-21.966
Policy and Resources	-3.553	-3.172	-4.987	0.000	-11.712
Business and Property	-0.362	-0.323	-0.507	0.000	-1.192
Digital Innovation and Efficiency	-0.757	-0.677	-1.064	0.000	-2.498
Total	-22.407	-30.168	-47.425	0.000	-100.000

2.6.2 The following table sets out the indicative savings by department (excluding Schools and Public Health) as reported to the Committee in September.

3 Committee response

3.1 In September, Children's Services committee reviewed the current budget position, including considering service-specific budgeting issues. Relevant issues noted and agreed were:

- a) Pressure within the placements budget due to volume and mix for children who are looked after, in line with Children's Services nationally
- b) Pressure as a result of the numbers and complexity of support for children with Special Educational Needs and alternative education for permanently excluded pupils
- c) The current focus upon the Improvement Plan to move the service out of inadequate and towards a good OFSTED rating
- d) The department's response to the current financial challenges is through a number of strategic initiatives focused on demand management, prevention and early help, that is expected to lead to better outcomes for children as well as a reduction in the cost of formal care arrangements

3.2 September's Policy and Resources committee considered and approved the recommendations in the paper "Demand Management & Prevention Strategy: Children's Services". These recommendations:

- Approved Children's Services Demand Management and Prevention Strategy as one of the seven council priorities, to be delivered through a transformation programme;
- Agreed one-off investment of £12-15m over four years to enable the transformation programme, with funding for the investment to be identified during the budget setting process;
- Agreed that funds will be held centrally, overseen by Executive Director of Finance, and drawn down only in line with pre-agreed milestones.

This transformation is required provide better outcomes for children and families through focusing on providing families with earlier targeted help where needed, ensuring that the referrals to social care are the right referrals, and increasing permanence for children. This will be a more sustainable system that focuses on timely, cost effective and efficient service provision, resulting in enabling future identified budget savings to be achieved through reducing the number of children looked after and the unit costs for each child looked after.

3.3 The Integrated Performance and Finance monitoring paper elsewhere on the agenda, reports increased forecast of costs for children who are looked after as at the end of August (period 5). Improvements in the robustness of social work practice is leading to an increase in the volume of looked after children in the short to medium term, which is combined with difficulties in sourcing appropriate placements from the market. A key part of the transformation programme will be sufficiency in the market to ensure that the department has the right placements available when they are needed.

4 2018-19 Budget

- 4.1 Children's Services have committed to savings of £5.504m in this financial year, and further savings of £0.409m in 2018-19. These savings are forecast to be achieved in 2018-19, with the exception of those included within the Budget Gap forecast for 2018-22 not being achievable due to changes in service needs; this position was reported to the Committee in September.
- 4.2 When considering what changes to service provision could be made to meet the allocated savings targets for Children's Services (see table 3 above), our priority has been to ensure that the plans to transform services through the one-off investment are not undermined. Therefore, savings have not been proposed that meet the full targets allocated in each year, because the view is that any others would have a detrimental effect upon the department's ability to undertake transformational change.
- 4.3 The first consideration for savings has been further efficiencies and ensuring that the service is utilising resources effectively. The subsequent area of consideration has been whether additional income can be secured for services that we can charge for. Proposals brought to the committee have avoided reducing preventative services and early intervention activities that are targeted at the most vulnerable families in need of our support.

4.4 2018-19 Budget Proposals

- 4.4.1 **Reduction in legal expenses to ensure that we are getting legal advice only when we need to and that it is provided by a legal professional at the right level**
2018-19 £0.142m saving; 2019-20 £0.142m saving

Why is this being considered?

Improvements are currently being made to the robustness of social work decision making, and it is expected that this will lead to social workers only engaging legal services at the most appropriate time.

What would be required?

Guidance to social workers will be updated to provide clarity as to when legal advice about cases should be sought to ensure that we are getting legal advice only when we need to. Additionally, through work with legal services, Children's Services will ensure that when legal advice is needed, it is provided by a legal professional at the right level so that the Council are not paying more than needed to for legal advice.

What are the implications of the proposal?

The cost of legal advice for the department should reduce whilst ensuring that appropriate advice is sought at the right time and provided by a legal professional at the right level.

- 4.4.2 **Increase income received for Early Years training through charging more than we currently do**
2018-19 £0.090m saving

Why is this being considered?

Early years training provision has previously been reviewed with changes made to the charges for training courses that the Council sells to nurseries, pre-schools and other early years providers. The Council has the power to offer training for all early years providers and is able to impose reasonable charges when securing such services. The Council is required to secure appropriate training provision for specific groups (such as those who are judged less than 'good' by OFSTED) and to ensure that providers are able to access training around the Early Years Foundation Stage, SEND/Vulnerable groups and

Safeguarding. The Council should enable providers to choose where and how they take up training or quality improvement.

What would be required?

A review would be undertaken of the training courses that we currently sell to nurseries, pre-schools and other early years providers, alongside a review of the charges.

What are the implications of the proposal?

Children's Services early years training offer will be a more traded and commercialised programme. This will mean that those early years settings that choose to access the training offer will be charged more for the provision than they are currently charged, thus increasing the income received and reducing the net cost of the service to the Council.

**4.4.3 Reduce the reliance on agency social workers through the recruitment of more permanent social workers and improved retention of existing staff
2019-20 £0.200m saving**

Why is this being considered?

Children's Services currently relies significantly upon agency social workers and managers whilst work is undertaken to improve recruitment and retention of permanent staff. Additional funding has previously been allocated to offset the additional costs of agency workers.

What would be required?

Actions to improve rates of recruitment and retention are already being taken, and these actions have been effective. This activity includes recruiting, inducting and supporting newly qualified social workers through the Norfolk Institute of Professional Excellence; in effect "growing our own". These roles are supernumerary and the programme provides newly qualified social workers with additional support whilst they build up workloads and gain hands-on experience. This programme is key to the department being able to recruit and retain staff, and needs to be funded on a recurrent basis.

What are the implications of the proposal?

As the permanent workforce increases there will be less need to use agency workers, which will reduce the additional costs currently being incurred that are over and above the normal establishment costs for social workers. This proposal is expected to make savings in 2018-19, but this initial release of funding will be utilised to provide recurrent funding for the supernumerary Norfolk Institute of Professional Excellence posts, which will ensure sustainable long-term recruitment. The remainder of the saving will be released in 2019-20.

**4.4.4 Implement the Demand Management and Prevention Strategy transformation programme to achieve better outcomes for the children and young people involved in our services and to reduce the numbers that we look after, which will ultimately lead to a reduction in how much we spend.
2019-20 £1.000m saving; 2020-21 £2.000m saving; 2021-22 £2.000m saving**

Why is this being considered?

The numbers of children who are looked after has significantly increased in recent years, along with the cost of providing appropriate care and support. We want to ensure that the right care and support is being offered at the right time to the right people. As part of the Norfolk Futures programme, Policy and Resources committee has agreed significant one-off investment to develop earlier targeted help where needed and to re-balance the placement mix available to meet the needs of the children and young people who do require care, which should result in a more sustainable system that provides better outcomes for children and families

What would be required?

Investment in the Demand Management and Prevention Strategy transformation programme will be required, as detailed in 3.2 above. This will include improving support to families to prevent children and young people from coming into care, and increasing the numbers of children who are fostered, particularly by foster carers who work directly for Norfolk County Council

What are the implications of the proposal?

Over the life of the transformation programme, it is expected that the department will see a reduction in the number of children and young people who are looked after. This will be due to families being better supported to stay together and, where this not possible, there will be an increase in permanence arrangements.

Additionally, it is expected that the placement mix for those children who do need to be looked after will change to see a shift towards foster care, particularly in-house foster care, and away from expensive, residential placements. This should lead to a reduced unit cost per child looked after.

The reduction in numbers of children who are looked after and the reduction in unit cost will generate savings.

- 4.4.5 **Remodel the children's centre service offer to provide a more targeted response to families through working more closely with our other services and partners, for example by sharing buildings, and by focusing their work on the families that need them most**
2018-19 £2.000m saving; 2019-20 £3.000m saving

Why is this being considered?

The current delivery model provides universal Children's Centre service access to all families in Norfolk and is delivered from both dedicated buildings and via a number of outreach locations. There is now an opportunity to consider how improved integration and collaboration between both universal and targeted support services to ensure that the appropriate response is provided to the right family at the right time.

What would be required?

Remodelling of the Children's Centre service for Norfolk is part of the Local Services Strategy corporate priority work, and will look at how other properties within the public estate can be utilised to support effective delivery of this service whilst making better use of available resources. That work will begin for the 18-19 financial year with our current providers and partners.

It is envisaged the result would be services being provided more flexibly through effective joint working, including closer alignment with our library service and Public Health commissioned Healthy Child Programme. Ensuring that appropriate provision is made available to the most vulnerable families and communities will remain the key priority of the Children's Centre Service

What are the implications of the proposal?

Children's Centre service providers already undertake a detailed needs analysis to identify vulnerable groups. The redesigned service will be more focussed on those target groups recognised through this local needs analysis. The provision of targeted information, guidance and support will be determined in collaboration with the Healthy Child Programme and Social Care teams to ensure that each family that requires it receives an appropriate and effective response to meet their needs. It may also involve a scaling back of the universal offer from the Children's Centre service in some instances from 2018/19 onwards.

Parents and children accessing Children's Centre Services will continue to be able to access a range of information, advice, guidance and support, including an increased offer from on-line support. For those in need of face to face support, this would be provided on a targeted outreach basis, as well as support being available via phone and on-line. This would apply to vulnerable families and communities living in both rural and urban areas.

- 4.4.6 The following table sets out a summary of the savings proposals for Children's Services committee to consider for recommendation to Policy and Resources committee:

Table 4: New 2018-19 Saving Proposals

Proposal Note: savings are shown as a negative figure	Saving 2018-19 £m	Saving 2019-20 £m	Saving 2020-21 £m	Saving 2021-22 £m	Total 2018-22 £m
Reduction in legal expenses	-0.142	-0.142			-0.284
Early years training	-0.090				-0.090
Reduced reliance on agency social workers		-0.200			-0.200
Reduced Looked After Children's costs		-1.000	-2.000	-2.000	-5.000
Children's Centre service	-2.000	-3.000			-5.000
Total new Children's savings	-2.232	-4.342	-2.000	-2.000	-10.574

- 4.4.7 Committee discussions about proposed new savings will be reported to Policy and Resources Committee in October 2017, and used to inform development of the Council's 2018-19 Budget to enable an overall assessment of the budget position to be made.
- 4.4.8 Due to the lead in times and the need for consultation, it is not proposed that any new savings proposals could be delivered any earlier than 2018-19.
- 4.4.9 However future savings will be considered as part of the Norfolk Futures programmes and there may be the potential for savings to be brought forward when more detailed business cases have been prepared.
- 4.5 2018-19 Budget proposals requiring consultation**
- 4.5.1 Over the autumn Norfolk County Council will begin engaging residents in a discussion about the council's ideas for the future. We will be giving people the chance to hear more about how Norfolk County Council could change in the future, ask questions and offer their own ideas and aspirations for the county. As well as feeding in their views online, opportunities for people to find out more and contribute their ideas will include a series of roadshows where people can get involved and share their thoughts face-to-face.
- 4.5.2 Whilst it's important to focus on what Norfolk County Council will look like in the future we also have an immediate need to set a balanced budget for 2018/19. Our budget proposals for 2018/19 are based on the assumption that council tax will increase overall by 4.9% (1.9% for general council tax and 3.0% for the Adult Social Care precept). As in previous years we are inviting comments on this approach via our consultation hub on Citizen Space.
- 4.5.3 Where any of our individual budget saving proposals require consultation we will publish them on the Council's consultation hub, Citizen Space. We will make any consultation documents available in other formats on request, make extra effort to find out the views of people who may be affected and carry out impact assessments. Our consultation will take place between November and the new year. Consultation feedback on both individual budget proposals and council tax will be available for Committees in January.

- 4.5.4 We will promote opportunities for people to get engaged in the discussion around Norfolk County Council's ideas for the future – as well as how to have their say on budget proposals and council tax - through the Your Norfolk residents magazine, news releases, online publications and social media.
- 4.5.5 As part of the 2018-19 budget planning process, we will need to consult on the proposal to remodel the Children's Centre service offer.

5. Financial implications

- 5.1 Financial implications for the Committee's Budget are set out throughout this report.

6. Issues, risks and innovation

- 6.1 Significant risks or implications have been set out throughout the report. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).
- 6.2 Additionally, there are significant risks identified within the corporate risk register that are specific to Children's Services that could have an impact on the ability of the service to deliver savings. These are the risk of failing to avoid significant adverse variance to budgeted spend on home to school transport (RM014a) and the risk of failure to move out of intervention (RM018).
- 6.3 Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.
- 6.4 Some of the savings proposals include a level of delivery risk, due to the need to support children and families, and to manage demand, whilst implementing changes to services. The savings proposal are now further supported by Norfolk Futures.

7. Background Papers

- 7.1 Background papers relevant to the preparation of this report are set out below.

[Norfolk County Council Revenue and Capital Budget 2017-20, County Council, 20 February 2017, Item 4](#)

[Norfolk County Council Budget Book 2017-20, May 2017](#)

[Caring for your County, Policy and Resources Committee, 3 July 2017, Item 7](#)

[Strategic and Financial Planning 2018-19 to 2021-22, Policy and Resources Committee, 3 July 2017, Item 9](#)

[Finance Monitoring Report Outturn, Policy and Resources Committee, 3 July 2017, Item 11](#)

[Additional Social Care Funding, Adult Social Care Committee, 10 July 2017, Item 11](#)

[Strategic and Financial Planning 2018-19 to 2021-22, Children's Services Committee 12 September 2017, item 12](#)

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Previously agreed MTFS savings 2017-20

Agreed MTFS savings 2017-20 by Committee

	2017-18	2018-19	2019-20	Total
	£m	£m	£m	£m
Adult	-11.213	-18.716	-10.000	-39.929
Children's	-1.854	-0.859	-0.535	-3.248
Communities	-1.906	-0.102	0.000	-2.008
EDT	-5.340	-0.605	0.000	-5.945
Policy and Resources	-23.646	9.100	0.290	-14.256
Business and Property	-1.710	-1.751	-1.000	-4.461
Digital Innovation and Efficiency	-2.105	-0.726	-0.059	-2.890
Total	-47.774	-13.659	-11.304	-72.737

Categorisation of saving	2017-18	2018-19	2019-20	2017-20
	£m	£m	£m	£m
A) Cutting costs through efficiencies	-32.813	8.967	-0.245	-24.091
(i) Efficiency savings	-32.531	9.589	-0.245	-23.187
(ii) Reducing service standards	-0.282	-0.622	0.000	-0.904
B) Better value for money through procurement and contract management	-1.161	-1.044	0.000	-2.205
(i) Efficiency savings	-1.161	-1.044	0.000	-2.205
C) Service Redesign: Early help and prevention, working locally	-8.978	-18.411	-10.000	-37.389
(i) Efficiency savings	-0.458	-0.950	-0.500	-1.908
(ii) Reducing service standards	-1.170	-7.199	-0.800	-9.169
(iii) Ceasing a service	-0.350	0.000	0.000	-0.350
(iv) Providing statutory services differently	-7.000	-10.262	-8.700	-25.962
D) Raising Revenue; commercial activities	-3.059	-1.561	0.000	-4.620
(i) Efficiency savings	-3.049	-1.561	0.000	-4.610
(ii) Reducing service standards	-0.010	0.000	0.000	-0.010
E) Maximising property and other assets	-1.763	-1.610	-1.059	-4.432
(i) Efficiency savings	-1.763	-1.610	-1.059	-4.432
Total	-47.774	-13.659	-11.304	-72.737

Further details of savings by Department can be found in the 2017-18 Budget Book.

Outline budget-setting timetable for 2018-19

Activity/Milestone	Time frame
County Council agree recommendations for 2017-20 including that further plans to meet the shortfall for 2018-19 to 2019-20 are brought back to Members during 2017-18	20 February 2017
Spring Budget 2017 announced	8 March 2017
Consider implications of service and financial guidance and context, and review / develop service planning options for 2018-20	March – June 2017
Executive Director of Finance and Commercial Services to commission review of 2016-17 outturn and 2017-18 Period 2 monitoring to identify funding from earmarked reserves to support Children's Services budget.	June 2017
Member review of the latest financial position on the financial planning for 2018-20 (Policy and Resources Committee)	July 2017
Member review of budget planning position including early savings proposals	September – October 2017
Consultation on new planning proposals and Council Tax 2018-21	October to December 2017 / January 2018
Service reporting to Members of service and budget planning – review of progress against three year plan and planning options	November 2017
Chancellor's Autumn Budget 2017	TBC November / December 2017
Provisional Local Government Finance Settlement	TBC December 2017
Service reporting to Members of service and financial planning and consultation feedback	January 2018
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Late January 2018
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	29 January 2018
Confirmation from Districts of council tax base and Business Rate forecasts	31 January 2018
Final Local Government Finance Settlement	TBC February 2018
County Council agree Medium Term Financial Strategy 2018-19 to 2020-21, revenue budget, capital programme and level of Council Tax for 2018-19	12 February 2018