

Children's Services Committee

Date: **Tuesday, 14 March 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

Mr R Smith - Chairman

Mr A Adams

Mr R Bearman

Mrs J Chamberlin

Ms E Corlett

Mr D Crawford

Mr P Gilmour

Mrs S Gurney (Vice-Chairman)

Mr B Hannah

Mr J Joyce

Mr M Kiddle-Morris

Mr J Perkins

Ms C Rumsby

Mr M Sands

Mr B Stone

Miss J Virgo

Mr A White

Church Representatives

Mrs H Bates

Mr A Mash

Non-voting Parent Governor Representatives

Mrs K Byrne

Non-voting Co-opted Advisors

Mr C Spencer

Ms T Rainbow

Ms V Aldous

Mr J Mason

Ms C Smith

Mrs A Best-White

Norfolk Governance Network

Special Needs Education

Primary Education

Post-16 Education

Secondary Education

Schools Forum

**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 24 January 2017.

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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 9 March 2017**. For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

6. **Local Member Issues/ Member Questions**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 9 March 2017**.

7. **Working with Safelives addressing domestic abuse through partnership working** **Page 20**
Report by the Interim Executive Director of Children's Services.
8. **Integrated Performance and Finance Monitoring 2016-17** **Page 25**
Report by the Interim Executive Director of Children's Services.

Group Meetings

Conservative	9:00am Conservative Group Room, Ground Floor
UK Independence Party	9:00am UKIP Group Room, Ground Floor
Labour	9:00am Labour Group Room, Ground Floor
Liberal Democrats	9:00am Liberal democrats Group Room, Ground Floor

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

Date Agenda Published: 06 March 2017



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Children's Services Committee

**Minutes of the Meeting Held on Tuesday 24 January 2017
10am, Edwards Room, County Hall, Norwich**

Present:

Mr R Smith – Chair

Mr A Adams	Mr D Ramsbotham
Mr R Bearman	Ms C Rumsby
Mrs J Chamberlin	Mr M Sands
Mr J Childs	Mr B Stone
Ms E Corlett	Miss J Virgo
Mrs S Gurney (Vice-Chair)	Mr B Watkins
Mr B Hannah	Mr A White
Mr M Kiddle-Morris	
Mr J Perkins	

Non-voting Parent Governor Representative

Dr K Byrne

Non-Voting Co-opted Advisors

Mr C Spencer	Norfolk Governance Network
Ms V Aldous	Primary Education
Ms C Smith	Secondary Education
Mrs A Best-White	Schools Forum Rep

The Committee welcomed Mr Chris Spencer to his first Committee meeting since being appointed Chairman of the Norfolk Governance Network. Mr Spencer had replaced Mr A Robinson as a non-voting co-opted Advisor on the Committee.

1 Apologies and substitutions

- 1.1 Apologies were received from Mr P Gilmour (Mr D Ramsbotham substituted); Mr D Crawford (Mr J Childs substituted); Mr J Joyce (Mr B Watkins substituted); Mr A Mash (Church Rep); Mrs H Bates (Church Rep); Ms V Aldous and Mr J Mason (Co-opted non-voting advisors).

2 Minutes

- 2.1 The minutes of the meeting held on 16 November 2016, including the exempt minutes, were agreed as an accurate record by the Committee and signed by the Chair, subject to paragraph 15.2.2 being amended to read:
- 2.1.1 "Members were advised that national guidance recommended that road crossing patrols should not be provided at sites where a pelican crossing was in place".

3 **Declarations of Interest**

Mr C Spencer, Norfolk Governance Network, declared an other interest as he was a Director of the Engage Trust.

Ms E Corlett declared an other interest in item 17 (Contract pipeline for Children's Services) as she was a volunteer with Homestart, whose contract with Norfolk County Council was out to tender.

4 **Items of Urgent Business**

4.1 OSCA Awards

The Chair said he was pleased to announce that two members of staff within Children's Services department had received awards at the recent OSCA ceremony. Dan Reeve who had won the Managing Director's Award for his support for newly qualified social workers and Michael Meenan who had won the People's Choice Award for being a highly committed social worker whose creativity, caring attitude and perseverance supported a young person with extremely complex needs.

The Committee **agreed** that the Chairman should send a congratulatory letter to both winners in recognition of their outstanding work for Children's Services.

4.2 Interim Executive Director Children's Services

Andrew Bunyan addressed the Committee about the work he had been doing whilst Interim Executive Director of Children's Services. He said it had been a busy two months and that strong evidence of improvement was showing within the department, although there could be no complacency. He reassured the Committee that there were some outstanding front-line managers and practitioners employed by the County Council and it was important to continue to recruit and retain good staff.

The Interim Executive Director thanked Norfolk County Council for appointing him for the short time he had been in post and advised that the new Interim Executive Director of Children's Services, Matt Dunkley, would be joining Norfolk on 6 February 2017. Mr Dunkley had previously been Director of Children's Services at East Sussex County Council.

4.3 Looked After children and Care Leavers Strategy Workshop

The Chair reminded the Committee that the Looked After Children and Care Leavers Strategy Workshop would be held at 2pm on Tuesday 24 January in the Colman Room, County Hall and urged Members to attend.

4.4 Task and Finish Groups

The Committee thanked all officers for all their hard work on all the Task and Finish Groups commissioned by the Children's Services Committee.

4.5 Permanent Executive Director of Children's Services

In response to a question, the Chair advised that no firm update could be given as to when a permanent Executive Director of Children's Services would be appointed. He added that the process usually took about 8-9 months. Mr Dunkley would remain with Norfolk County Council until the next Ofsted inspection had taken place and, it was hoped, until a permanent appointment was made.

5 Public Question Time

- 5.1 The public question received and its response is attached at Appendix 1.

6 Local Member Issues/Member Questions

- 6.1 One question was received from M Chenery of Horsburgh. The question and response can be found at Appendix 1. As a supplementary question, Mr Chenery asked the Committee if it had listened to the concerns of parishioners and families.

The Chairman replied that all the points raised in the responses to the consultation had been taken into account.

7 Road Crossing Patrol

- 7.1 The Committee received the report by the Interim Executive Director of Children's Services setting out the action taken since the last Children's Services Committee meeting and the responses received during the consultation process. The Committee was asked to read the report and consultation responses and decide whether they wished to proceed. If the decision was not to proceed, the Committee was asked to agree to continue to operate the service as we did now.
- 7.2 The following points were noted in response to questions from the Committee:
- 7.2.1 Mrs S Gurney proposed, seconded by Mr A White, to adopt Option 2 – Continue the service as it was. This would require an additional investment of up to £140,000 although this figure may reduce in-year as employees leave the sites which were below threshold and were not replaced.
- 7.2.2 Norfolk County Council's duties under the road traffic act meant that liability for providing road crossing patrols rested with the County Council. This liability would remain even if schools offered to provide a road crossing patrol service themselves.
- 7.2.3 Although Members felt that it was right that the cuts to the road crossing patrol service should not proceed, it was proposed that when staff left sites which were not meeting the threshold criteria, other means of schools purchasing a traded service should be explored.
- 7.2.4 Some Members suggested that illegal driving and bad behaviour by drivers should be brought to the attention of the Police. The Lead HR and OD Business Partner supporting Children's Services would consider the consultation responses to ascertain if there were any specific allegations and contact the Constabulary accordingly.
- 7.2.5 A suggestion was made that road crossing patrol operators could be given similar powers to that of traffic wardens, although this was not deemed possible.
- 7.3 The proposal from Mrs Gurney, seconded by Mr White, was put to the vote. With 16 votes in favour and 1 vote against, the Committee **RESOLVED** to adopt option 2 – to continue to operate the service as it was.

The Committee **agreed** to consider agenda item 18 (Tobacco Control in Norfolk) as its next item of business.

8 Tobacco Control in Norfolk

- 8.1 The Committee received the report by the Director of Public Health setting out Norfolk's Tobacco Control Strategy and Action Plan (2016) which had been developed by the Tobacco Control Alliance and approved by Communities Committee on 7 September 2016. Communities Committee had recommended that the report should be presented to Children's Services Committee in order to endorse the recommendations of the alliance, particularly in relation to children and young people.
- 8.2 In response to questions from the Committee, the following points were noted:
- 8.2.1 As e-cigarettes were deemed to be a safer option than smoking cigarettes, part of the advice from Public Health was for smokers to use e-cigarettes. Data was starting to show that more children were using e-cigarettes, although it would be a number of years before there was sufficient, robust evidence in this area.
- 8.2.2 Members fully endorsed the recommendation in the report and agreed that any measures to prevent young people from starting to smoke should be encouraged.
- 8.2.3 Dr Louise Smith, Director of Public Health suggested that the issue of how e-cigarettes were marketed as an acceptable form of recreation should be taken up with the organisation ASH nationally, who supported the strategy. Members considered there should be national guidelines on how e-cigarettes were marketed.
- 8.2.4 It was suggested that the pricing structure adopted by Government was not the right way of encouraging people to stop smoking as the high prices charged for cigarettes could lead to the import of cheap and dangerous tobacco products. The Committee asked if it was possible to contact the Government to let them know that their pricing structure and taxation was not working.
- 8.2.7 It was suggested that schools and the Norfolk Youth Parliament could assist in taking forward the findings from the report.
- 8.3 The Committee **RESOLVED** to:
1. Note the harm that smoking does and support the vision of a smoke-free county.
 2. Endorse the Norfolk Tobacco Control Alliance Strategy and Action Plan, focused on its strategic priorities to:
 - Prevent young people from becoming smokers.
 - Assist every smoker to quit smoking.
 - Protect people, especially children, from tobacco related harm.

9 Final Report by members of the Children's Emotional Wellbeing and Mental Health Task and Finish Group.

- 9.1 The Committee received the report by the Interim Executive Director of Children's Services and the Chair of the Task and Finish Group presenting the findings from the Children's Emotional Wellbeing and Mental Health Task and Finish Group.
- 9.2 In introducing the report, the Chair of the Task and Finish Group, Ms E Corlett, thanked everyone for their involvement in the production of the report.

The Committee also heard from Meghan Teviotdale from NSFT youth council about her involvement in the task and finish group and she thanked the group for giving her the opportunity to take part and share her experiences.

9.3 The Committee **RESOLVED** to agree the recommendations in the report.

Recommendations for Norfolk County Council Services.

- A. All of the evidence we have found has highlighted the importance of early help/intervention in improving mental health and emotional wellbeing. We recommend that Children's Services ensure that the current emphasis on early help is continued and focus given to ensuring this approach is fully adopted when it comes to all service delivery associated with mental health and emotional wellbeing.
- B. We recognise the impact parental mental health can have on a growing child. Therefore we recommend that our colleagues on the Adult Social Care Committee review the threshold for access to Adult Mental Care provision in relation to parents and individuals with parental responsibilities (especially those with young children under the age of 8yrs). In addition we would ask that priority also be given to individuals with parental responsibilities in order to reduce the impact upon their family of not receiving treatment.
- C. Although schools do not come under the direct management of Norfolk County Council we feel that our overall, collective responsibility for safeguarding and championing children and families means that we need to develop a Norfolk standard together. This should clearly show what is expected of schools in relation to emotional wellbeing and encouraging positive mental health. Norfolk County Council's role is to help provide information and recommendations to assist schools in developing a whole school approach which can be evaluated to ensure approaches reflect best practice. It is on this basis that we recommend a guide be produced for schools as to what services exist along with the recommended route in to them. This guide should be produced in partnership with schools (including Governing bodies) and young people to ensure it is relevant. The senior management team in Children's Services are asked to identify relevant staff to take this forward.
- D. Connected to (C) we recommend that Norfolk County Council develop a core offer of services connected to mental health provision for children and young people. In addition this should include more complex services that could offered at a cost via Educator Solutions. This should also link in to the re-design of CAMHS services. The core offer should be developed in partnership with schools and young people based upon a clear business case to be developed in partnership with Public Health.
- E. Public Health are looking to deliver a year of positive action towards mental health. We heard from young people how important it is that they feel informed and involved in services to help them understand and take charge of their own health. We therefore recommend that any activity specific to children and young people involve them its design and commissioning, ensuring that it is relevant to them. This should then be promoted in schools to be used as a resource within lessons, providing them with a fully endorsed 'product' that ties in generally with

schemes by Public Health to improve awareness of mental health issues amongst young people.

- F. Given the scope of the issues impacting upon mental health it has been impossible to cover everything within the time limitations of this Task and Finish Group. The following are specific areas that the Group feel warrant attention:

- Looked After Children (LAC)
- Post 16yrs education

To this end Children Services Committee may wish to consider commissioning further work either through officers, to be reported back, or in the form of further Task and Finish work

- G. During the course of our work we were talked through in detail the impact of attachment for children and their families. In order to improve Members knowledge of this we recommend that all Members be invited to a workshop to improve general understanding and assist in informed decision making

Recommendations affecting services outside of Norfolk County Council

- H. We highly recommend that the Mental Health Trust responsible for mental health service provision in Norfolk (currently NSFT) collect (as part of triage), collate and share data associated with parental responsibilities for those accessing their services. This links to recommendation (B) to lower the threshold and give priority to individuals with parental responsibilities and will assist all relevant organisations to ensure that any safeguarding concerns can be quickly addressed through improved communication and understanding.
- I. We recommend that schools be encouraged to work together to share best practice in relation to mental health and emotional wellbeing of pupils in Norfolk
- J. Linked to (I) that the Education and Strategy Group be asked to support the production of an evaluation of best practice in Norfolk in connection to mental health and emotional wellbeing activity in schools. This piece of research should then be used to inform the re-design, where necessary, of existing CAMHS services.
- K. Mental health services need to be accessible, particularly for young people. Part of achieving this involves an understanding and recognition of the entire 'workforce' involved in improving mental health and understanding the skills and needs of our young people when addressing all levels of mental health need. Ensuring a broad range of professionals are available and aware of all available services. We recognise this is not an easy task but we recommend that:
- We develop a common language for social care, medical professionals and schools
 - We develop a map which can be used to signpost between services
 - Joint ways of working including opportunities for professionals to come together to discuss best practice be encouraged and their importance recognised in order to create better join up across Norfolk
 - That the Local Transformation Plan be scrutinised on a regular basis by Children's Services Committee in order to ensure it is delivering for the children and young people of Norfolk

10 Performance Management Report

10.1 The Committee received the report by the Interim Executive Director of Children's Services containing the report cards and other key performance information.

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

10.3.1 Report Cards

10.3.1.1 Children in Need (CIN) plans continued to be a real focus for Children's Services and the Committee was pleased to note that significant improvement had been made and that the topic remained on the radar as an area of real focus.

10.3.1.2 The data that was used to formulate the report cards was used for a variety of reasons as well as being a management tool to monitor performance, so it would be difficult to include interim targets. The Red Amber Green (RAG) rating was used to ensure topics remained in focus.

10.3.2 Early Help

10.3.2.1 The graph omitted from the Troubled Families Payment by Results (PBR) Claim scorecard would be circulated to the Committee.

10.3.2.2 The trial of the newly purchased Rocket software had now taken place and was in the process of being embedded. The rocket software would enable data to be pulled from multiple sources quickly and help to ascertain where families were likely to achieve a successful outcome.

10.3.3 Social Work

10.3.3.1 School attendance of Looked after Children (LAC) was monitored on a daily and weekly basis, to identify if there had been any absences from school. LAC were not protected from the exclusion process. In Norfolk there had been 7 Norfolk LAC excluded since September 2016, 6 from Norfolk schools and 1 from a Suffolk School, although the reasons for exclusion could not be disclosed. The Committee was reassured that the topic remained in focus and work was being carried out to reconfigure some aspects of the education services to work more closely with schools in an attempt to prevent further exclusions.

10.3.3.2 Some of the rise in the number of LAC, particularly in the Breckland area had been a result of large sibling groups being taken into care.

10.3.3.3 Work was being undertaken with agencies to ensure care leavers were fully supported in Employment, Education or Training as appropriate. Unfortunately Norfolk did not have sufficient provision at the right level for young people to move to relevant further education or training and an area based review was being undertaken to consider how post-16 provision could be improved. The Committee noted that, in Norfolk it was known who the young people were, where they were and what they needed, although it was not always possible to find the pathway they wanted.

10.3.3.4 Norfolk had agreed to take 7 unaccompanied asylum seeking children to date, out of the 10 agreed by Council. The Committee would receive a separate briefing paper from the Assistant Director Social Work providing more detail.

- 10.3.3.5 The Committee noted that there were no issues with the Social Care Recording System project and that the project was on track for implementation by the end of November 2017.
- 10.3.4 Financial Implications
- 10.3.4.1 The Interim Executive Director of Children's Services had requested a spending freeze on all unnecessary spend until the end of March 2017.
- 10.3.4.2 The Adoption Support fund was used as a payment to prospective adopters who adopted a child with special needs to help support the family. The amount was based on the needs of the child and could be an ongoing spend.
- 10.4 The Committee **RESOLVED** to:
- **Note** the report.
 - Recommend to Policy and Resources Committee, that County Council approve the use of additional Dedicated Schools Grant reserves of £3.453m, Children's Services reserves of £0.799m and Schools reserves of £1.019m in 2016-17 as set out in section 6.8 of the report.

11 Looked After Children and Edge of Care Update

- 11.1 The Committee received the report by the Interim Executive Director of Children's Services providing a breakdown of the current position with regard to key Looked After Children (LAC) data and detailed the edge of care actions we were taking which it was believed would lead to a reduction in LAC numbers.
- 11.2 The following points were noted in response to questions from the Committee:
- 11.2.1 Work was ongoing around reducing criminalisation of LAC, and the Committee would receive a report detailing information about how many LAC had been in custody and the reasons. Members also requested information about the life experiences of some of the children that had led to them coming into care.
- 11.2.2 The Chair advised that the Corporate Parent Executive Group was being reconstituted. Once the Group was reconvened, it would consider all issues around Looked After Children and Care Leavers. The Committee would receive an update at a future meeting.
- 11.2.3 The Committee was informed that the partnership working with Barnardo's included working with other partners to deliver the right services in localities across Norfolk. The details of the partnership with Barnardo's was currently being worked out.
- 11.3 The Committee **RESOLVED** to note the report.

12 Strategic and Financial Planning 2017-18 to 2019-20 and Revenue Budget 2017-18.

- 12.1 The Committee received the report by the Interim Executive Director of Children's Services setting out proposals to inform the Council's decisions on council tax and

contribute towards the County Council setting a legal budget for 2017-18 which would see its total resources of £1.4bn focused on meeting the needs of residents.

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

12.2.1 CHL026 – Re-profiling of children’s centre savings over the final two years of the three year savings.

During the retendering process, Children’s Centre providers were asked how they would like to receive payment, for example all at once, or split into instalments throughout the year.

12.2.2 The Committee questioned the monitoring carried out by the HR Shared Service on whether staff with protected characteristics were disproportionately represented in redundancy or redeployment figures. The Committee was reassured that monitoring had found there was no disproportionate impact on staff with protected characteristics and that close monitoring would continue. Any issues would be reported and appropriate action taken.

12.2.3 The £5m bid for delivery of the CS Sufficiency Strategy referred to increasing capacity in children’s homes.

12.2.4 The savings shown in table 3 (Summary of saving removals and delay) which Children’s Services had been unable to achieve in 2016-17 had been removed and the funding permanently added back into the budget.

12.3 The Committee **RESOLVED** to:

(1) **Note** the Committee’s specific budget proposals for 2017-18 to 2019-20, including the findings of public consultation in respect of:

- The budget proposals set out in Appendix 2 of the report.
- The new and additional savings proposals to contribute to the supplementary target of £4.000m for the Council as identified to Policy and Resources Committee in November 2016; and
- The scope for a general Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2017-18, noting that the Council’s budget planning is based on **an increase of 1.8%** reflecting the fact that there is no Council Tax Freeze Grant being offered, and that central government’s assumption is that Councils will increase Council Tax by CPI every year. The Council also proposes to **raise the Adult Social Care Precept by 3%** of Council Tax as recommended by the Executive Director of Finance and Commercial Services. Bringing forward increases in the Social Care Precept will mean that the 2% increase planned for 2010-20 would not occur.

(2) **Note** the findings of equality and rural assessments, attached at Appendix 1 to the report and in doing so, note the Council’s duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (3) **Agree** any mitigating actions proposed in the equality and rural impact assessments.
- (4) **Agree** and **recommend** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2 of the report:
- including all of the savings for 2017-18 to 2019-20 as set out, together with increasing the “Refocus Education Service savings target” by £150k, to fund the Committee’s decision to take no action on removing road crossing patrols, (and reversing the 2016-17 £150k budget saving decision)
- For consideration by Policy and Resources Committee on 6 February 2017, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 20 February 2017.
- (5) **Agree** and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for consideration on 6 February 2017, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 20 February 2017.

The meeting adjourned at 12.05 noon until 12.15pm.

13 Dedicated Schools Grant (DSG)

- 13.1 The Committee received the report by the Interim Executive Director of Children’s Services presenting the changes to the distribution for the Dedicated Schools Grant from April 2017 in line with the Department of Education’s Fairer School Funding arrangements.
- 13.2 In response to questions from the Committee, the following points were noted:
- 13.2.1 To resolve the projected overspend of the High Needs Block a proportion of the schools block of funding would need to be moved. As far as possible this had been identified to have the least impact on school budgets. Members showed some concern about how the Dedicated Schools Grant could be managed without disadvantaging schools who already provided a very inclusive programme. A strategy to incentivise school inclusion, rather than exclusions, was proposed and the Assistant Director for Education indicated that a consultation would go out to all schools to look at this. The Headteacher Associations and Norfolk Governors Network had been made aware of the projected overspend and contributed ideas for moving things forward. Officers indicated that some difficult decisions about the use of this funding would have to be made in the future.
- 13.2.2 The Schools Forum had considered the proposals and had agreed the general principle for addressing the projected overspend of the High Needs Block in 2017 - 2018 and direction of travel.
- 13.3 The Committee **RESOLVED** to:
- **Agree** the Dedicated Schools Grant Funding.

14 Determination of Admission Arrangements 2018-19.

14.1 The Committee received the report by the Interim Executive Director of Children's Services summarising the statutory consultation outcomes and proposing no changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2018-19.

14.2 The Committee **RESOLVED** to agree :

Local authority admissions co-ordination:

- The co-ordination schemes and timetables including in-year co-ordination are approved for 2018-19.

Admission arrangements for Community and VC Schools:

- No changes are made to the current (2017-18) policies for 2018-19.

15 The Supply of School and Childcare Places in Norfolk.

15.1 The Committee received the report by the Interim Executive Director of Children's Services setting out the Schools Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

15.2 In response to questions from the Committee, the following points were noted:

15.2.1 The challenge of providing sufficient high school places while responding to parental preference for popular schools was acknowledged. The Committee noted that a lot of work had been carried out but this needed to be refreshed in line with new housing developments in some areas. In response to a particular concern about the expansion of Hellesdon High School, reassurance was given that the school had sufficient land to allow for expansion if required in the future. It was also noted that the Northern Distribution Road (NDR) was beginning to have an impact in some areas.

15.2.2 Community Infrastructure Levy (CIL) money could only be used to provide buildings, and Section 106 Agreement funding could only be used to purchase land for schools and other community projects.

15.2.3 Information about all-through school provision would be included in future reports.

15.2.4 The Task and Finish Group on the introduction of 30 hour childcare would report back to Committee in March 2017.

15.2.5 The fall in the number of child minders by approximately 9% each year corresponded with national statistics.

15.3 The Committee **RESOLVED** to:

- **Adopt** the Schools' Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

16 Exclusion from Schools – Interim Report by Members Task and Finish Group.

- 16.1 The Committee received the report by the Chair of the Task and Finish Group and the Interim Executive Director of Children's Services setting out the work to date of the Exclusion from Schools Task and Finish Group.
- 16.2 In introducing the report, the Chair of the Task and Finish Group thanked everyone who had taken part in the group's work.
- 16.3 In response to questions from the Committee, the following points were noted:
- 16.3.1 The Short Stay School offered a range of services, other than the service purchased by Norfolk County Council, and some of these were available for schools to purchase if they wanted. These services were separate to the provision contracted by Norfolk County Council.
- 16.3.2 The recently experienced capacity issues at the short stay school for Norfolk had not yet been fully resolved, although capacity had improved. Work was being undertaken to procure an additional 32 places and it was expected that the Task and Finish Group's next report would offer some clear assurances as to this additional provision.
- 16.3.3 Pupils who could not be offered a place at the short stay school received e-learning or home-schooling for a short period of time until a place was identified at a school.
- 16.3.4 The Committee was reassured that a representative from the virtual school was present at exclusion hearings where a LAC was likely to be permanently excluded. They were further reassured that many schools worked hard to avoid exclusions and this was recognised and commended.
- 16.4 The Committee **RESOLVED** to:

Agree that a plan should be developed with the explicit intention of:

- Reducing the number of permanent exclusions in Norfolk through an enhanced offer of alternatives to exclusion.
- Reducing the costs associated with exclusion, both within the High Needs Block and the NCC Transport budget, and for savings to be used, in part, to support schools' endeavours to be inclusive.
- Improving outcomes for pupils at risk of exclusions and for pupils following exclusion, ensuring that swift access to expert support, advice, guidance and provision is available across the county.

Support that these aims should be delivered through the development and implementation of a joint Local Authority and Headteacher/Governor Association Improvement Plan, to include for example:

- Managed move/reintegration protocol (with explicit prioritisation for Looked After Children).
- Publication via the Local Offer of guidance for schools and local authority teams on respective responsibilities for exclusions and sign-posting to information, advice, guidance and specialist support/provision services.

- Ensuring that different funding and support arrangements are aligned to maximise impact, for example:
 - Aligning Special Education Needs and Disability and Social, Emotional and Mental health (SEND/SEMH) support together with early help/Child Adolescent Mental Health Services (CAMHS).
 - Ensuring that funding available within schools block and high needs block is targeted appropriately.

Support the requirement for reporting back to this Committee before the end of the current academic year to illustrate:

- Progress on development of joint LA and Schools improvement plan (end spring term 2017).
- Progress on reducing rates of permanent exclusions and increased sufficiency planning for specialist provision (end summer term 2017).

17 Corporate Safeguarding

17.1 The Committee received the report by the Interim Executive Director of Children's Services summarising the roles and responsibilities in relation to safeguarding children across the whole Council. The overall aim was to ensure these roles and responsibilities were exercised with respective services, in order to ensure that, as a whole authority, we maintained an organisational culture and ethos that prioritised the importance of safeguarding and promoting the welfare of children and young people.

17.2 In response to questions from the Committee, the following points were noted:

17.2.1 DBS checks were only valid at the date of checking.

17.2.2 The Committee considered that the Safeguarding Policy should be presented to full Council to remind all Members of their responsibilities as corporate parents.

17.3 The Committee **RESOLVED** to:

- **Approve** the document summarising the roles and responsibilities in respect of safeguarding children (Appendix 1 of the report).
- **Distribute** the document to all elected members and senior officers.
- **Agree** that all elected members should undertake mandatory awareness training on safeguarding and corporate parenting, provided by senior officers from the Children's Services Directorate. Representatives from the Norfolk Safeguarding Children's Board will assist with the Safeguarding awareness training where appropriate.

18 Contract Pipeline for Children's Services

18.1 The Committee received and **noted** the report by the Interim Executive Director of Children's Services setting out an overview of forthcoming contract renewal dates for Children's Services so that Members had sufficient notice about forthcoming procurements to provide strategic input.

The meeting closed at 1.25pm

Chair



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**Children's Services Committee
Tuesday 24 January 2017**

5 Public Question Time

Question 1 from Mr Richard Doyle:

Are the committee happy with the data/evidence used to decide Colman Road / South Parks Avenue doesn't need a crossing patrol, and would they be happy to see more children driven to school?

Reply by the Chairman:

The controlled crossings by their very nature offer a safe form of crossing for pedestrians, traffic is held at a red light to allow pedestrians to safely cross. Having a Road Crossing Patrol on the site can cause confusion to motorists and pedestrians, the patrol cannot use their stop sign to override the traffic light sequence e.g. stop traffic against a green light.

At South Park Avenue and Colman Road (A140) the pedestrian crossing (green man) is part of the overall traffic light sequencing on this junction, it cannot be overridden by pedestrians by pressing the button.

Our aim is to ensure that all pedestrians, young and old, are confident to cross this road and indeed all roads at any time of the day, any day of the year and not just the 2 daily half hour patrols when the school is open.

This is why we have offered road safety awareness training to the pupils (and parents if they want it) to make their walk to school, with their parent or carer, safe.

6 Local Member Questions/Issues

Question 1 from Michael Chenery of Horsbrugh:

When the two crossing patrols at Heacham Infant and Junior Schools were being evaluated, how much recognition was given to the planned development of up to 100 new houses off Cheney Hill - a development which will significantly add to the number of children and cars on an already busy road?

Reply by the Chairman:

We can only monitor sites based on the here and now and not speculate on what might happen in the future. There is already a flashing 20mph School sign to slow traffic down.

We are aware of the development of approximately 60 houses but until the development is complete and residents move in we are unable to speculate on what difference it may or may not make to traffic or pedestrians.

At this time the site does not meet the national threshold.

Children Services Committee

Report title:	Working with Safelives addressing domestic abuse through partnership working
Date of meeting:	14 March 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director Children's Services
Strategic impact <p>A wide body of local and national research evidences that children and families exposed to domestic abuse suffer a range of adverse physical and mental health, social, wellbeing and behavioural effects. To achieve the best possible outcomes for children and families affected by domestic abuse (DA) it is recognised that multi-agency partnership working at both an operational and strategic level is the most effective approach. This is reflected in the NICE quality standard for DA which specifies that services should be commissioned from and coordinated across all relevant agencies encompassing the whole care pathway. A person-centred, integrated approach to providing services is fundamental to delivering high-quality care to children and families experiencing or perpetrating DA.</p> <p>The SafeLives project is a 5 year programme of work which will involve joint working in the development and piloting of improved approaches to domestic abuse and safeguarding our children and families in Norfolk.</p>	

Executive summary

<p>Norfolk Community Safety Partnership in partnership with Safelives have secured £2 million Big Lottery funding to pilot a Beacon Project to mobilise an innovative partnership approach to DA with Norfolk Children's Services, Norfolk Constabulary, Police and Crime Commissioner, Public Health, Norfolk Adult Services.</p> <p>The project was discussed at the Health and Well Being Board on 8th February 2017 and endorsed as an approach to tackle DA in Norfolk, through the partnership with SafeLives.</p> <p>The Beacon Project comprises 3 elements:</p> <p>One Front Door – this builds on our existing Multi-Agency Safeguarding Hub (MASH) model, seeking to integrate safeguarding children and domestic abuse referrals, and collaboratively safeguard vulnerable people at the earliest opportunity. This fits with Norfolk's vision of developing the MASH as a wider vulnerability hub as well as clear alignment to whole family work as part of our Troubled Families Programme and assisting the identification of families needing our help. This is due to commence in March 2018 and funding for the project comes from central government.</p> <p>Penta interventions – developing and piloting interventions in Norwich aimed at addressing 5 areas for improving DA services.</p> <p>Norfolk partners will provide funding and resources to match the Big Lottery funding. The total funding is £833,000 over five years which is divided across the five partners. It has been agreed that up to 50% can be paid in kind and the partners can decide how payment is divided e.g. one pays all in kind and another all cash. This has not been decided yet.</p>
--

The first intervention is planned to be in place June 2017.

Norfolk will set up its own Penta Board which will look at how referrals will work and the operational side of the model.

Drive Perpetrator programme – services to address the behaviour of perpetrators of DA are very limited. The SafeLives Drive programme is being trialled in other parts of the country, and the charity is pursuing funding to support development in Norfolk. Funding has not been found as yet.

Recommendations: To note and endorse Children's Services involvement in the partnership and involvement in the Beacon Project.

1. Proposal (or options)

1.1 Norfolk has been agreed as a beacon site for National DA charity SafeLives, which will bring £2m Big Lottery funding into the county. This project highlights innovative working that builds on existing strong partnership working across Norfolk. The evaluation and impact of the work is built into the scheme, the intention being that this is carried out by an external partner.

The Beacon Project is a 5 year programme of work will involve joint working in the development and piloting of improved approaches to domestic abuse and safeguarding. The principles for this work are summarised below:

The Beacon Project comprises 3 elements:

- **One Front Door** – this builds on our existing MASH model, and seeks to integrate safeguarding children and domestic abuse referrals, and collaboratively safeguard vulnerable people at the earliest opportunity. This fits with Norfolk's vision of developing the MASH as a wider vulnerability hub for a holistic view of linked issues for families, enabling appropriate pre-emptive responses. This is due to commence March 2018 and funding for the project comes from central government. This does not hinder but compliments the existing work to look at MASH re-design and will involve a consultant providing advice to the MASH. There is no cost to Children's Services, as it is covered by a central government grant.
- **Penta interventions** – developing and piloting interventions in Norwich aimed at addressing 5 areas for improving DA services: (i) Medium Risk (ii) Complex Needs (iii) Staying Together (iv) Step down & Recovery (v) Children & Young People.

Norfolk Constabulary, Police and Crime Commissioner, Public Health, Norfolk Adult Services and Norfolk Children's Services will provide funding and resources to match philanthropic donations from a range of funders, including the Big Lottery Fund. The total funding to the 5 partners is £833000 over five years which is divided across the five partners. It has been agreed that up to 50% can be paid in kind and the partners can decide how payment is divided e.g. one pays all in kind and another all cash.

The first intervention is planned to be in place June 2017 and Norfolk will set up its own PENTA Board which will address the operational side of the model and how it works in Norfolk.

- **Drive Perpetrator programme** – services to address the behaviour of perpetrators of DA are very limited. The SafeLives Drive programme is being trialled in other parts of the country, and the charity is pursuing funding to support development in Norfolk. Funding has not been found as yet.

The project provides an exciting opportunity to work in partnership in addressing the fundamental issues within DA and the impact it has on families and children.

The next steps are holding the first Norfolk Penta meeting and establishing operational issues such as referrals as well as the splitting of costs.

2. Evidence

2.1 There are several difficulties that are important to tackle in improving Norfolk's response to DA:

- Very limited provision of perpetrator programmes for changing behaviour. The scale of need and the resources needed to address this effectively are considerable.
- Effective communications for partnership issues such as DA is under-developed. Improved engagement of agencies across Norfolk needed.
- DA awareness training being developed as a key element of Safeguarding training.
- The project with Safelives complements our local approach, building on existing work within safeguarding children & adults, and reflecting the DA Change Programme.

2.2 National Statement of Expectations, setting out government's expectations about local provision of services to tackle the national Violence Against Women and Girls (VAWG) Strategy: <https://www.gov.uk/government/publications/violence-against-women-and-girls-nationalstatement-of-expectations> This highlights Government 'requirements' for how local strategies and services are commissioned:

- Put the victim at the centre of service delivery;
- Have a clear focus on perpetrators in order to keep victims safe;
- Take a strategic, system-wide approach to commissioning acknowledging the gendered nature of VAWG;
- Are locally-led and safeguard individuals at every point;
- Raise local awareness of the issues and involve, engage and empower communities to seek, design and deliver solutions to prevent VAWG.

2.3 There is key alignment of this work to the Norfolk Troubled Families Programme, as its focus will add significant value by developing approaches to achieve sustained change in families who interface with Domestic Violence. Troubled Families outcomes that align to this work include:

- Supporting perpetrators to address their behaviour and develop respectful, non-abusive relationships
- Reducing incidents of domestic abuse
- Reducing risk levels for individuals and families
- Family members supported to address long term impact of domestic abuse and are able to move on

The association to the Troubled Families Programme and Outcomes Plan will be developed as part of this programme.

3. Financial Implications

- 3.1** Funding is spaced out of the five years of the project as follows;-
It is proposed that £833000 is divided by 5 and up to 50 % can be paid in kind and rest in cash.
- 3.2** 2017-2018 total cost £55,930 which is then thus divided by 5 and then 50% can be in kind.
2018-2019 total cost £242,760 and as above
2019-2020 total cost £282,030 and as above
2020-2021 total cost £222,530 and as above
2021-2022 total cost £29,750 and as above
- 3.3** The resource from Children's Service is:
2017-2018 total cost £11,186, of which 50% can be in kind and 50% in cash.
2018-2019 total cost £48,552, of which 50% can be in kind and 50% in cash.
2019-2020 total cost £56,406, of which 50% can be in kind and 50% in cash.
2020-2021 total cost £44,506 of which 50% can be in kind and 50% in cash.
2021-2022 total cost £5,950 of which 50% can be in kind and 50% in cash.
- 3.4** Funding for this project has been confirmed within the budget.

4. Issues, risks and innovation

- 4.1** Partnership working is at the heart of this project and to achieve the best possible outcomes for children and families affected by domestic abuse (DA) it is recognised that multi-agency partnership working at both an operational and strategic level is the most effective approach. Support for families with multiple and complex problems through a system wide, whole family approach provides the most meaningful opportunity to achieve positive outcomes for our most Troubled Families. For Children's Services not to proceed with involvement there is clear risk of not integrating outcomes for children and families and reputational risk to the organisation, as well as potentially damaging partnership relations.
- 4.2** Increased awareness and focus on DA is needed, however as part of mobilisation planning we need to consider the impact of increase in referrals into our social work and early help system and build in robust processes early on to respond to need.
- 4.3** The project provides a timely opportunity to build on the MASH and address the response to Domestic abuse across partnerships. The Beacon site will develop innovative ways of working and is likely to involve the third sector in the delivery of the interventions. This provides an opportunity to build on existing partnerships in Norfolk and work in an innovative way to help address DA and impact on children and families.

Officer Contact

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

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

Officer Name: Julie Westmacott **Email address:** julie.westmacott@norfolk.gov.uk



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Children's Services Committee

Item No.....

Report title:	Integrated Performance & Finance Monitoring report
Date of meeting:	14th March 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.

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

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

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

Recommendation:

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

1. Introduction

1.1 Performance dashboard

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

NOTES:

Green is in line with high performing authorities; Amber within 10% (not percentage points) of high performing authorities; Red being more than 10% worse than high performing authorities. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.

Monthly	Bigger or Smaller is better	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller							8.2%	7.9%	14.1%	13.3%	18.0%	11.1%	11.3%	20.0%
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	27.0%	23.1%	27.0%	28.2%	28.2%	28.2%	24.6%	23.5%	27.2%	25.9%	26.4%	20.0%	23.8%	<20%
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	10.4%	9.7%	9.2%	9.3%	9.9%	9.6%	8.7%	8.6%	9.5%	14.3%	7.8%	12.7%	4.2%	<15%
{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller	10.0%	21.1%	31.4%	17.4%	17.9%	17.8%	17.5%	17.7%	17.5%	17.4%	20.4%	20.6%	20.7%	<15%
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	58.4%	56.7%	57.1%	68.0%	63.3%	61.1%	60.6%	66.9%	73.0%	72.6%	72.5%	70.6%	85.7%	100%
{ChS} Child Protection (CP) - % children seen	Bigger	83.1%	89.7%	89.2%	92.8%	91.0%	91.4%	91.6%	89.3%	89.5%	88.8%	87.5%	90.7%	89.1%	100%
{ChS} LAC with up to date Care Plan	Bigger	94.9%	94.3%	95.2%	96.6%	94.7%	94.2%	94.8%	97.6%	97.7%	97.8%	97.1%	98.5%	98.6%	100%
{ChS} LAC with up to date Health Assessment (HA)	Bigger	76.0%	81.9%	81.9%	84.9%	84.6%	87.7%	88.8%	87.6%	88.7%	89.3%	91.1%	88.4%	87.8%	100%
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	81.1%	85.9%	84.9%	86.0%	84.5%	85.8%	83.2%	84.4%	88.3%	86.6%	87.6%	91.5%	89.9%	100%
Quarterly / Termly	Bigger or Smaller is better	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Target
{ChS} LAC with up to date Personal Education Plan (PEP)	Bigger			75.5%	80.7%	84.6%	86.5%	76.7%	63.5%		73.5%	88.9%	81.2%	82.5%	100%
{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller			68.4	66.5	64.5	64.1	64.0	63.6	63.1	62.5	62.6	62.8	65.5	<55
{ChS} Increase the percentage of education establishments judged good or better by Ofsted	Bigger					71.0%				80.0%			87.0%	88.0%	>86%

1.2 Report cards

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

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

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

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

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

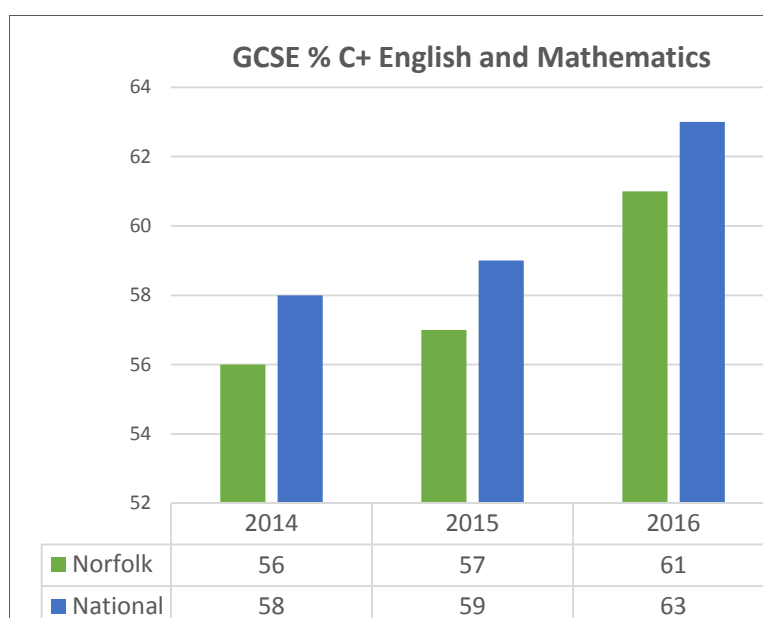
2. Impact of Support For Education Improvement (Scorecard at Appendix 1)

2.1 Ofsted Outcomes

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

2.2 Education Achievement

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



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

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

2.3 NEET/Participation

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

2.4 Exclusions

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

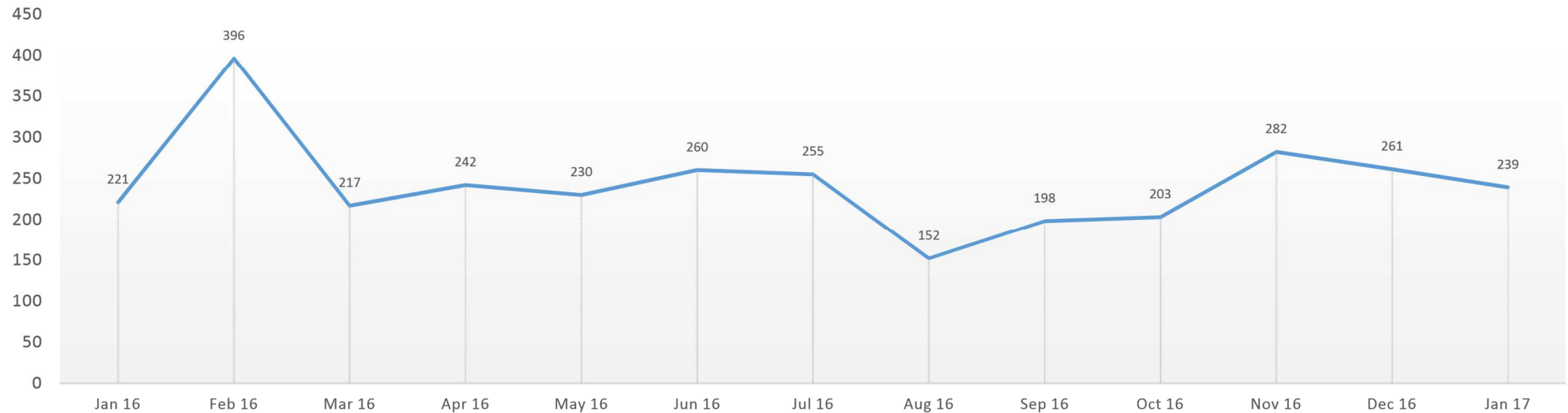
Following this meeting a draft 'Permanent Inclusion Policy' presented to CPEG with implementation and consultation plan and a timeline.

3. Early Help

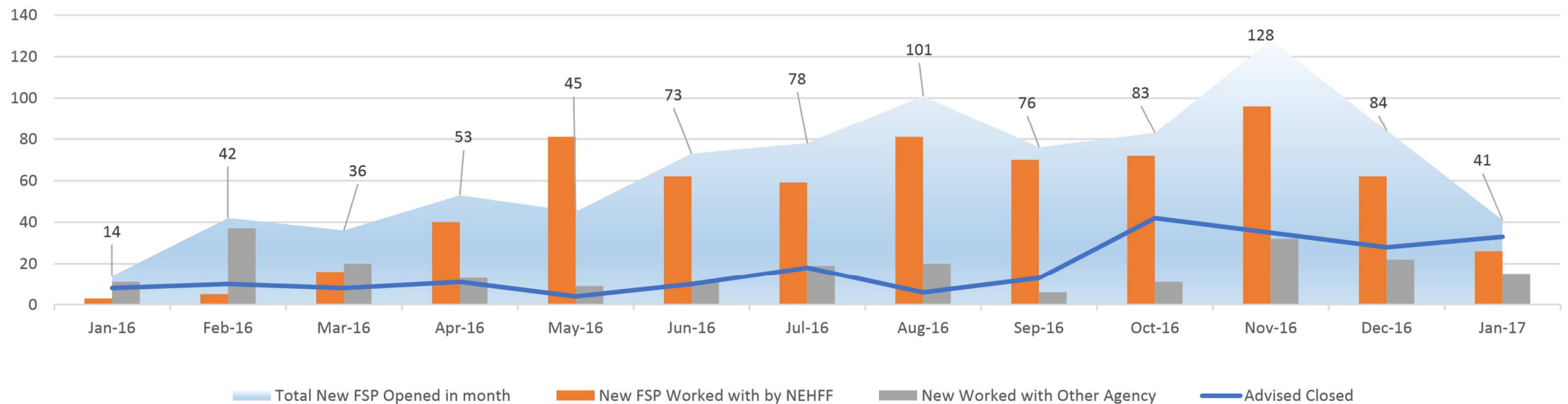
- 3.1 Across January 2017, we received 239 referrals into Early Help Family Focus. This volume was 2% below the average over the last twelve month and due to the expected trend of Christmas Holidays. However, we have actually seen an 8% increase in referrals compared to January 2016 (239 Referrals compared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

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

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



Newly Initiated FSP's (Universal and NEHFF)



Team Caseload Count	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April
Breckland	154	151	125	141	134	125	137	126	133			
North & Broadland	176	275	254	247	232	251	232	228	229			
City	238	222	215	235	183	161	165	170	172			
East	126	125	124	127	120	146	146	126	136			
South	153	141	142	132	135	121	131	124	117			
West	170	167	156	157	141	149	165	157	146			
Process Manager Team Breckland			10	19	14	10	11	10	9			
Process Manager Team City & South			13	17	23	21	33	33	30			
Process Manager Team North, East & Broadland	84	90	57	51	45	47	41	52	46			
Process Manager West			3	3	11	8	6	9	0			

Following Data only available from January as previously collected as an average and therefore not comparable data

No of cases awaiting allocation (out of timescale >5 days)	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April
Breckland Team									0			
City Team									3			
East Team									33			
North Team & Broadland									9			
South Team									0			
West Team									8			
Process Manager Team Breckland									1			
Process Manager Team City & South									2			
Process Manager Team North, East & Broadland									7			
Process Manager West									3			

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

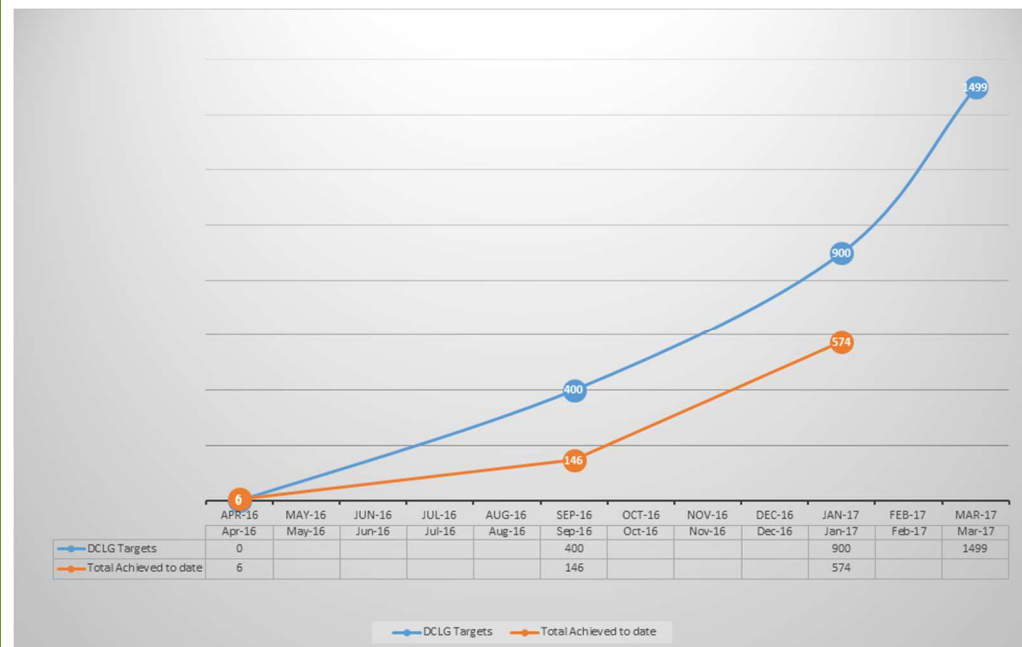
Troubled Families Payment by Results (PbR) Claim – Update report w/c 20th February 2017

Why is this important?

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

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

Performance



What is the background to current performance?

Progress:

Families claimed through PbR to date: 574

Target number of families for March 17: 395

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

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

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

Action required

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

What will success look like?

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

Responsible Officers

Lead: Sarah Jones Data: Don Evans

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

4.1 Contact and Referrals

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

4.2 Assessments and S47 Investigations

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

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

4.2.3 The percentage of Social Work Assessments that result in stepdown to FSP/TS has fallen by 8% since January 16. This has been recognised and some work is ongoing with the Early Help teams to ensure appropriate step-downs happen. However the data shows that over 50% of assessments result in no further action for social care. This raises questions regarding whether referral was the correct decision in those cases. Dip sampling assessments that result in no ongoing involvement, alongside the sampling of contacts that don't reach referral, will evidence whether we are undertaking assessment of the right children at the right time. The increase seen in 'Continue with LAC/Pathway Plan' is positive as it indicates more assessments are being undertaken for LAC. We should continue to see an increase in this outcome as social workers respond to the messages from the Getting to Good workshops regarding timely assessments at times of significant change in children's lives

4.2.4 The numbers of S47 investigations undertaken has not been monitored previously however this can provide helpful insight into decision making at the point where children are believed to be suffering or at risk of significant harm. High numbers ending with no further action (concerns not substantiated) may suggest that the decision to undertake a s47 investigation was unnecessary. There is a need to make a distinction between harm and significant harm and to ensure the children and young people receive help that is proportionate to risk. Audit of those investigations that ended with no further action will inform us about whether the balance is right in Norfolk. Although there is a relatively high proportion ending NFA the numbers of actual investigations are not high.

4.3 Plans

4.3.1 The percentage of children with an up to date CIN Plan has increased due to a change in the reporting timescales (from 20 days from referral date to 45 days). This does not change the expectation of good practice that children should have plans in place at the earliest possible opportunity to ensure their needs are met whether this is at day 10, 20 or 45. However what the change in reporting does do is recognise that in some cases assessment has been completed and the recommendation is for no further action but the assessment has not been closed within 20 days.

4.3.2 Whilst the percentages of looked after children and young people with an up to date LAC or Pathway Plan have increased over the past year, we expect a dip in these figures as managers become more robust in not authorising plans that are not of good quality following the coaching that has been undertaken with all LAC and Leaving Care managers by the QA team through January and February 17.

4.4 CIN

4.4.1 There has been a slight reduction in the number of CIN in January 17, this is the lowest figure since September. However there is no good or bad performance in relation to numbers of CIN, although numbers considerably higher or lower than our statistical neighbours and/or national averages can be an indicator of other performance issues.

4.4.2 We may see some variance in CIN numbers over the coming months as the scrutiny regarding threshold decisions in MASH and assessment outcomes may result in either more or less contacts becoming referrals.

4.5 Child Protection

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

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

4.6 Looked After Children

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

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

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

4.7 Unaccompanied Asylum Seeking Children (UASC)

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

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

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

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

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

4.8 Care Leavers

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

* Eligible care leavers are young people aged 16 or 17 who are currently looked after

** Relevant care leavers are young people aged 16 or 17 who have been **eligible** care leavers

*** Former relevant care leavers are Young People aged 18-21 who have been **eligible** and/or **relevant** care leavers

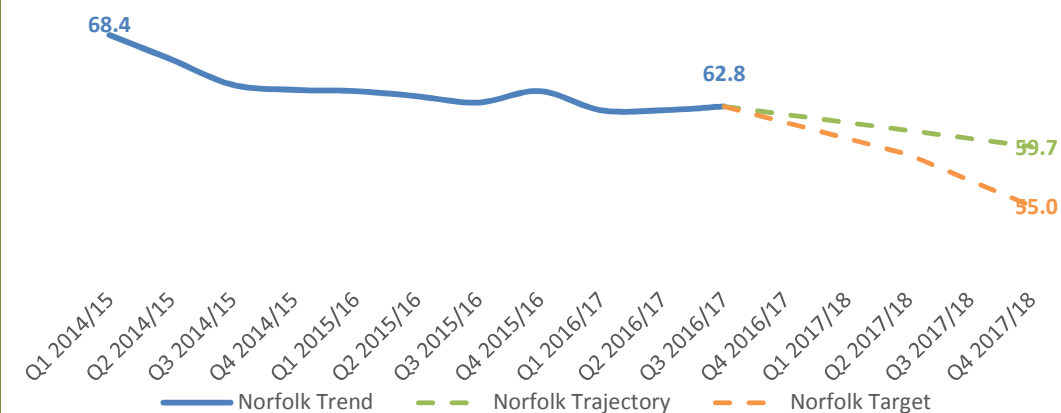
Rate of Looked-After Children per 10,000 of the overall 0-17 population

Why is this important?

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

Performance

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



What is the background to current performance?

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

Action required

- Establish a targeted service to reduce the numbers of adolescents entering our care.
- Continue to strengthen Norfolk's Early Help offer and social work practice to ensure families receive help as soon as it is required, working to enhance their strengths & overcome issues so they can remain together.
- Where appropriate and desired, work with current LAC and their families to enable them to have the skills & understanding to live together again.
- Focus at all times on permanence for children by robustly exploring alternatives to care for all children..

What will success look like?

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

Responsible Officers

Lead: Cathy Mouser

Data: Don Evans

5. Financial Implications

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

5.5 Revenue - Local Authority Budget

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

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

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

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

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

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

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

5.6 Revenue - Schools Budget

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

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

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

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

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

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

5.7 Projected School Balances as at 31 March 2017

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

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

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

School Clusters	2.308	1.452	-0.856	0.000
Total	22.234	13.202	-5.593	-3.439

5.8 Reserves and Provisions

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

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

Children's Services Reserves and Provisions

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

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

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

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

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

Officer Contact

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

Performance Officer Name:

Don Evans: Tel: 223909
don.evans@norfolk.gov.uk



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

Norfolk Children's Services Education Improvement Plan Scorecard

A Good Education for Every Norfolk Learner 2014 – 2016

Phase 2 – Embedding the Local Authority Strategy for Supporting School Improvement

SCORECARD

The Local Authority has 4 key strategic aims which underpin the support provided to settings, schools and colleges. The support for school improvement sits within a broader ambition of 'A Good Education for Every Norfolk Learner'. The four key aims are to:

- Aim 1: Raise Standards at all Key Stages
- Aim 2: Increase proportion of schools judged good or better
- Aim 3: Improve leadership and management
- Aim 4: Improve monitoring and evaluation of impact

(This scorecard reflects measurable data for Aim 1 and Aim 2 for routine monitoring purposes)

Improving Times
...in Children's Services



Performance Monitoring – Against LA High Level Strategic Targets for Improvement

Aim 1: Raise Standards at all Key Stages

Data is collected each half term from all Norfolk schools. The data collected from these schools is analysed school by school by the Education Achievement Service and an interpretation is sent back to the school with comments. The Education Intervention Service then follow up with schools of concern to quality assure the data provided.

Each school’s data is aggregated to calculate an overall percentage in order to monitor to the impact of intervention and support on the overall trajectory to meet 2016 targets.

Aim 2: Increase the proportion of schools judged good or better

Outcomes from school inspections are monitored weekly. A report is provided to the Assistant Director of Children’s Services showing the impact of Norfolk inspections on our trajectory towards our 2016 targets. Further analysis is undertaken to show the impact of intervention, challenge and support on inspection outcomes by LA risk category.

Key		
Green	Performance is in line with national or better	*Latest – represents the latest value and rating available at the time of reporting
+	Performance above national	
Amber	Performance is off-track (up to 4% below national)	
Red	Performance is well below national (more than 4% below national)	
↑ / ↓	Improvement / decline from 2015 Norfolk outcomes	
Frequency	Frequency of reporting is given against each measure - available Monthly [M], Quarterly [Q], Bi-annually [B] or Annually [A], some measures with © against are cumulative figures so data cannot be compared month to month as numbers will always increase.	

Aim 1: Raise Standards at all Key Stages

1.1 Improve Early Years outcomes - % Achieving A Good Level of Development

Percentages represent the percentage of pupils.

Disadv = Pupils eligible for Free School Meals at any point in the last 6 years and Looked After Children

All = All pupils in the cohort

2016 predictions are derived from half termly report card data collected from all schools

		Results					Result
		2013	2014	2015	2016	Improvement since 2015	2017
Norfolk	All	46	58 ↑	65 ↑	69↑	+4	
	Disadv	32	43 ↑	51 ↑	54↑	+3	
Breckland	All	41	58 ↑	64 ↑	66↑	+2	
	Disadv	28	49+ ↑	47 ↓	50↑	+3	
Broadland	All	52	60 ↑	69 + ↑	75+↑	+6	
	Disadv	37 +	41 ↑	48 ↑	54↑	+6	
Great Yarmouth	All	40	57 ↑	61 ↑	65↑	+4	
	Disadv	32	48+ ↑	53 + ↑	54↑	+1	
Kings Lynn & West	All	47	61+ ↑	66 ↑	69↑	+3	
	Disadv	34	43 ↑	54 + ↑	53↓	-1	
North	All	48	57 ↑	62 ↑	71↑	+9	
	Disadv	37+	45 ↑	52 + ↑	54↑	+2	
Norwich	All	38	51 ↑	62 ↑	66↑	+4	
	Disadv	28	38 ↑	48 ↑	55↑	+7	
South	All	55+	60 ↑	70 + ↑	74+ ↑	+4	
	Disadv	32	42 ↑	51 ↑	59+ ↑	+8	
National	All pupils	52	60	66 ↑	69	+3	
	Disadv	36	45	51	54		

In order to track the progress in closing the gap with national averages - the colour coding relates to the Norfolk gaps to national average .

1.2: Improve Outcomes at Key Stage 2 - % achieving the expected standard

Percentages represent the percentage of pupils.

Disadv = Pupils eligible for Free School Meals at any point in the last 6 years and Looked After Children

All = All pupils in the cohort

2016 predictions are derived from half termly report card data collected from all schools

			2016 Provisional Results	Subject Gaps to National			2017 Result
		2015 Gap to National level 4b	% Pupils meeting the expected standard	Reading	Writing	Maths	% Pupils meeting the expected standard July
			%Expected+				
Norfolk	All	-5	50	63	76	62	
	Disadv	-7	35	50	65	47	
Breckland	All	-12	45	58	72	59	
	Disadv	-12	31	44	56	44	
Broadland	All	+4	57	72	82	68	
	Disadv	+3	42	61	74	53	
Great Yarmouth	All	-12	44	58	76	56	
	Disadv	-6	37	50	68	49	
Kings Lynn & West	All	-4	47	61	76	61	
	Disadv	-3	34	50	66	47	
North	All	-7	53	67	79	66	
	Disadv	-9	39	54	68	51	
Norwich	All	-4	46	60	78	60	
	Disadv	-4	36	52	71	47	
South	All	+2	55	70	78	68	
	Disadv	-3	34	52	61	48	
National	All pupils		53	66	74	70	
	Disadv		39	53	64	57	

In order to track the progress in closing the gap with national averages - the colour coding relates to the Norfolk gaps to the national average. Gaps for 2016 will not be colour coded until we have comparative data and can understand the significance of the size of the gap.

Schools should compare the FSM gap with pupils who are not FSM – and not to the average for All children. So it is advisable not to calculate the gap between FSM and All children.

1.3: Improve outcomes at Key Stage 4 - % Achieving GCSEs A* - C in English and Mathematics, Progress 8 and Attainment 8 scores.

Percentages represent the percentage of pupils.

Disadv = Pupils eligible for Free School Meals at any point in the last 6 years and Looked After Children

All = All pupils in the cohort

2016 predictions are derived from half termly report card data collected from all schools

		Progress 8			Attainment 8			Basics (% C+ English and Mathematics GCSE)		
		July 2015 (unpub.)	July 2016	July 2017	July 2015 * (unpub.)	July 2016	July 2017	July 2015	July 2016	July 2017
Norfolk	All	0.05	0.01		48.3	49.0		57%	61% ↑	
	Disadv	-0.28	-0.38 ↓		36.1	38.8		38%	36% ↓	
Breckland	All	0.14	0.02 ↓		47.9	48.3		57%	60% ↑	
	Disadv	-0.11	-0.33 ↓		39.6	39.9		44% +	38% ↓	
Broadland	All	0.12	0.11		49.6	52.1 ↑		60% +	69% ↑	
	Disadv	-0.36	-0.35		40.5	41.6 ↑		42% +	43% ↑	
Great Yarmouth	All	0.08	0.06		44.4	47.1 ↑		52%	55% ↑	
	Disadv	-0.10	-0.06		37.9	40.1 ↑		39%	37% ↓	
Kings Lynn & W	All	-0.23	-0.05 ↑		44.5	47.7 ↑		55%	54% ↓	
	Disadv	-0.62	-0.51		35.5	37.8 ↑		34%	28% ↓	
North	All	0.07	0.07		49.2	50.4 ↑		59%	63% ↑	
	Disadv	-0.07	-0.31 ↓		41.7	41.0		40%	42% ↑	
Norwich	All	-0.05	-0.07		45.6	47.3 ↑		52%	57% ↑	
	Disadv	-0.33	-0.41		38.0	38.1		36%	35% ↓	
South	All	0.20	0.13		52.4	53.2		67% +	71% ↑	
	Disadv	-0.23	-0.23		41.0	43.1 ↑		42% +	44% ↑	
National	All	-0.03	-0.03		48.4	49.9		59%	63%	
	Disadv	-0.36	-0.37		39.0	41.3		40%	43%	

Notes: Attainment 8 and Progress 8

Progress 8: Green at or above 0 (national)
Amber no more than 0.1 below national
Red no more than 0.2 below national

Attainment 8: Green at or above national
Amber no more than 1 below national
Red more than 1 below national

1 = 1 GCSE grade above national

An attainment 8 score of 50 = average grade C
10 = an average of 1 GCSE grade across all subjects

*No Norfolk schools opted into Attainment 8 and Progress 8 in 2015, so school data will not be published for any Norfolk schools. 2015 data is provided here only as a context by which to evaluate 2016 forecasts and results. Attainment 8 and Progress 8 are affected significantly by curriculum options, and entry patterns in schools are changing considerably as all schools will be held to account using the measures in 2016. Progress 8 figures are a value added calculation, so capture the difference between the attainment 8 score and the national average attainment 8 score for pupils with the same starting points. Because Progress 8 is calculated relative to the progress of pupils nationally, it is not possible to estimate Progress 8 scores with any accuracy.

***In order to track the progress in closing the gap with national averages – the colour coding relates to the Norfolk gaps to the national average .
(Schools should compare the FSM gap with pupils who are not FSM – and not to the average for All children. So it is advisable not to calculate the gap between FSM and All children)***

NEET/Participation Scorecard - December 2016

	Latest performance (* Previous Month)									% change since last month		
	Norfolk	England *	City	South	KL	Breckland	GY	Broadland	NN	Norfolk	Norfolk direction	England
% 16-17 year olds (NEET & Unknowns) Target 4.6%	4.9%	7.8%	7.6%	2.8%	4.6%	4.3%	5.9%	2.7%	4.8%	0.1	▲	-6.5
% 16-17 year olds not in education, employment or training (NEET) Target 2.3%	3.9%	2.6%	6.3%	2.2%	3.8%	3.3%	5.2%	2.4%	4.3%	0.1	▲	0.3
- age 16	2.9%	1.5%	4.8%	1.6%	2.9%	3.0%	3.4%	1.9%	3.3%	2.9	▲	0.0
- age 17	4.8%	3.2%	7.6%	2.8%	5.9%	3.7%	7.0%	3.0%	5.3%	4.7	▲	0.0
% 16-17 year olds whose activity is not known. Target 2.3%	1.0%	5.2%	1.3%	0.7%	0.8%	1.0%	0.7%	0.3%	0.5%	-0.1	▼	-6.8
% 16-17 year olds NEET re-engaging in EET	7.5%	12.9%	10.1%	5.2%	8.8%	3.3%	4.6%	14.5%	6.2%	-9.4	▼	5.0
16 year olds participating in education & training. Target 97.0%	95.4%	94.0%	93.5%	97.3%	95.4%	95.0%	95.3%	97.0%	94.9%	-0.1	▼	6.3
- full-time education	90.7%	90.2%	89.2%	93.0%	89.9%	89.9%	92.3%	91.7%	89.7%	-0.3	▼	5.5
- apprenticeships	3.8%	3.4%	3.2%	4.0%	4.2%	3.8%	2.9%	4.7%	3.7%	0.1	▲	0.8
- other education and training	9.0%	0.3%	1.0%	0.2%	1.3%	1.2%	0.1%	0.6%	1.4%	0.8	▲	0.1
17 year olds participating in education & training. Target 92.0%	88.3%	86.9%	83.7%	92.8%	86.82%	87.96%	89.2%	92.7%	87.0%	-0.3	▼	6.2
- full-time education	79.5%	79.1%	75.1%	85.0%	79.0%	78.4%	80.3%	82.9%	78.0%	-0.2	▼	5.0
- apprenticeships	6.8%	6.8%	5.9%	7.2%	5.5%	7.1%	6.3%	8.7%	6.7%	0.0	▲	1.0
- other education and training	2.0%	0.8%	2.7%	0.5%	2.3%	2.4%	2.6%	1.2%	2.4%	7.0	▲	0.1

Data Date: 10/01/2017 11:02

Period End Date: 31/12/2016

Aim 2: Increase the proportion of schools judged good or outstanding

Shown as a percentage of school, out of the current number of schools with an Ofsted judgement.

		July 2014		July 2015		July 2016		December 2016		April 2017		July 2017		Latest Norfolk	Latest National
		Norfolk Actual	National	Norfolk Actual	National	Norfolk Actual	National	Norfolk Actual	National	Norfolk Actual	National	Norfolk Actual	National		
	%Schools Judged Outstanding	11%	21%	12%	22%	13%	22%	13%	21%					13%	21%
	%Schools judged Good or Outstanding	70%	78%	79%	84%	86%	87%	88%↑	89%					88%+	89%
% should increase	%Early Years settings judged good or better	85% +↑	83%	87% ↑	84%	96%+↑	95%	95%↓						95%	95%
	%Childminders judged good or better	80% +↑	78%	89%↑	84%	92%+↑	89%	95%+↑						95%+	89%
	%Children’s Centres judged good or better	71% +↓	67%	68% +	66%	68%	*	65%	*					65%	*
	%Primary phase schools judged good or better	70% ↑	81%	81%↑	85%	87%↑	88%	89%↑	91%					89%↑	90%
	%Secondary phase schools judged good or better	62% ↓	70%	67% ↑	74%	77% ↑	77%	84% +↑	79%					84% +↑	79%
	%Special schools judged good or better	91% +↑	90%	100%	91%	91%↓	93%	91%	94%					91%	94%

Reduction in District Variation: Percentage of all schools, percentage of schools judged good or better :

	July 2014	July 2015	July 2016	December 2016	April 2017	July 2017	Norfolk Latest
Breckland	69% (44/64) ↑	69% (44/64) ↑	80% (47/59) ↑	81% (46/57) ↑			80% (45/56) ↓
Broadland	75% (45/60) ↑	88% (51/58) +↑	93% (53/57) +↑	95%(53/56)			95%(53/56)
Great Yarmouth	65% (22/34) ↑	67% (22/33) ↑	72% (23/32) ↑	70% (23/33)			70% (23/33)
Kings Lynn & West	63% (49/77) ↑	73% (52/71) ↑	80% (52/65) ↑	88% (59/67)			88% (58/66)
North	73% (39/54) ↑	93% (49/53) ↑	96% (51/53) +↑	98% (53/54)			98% (53/54)
Norwich	70% (28/40) ↑	74% (29/39) ↑	91% (32/35) +↑	94% (34/36)			92% (33/36) ↓
South	81% (59/73) ↑	85% (62/73)	85% (63/74)	88%(65/74)			88%(65/74)
National	81%	84%	87%	89%			89%

* inspection of children’s centres remains on hold

Inclusion Performance Framework

Attendance of Looked After Pupils

Shown as a **percentage** of pupils who are in Local Authority Care

		2013-2014 PA 15% of sessions absent				2014-2015 PA 15% of sessions absent				2015-2016 PA 10% of sessions absent			2016-2017 PA 10% of sessions absent		
		Norfolk LAC Pupils	National LAC Pupils	Norfolk All Pupils	National All Pupil	Norfolk LAC Pupils	National LAC Pupils	Norfolk All Pupils	National All Pupil	Autumn	Spring	Summer	Autumn	Spring	Summer
Absence	Primary	3.8%	3.9%	4.1	3.9	3.8%	4.0%	4.1%	4.0%	3.5%	3.5%	3.3%	3.5%		
	Secondary			5.7	5.2			5.6%	5.3%	6.2%	6.9%	5.4%	6.8%		
Persistent Absence	Primary	3.6%	4.7%	2.0	1.9	3.7%	4.9%	2%	2.1%	9.9%	9.7%	5.7%*	7.6%		
	Secondary			6.1	5.3			5.8%	5.4%	17%	15.9%	12.3%*	18.0%		

*Annual absence figures are taken from DfE Statistical First Release (SFR49_2014) -shows absence from school over five terms for children who have been looked after for at least 12 months.

Termly monitoring shows absence of all looked after pupils using data collected from schools by Welfare Call.

** Summer term absence is skewed by Year 11 pupils in the Summer term who are only in school for examination, but being coded by Welfare Call as absent.

Access to Education

	Autumn 2014	Spring 2015	Summer 2015	Autumn 2015	Spring 2016	Summer 2016	Autumn 2016	Spring 2017	Summer 2017
Children Missing Education (CME)	192	181	195	193	159	134	166		

NEET/Participation Scorecard - December 2016

	Latest performance (* Previous Month)									% change since last month		
	Norfolk	England *	City	South	KL	Breckland	GY	Broadland	NN	Norfolk	Norfolk direction	England
% 16-17 year olds (NEET & Unknowns) Target 4.6%	4.9%	7.8%	7.6%	2.8%	4.6%	4.3%	5.9%	2.7%	4.8%	0.1	▲	-6.5
% 16-17 year olds not in education, employment or training (NEET) Target 2.3%	3.9%	2.6%	6.3%	2.2%	3.8%	3.3%	5.2%	2.4%	4.3%	0.1	▲	0.3
- age 16	2.9%	1.5%	4.8%	1.6%	2.9%	3.0%	3.4%	1.9%	3.3%	2.9	▲	0.0
- age 17	4.8%	3.2%	7.6%	2.8%	5.9%	3.7%	7.0%	3.0%	5.3%	4.7	▲	0.0
% 16-17 year olds whose activity is not known. Target 2.3%	1.0%	5.2%	1.3%	0.7%	0.8%	1.0%	0.7%	0.3%	0.5%	-0.1	▼	-6.8
% 16-17 year olds NEET re-engaging in EET	7.5%	12.9%	10.1%	5.2%	8.8%	3.3%	4.6%	14.5%	6.2%	-9.4	▼	5.0
16 year olds participating in education & training. Target 97.0%	95.4%	94.0%	93.5%	97.3%	95.4%	95.0%	95.3%	97.0%	94.9%	-0.1	▼	6.3
- full-time education	90.7%	90.2%	89.2%	93.0%	89.9%	89.9%	92.3%	91.7%	89.7%	-0.3	▼	5.5
- apprenticeships	3.8%	3.4%	3.2%	4.0%	4.2%	3.8%	2.9%	4.7%	3.7%	0.1	▲	0.8
- other education and training	9.0%	0.3%	1.0%	0.2%	1.3%	1.2%	0.1%	0.6%	1.4%	0.8	▲	0.1
17 year olds participating in education & training. Target 92.0%	88.3%	86.9%	83.7%	92.8%	86.82%	87.96%	89.2%	92.7%	87.0%	-0.3	▼	6.2
- full-time education	79.5%	79.1%	75.1%	85.0%	79.0%	78.4%	80.3%	82.9%	78.0%	-0.2	▼	5.0
- apprenticeships	6.8%	6.8%	5.9%	7.2%	5.5%	7.1%	6.3%	8.7%	6.7%	0.0	▲	1.0
- other education and training	2.0%	0.8%	2.7%	0.5%	2.3%	2.4%	2.6%	1.2%	2.4%	7.0	▲	0.1

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Period End Date: 31/12/2016

Exclusions

		Percentage of Pupils (National Statistics)				Number of Pupils								
		Norfolk 2013-14	National 2013-14	Norfolk 2014-15	National 2014-15	Autumn 2014	Spring 2015	Summer 2015	Autumn 2015	Spring 2016	Summer 2016	Autumn 2016 (provisional)	Spring 2017	Summer 2017
Permanent Exclusions	0 – 4 years	x	x			1	0	0	0	0	0	0		
	5– 11 years (No of YR/KS1)	0.05%	0.02%	0.06%	0.02%	16 (4)	22 (3)	33 (8)	29 (7)	31 (11)	21 (8)	29 (11)		
	12 – 16 years	0.19%	0.12%	0.24%	0.15%	46	35	45	85	59	65	86		
	SEN Pupils (Statement / EHCP)					4	7	12	11	10	10	3		
	FSM Pupils					26	26	28	44	31	30	45		
	Looked After Children (all LAC in Norfolk schools)					2	3	6	4	5	7	11		

Achievement of Vulnerable Groups (KS4)

	Progress 8				Attainment 8				Grade C+ GCSE English and Mathematics (%)				
	July 2015 (unpublished)	July 2016	July 2017		July 2015 (unpublished)	July 2016	July 2017		Result (validated)	Result	Forecast		Result
									July 2015	July 2016	Dec 2016	March 2016	July 2017
FSM	-0.30	-0.38		FSM	39.4 (Nat 39)	36.8		FSM	38 (Nat 39)	36			
Non-FSM	0.15	0.14		Non-FSM	50.9 (Nat 51.5)	51.8		Non-FSM	63 (Nat 65)	38			
Looked After Pupils	N/A	-0.45		Looked After Pupils	N/A	30.9		Looked After Pupils	22.4 (Nat 15.9)	14%	12%		

Norfolk County Council
Children's Services
Monthly Performance & Management Information

County Report

January 2017

Produced by the Business Intelligence & Performance Service

bi@norfolk.gov.uk

All data sourced from CareFirst & accurate as at the morning of 8 February 2017

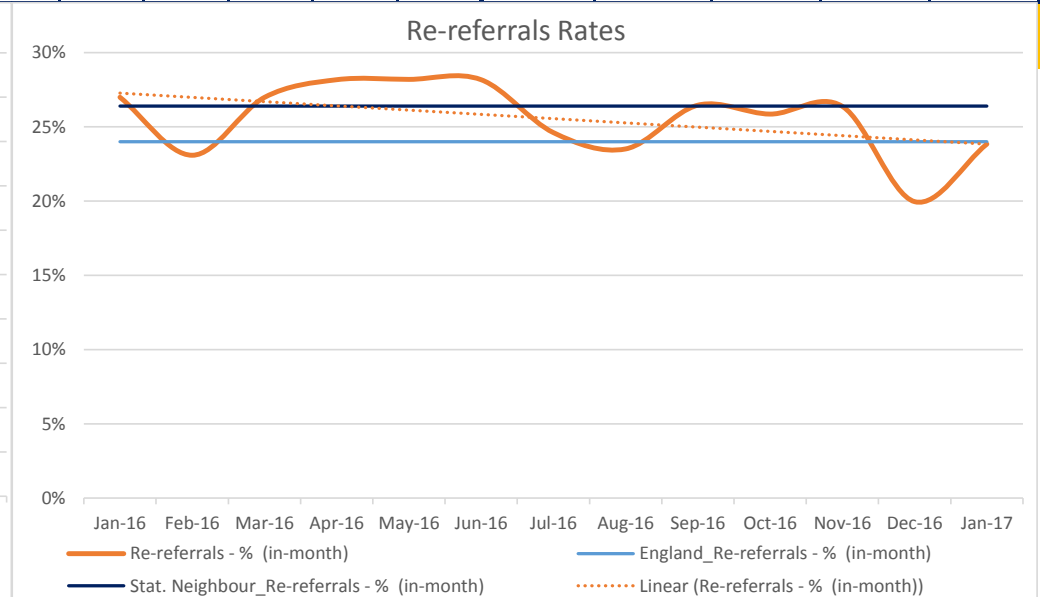
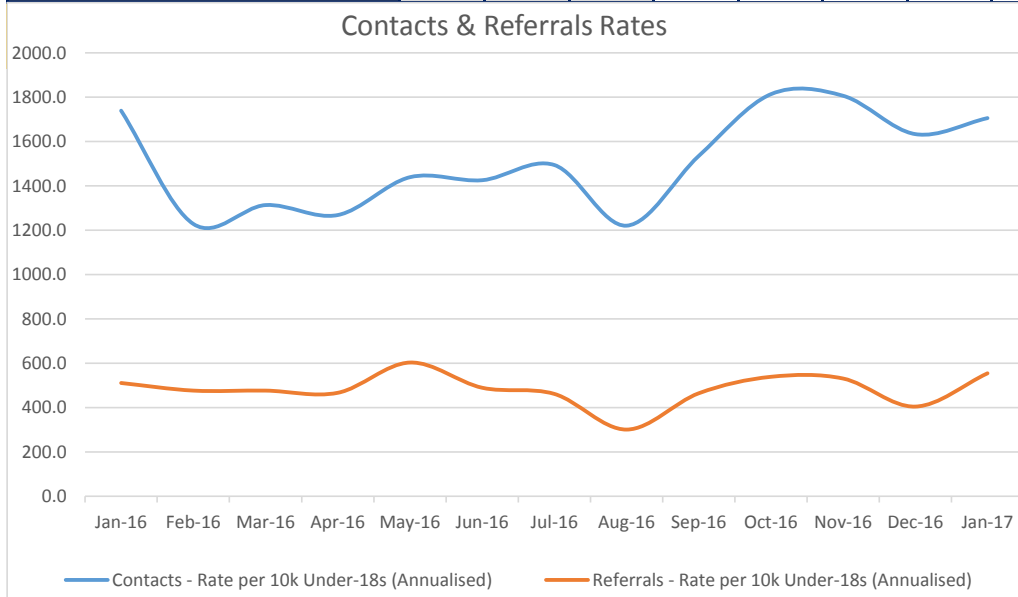
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Relevant & Former Relevant Care Leavers	<u>24</u>

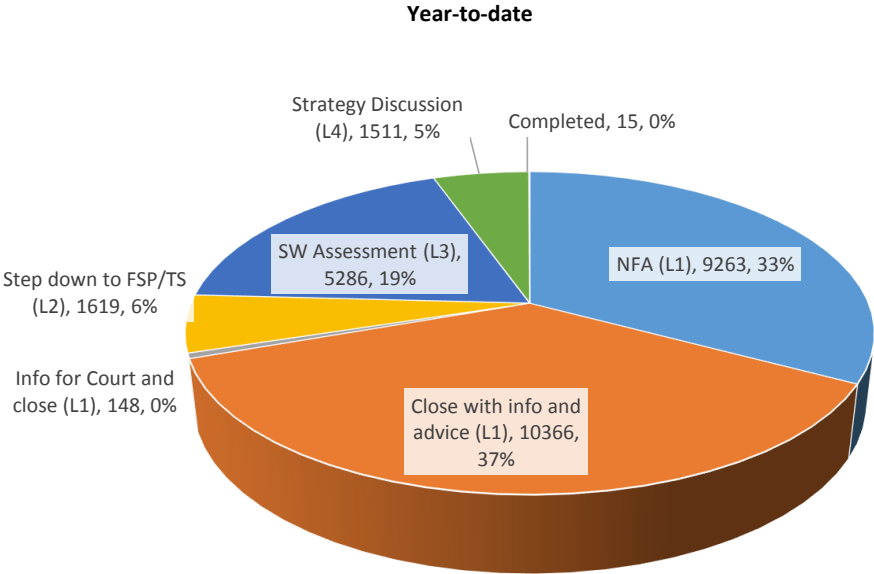
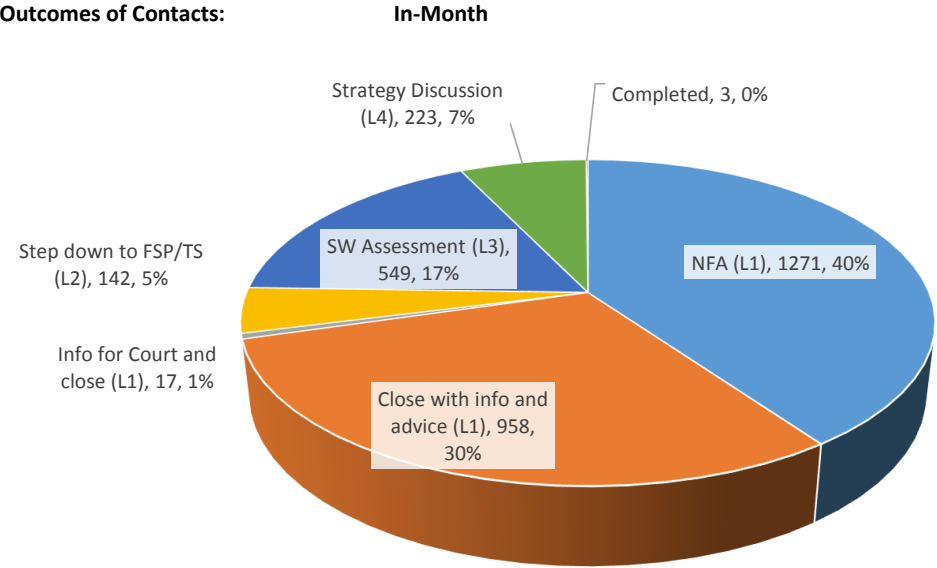
Contacts & Referrals

Numbers & Rates per 10k

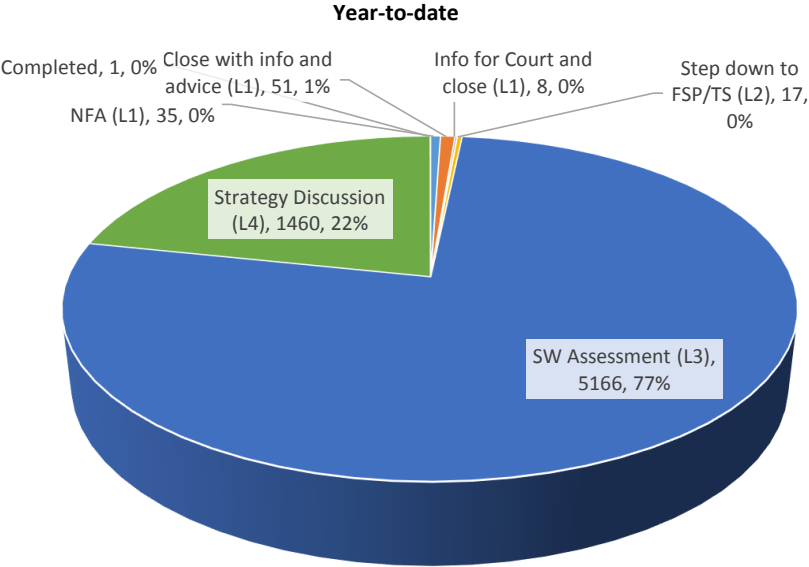
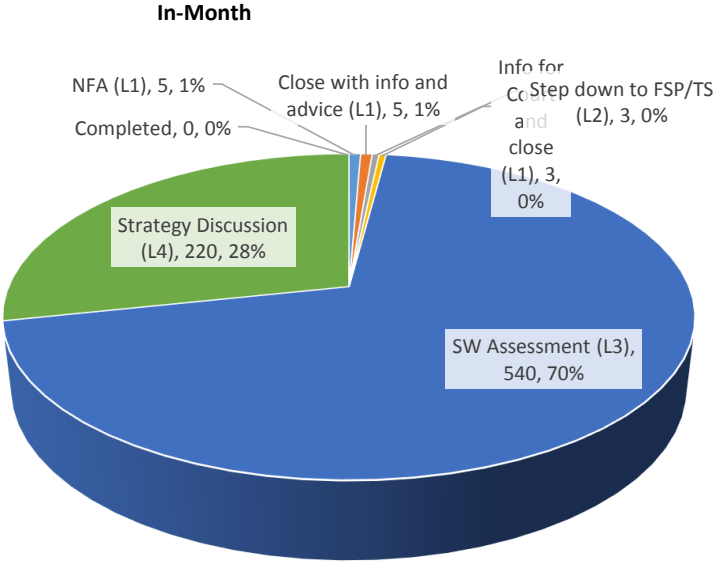
	This yr...													Current Year to-Date	Previous Year-to-Date	England	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17					
Contacts - No. (in-month)	3149	2386	2505	2428	2858	2680	2737	2129	2798	3292	3271	2852	3163	28208	34029			
Referrals - No. (in-month)	715	667	667	653	844	685	646	421	650	754	743	566	776	6738	7154			
Contacts - Rate per 10k Under-18s (Annualised)	1739.2	1228.3	1313.3	1268.3	1439.1	1425.5	1494.1	1220.4	1534.8	1813.5	1806.3	1633.4	1705.6	2015.6	2431.5			
Referrals - Rate per 10k Under-18s (Annualised)	510.9	476.6	476.6	466.6	603.1	489.5	461.6	300.8	464.4	538.8	530.9	404.4	554.5	481.5	511.2	548.3	491.0	
% Contacts Accepted as Referrals (in-month)	22.7%	28.0%	26.6%	26.9%	29.5%	25.6%	23.6%	19.8%	23.2%	22.9%	22.7%	19.8%	24.5%	23.9%	21%			
Re-referrals - No. (in-month)	193	154	180	184	238	193	159	99	172	195	196	113	185	1734	1017.0			
Re-referrals - % (in-month)	27.0%	23.1%	27.0%	28.2%	28.2%	28.2%	24.6%	23.5%	26.5%	25.9%	26.4%	20.0%	23.8%	25.7%	14.2%	24.0%	26.4%	20%



Outcomes of Contacts:



Outcomes of Referrals

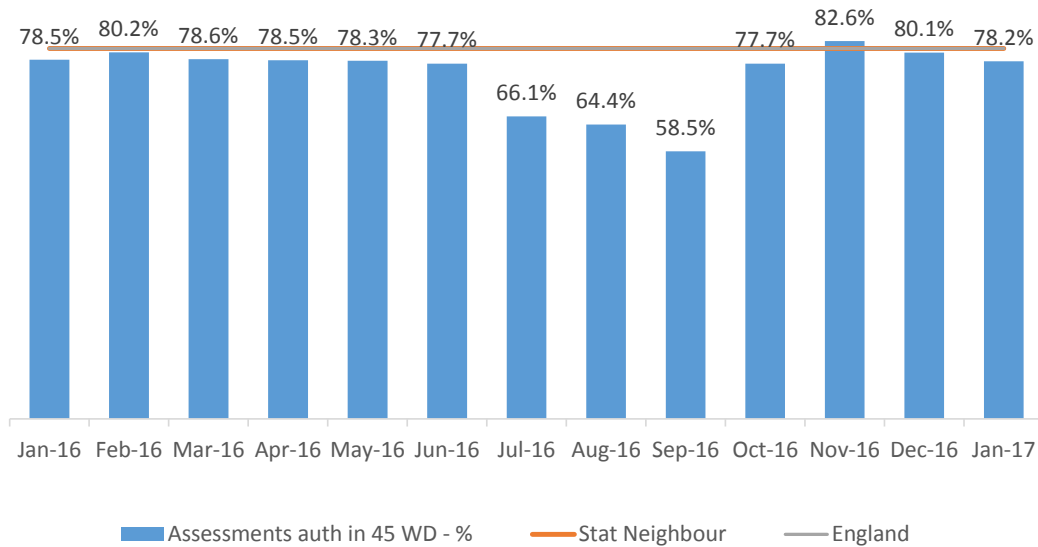


Social Work Assessments

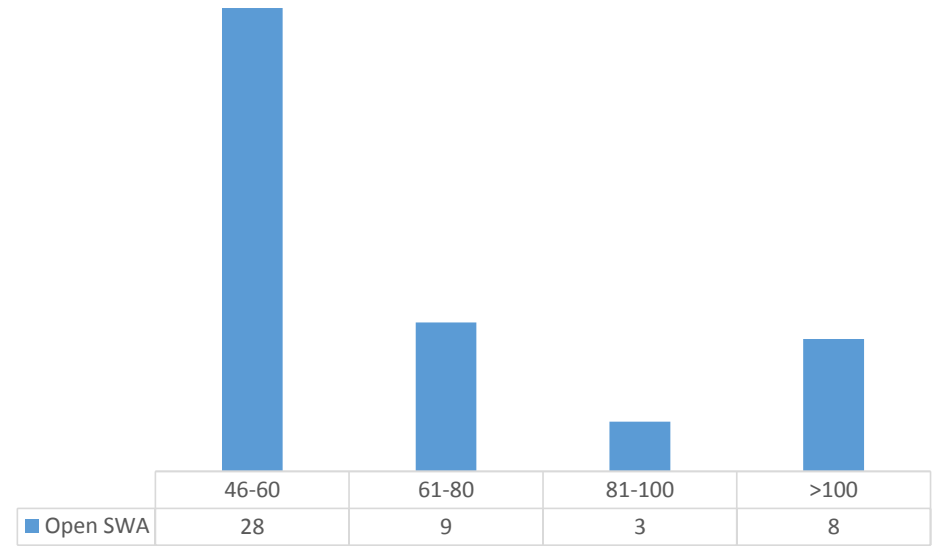
Assessments Authorised in Timescales:

	Jan-16	Feb-16	Mar-16	This yr...										Current Year to-Date	Previous Year-to-Date	England	Statistical Neighbour	Target
Assessments authorised - No.	657	716	674	608	599	704	759	814	728	645	707	638	620	6822				
Assessments auth in 45 WD - No.	516	574	530	477	469	547	502	524	426	501	584	511	485	5026				
Assessments auth in 45 WD - %	78.5%	80.2%	78.6%	78.5%	78.3%	77.7%	66.1%	64.4%	58.5%	77.7%	82.6%	80.1%	78.2%	73.7%		81.0%	81.0%	80%

Assessments authorised in 45 Working Days



SWA Open >45 Working Days



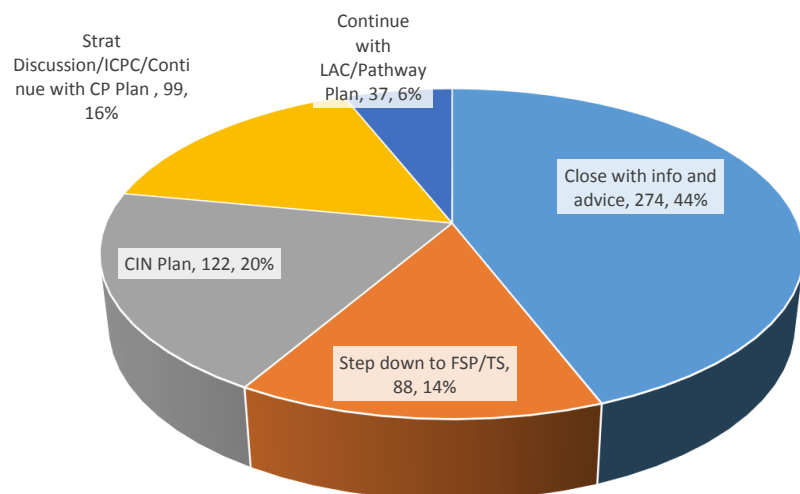
Outcomes of Assessments:

Outcome	This yr...													Current Year-to-Date	Previous Year-to-Date
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17		
Close with info and advice	282	354	357	253	275	293	340	414	348	334	343	293	274	3167	
Step down to FSP/TS	147	138	91	109	101	103	94	120	97	52	105	96	88	965	
CIN Plan	125	132	130	143	117	146	188	118	147	113	111	129	122	1334	
Strat Discussion/ICPC/Continue with CP Plan	86	68	70	75	81	129	95	118	110	92	92	90	99	981	
Continue with LAC/Pathway Plan	17	24	26	28	25	33	42	44	26	54	47	29	37	365	

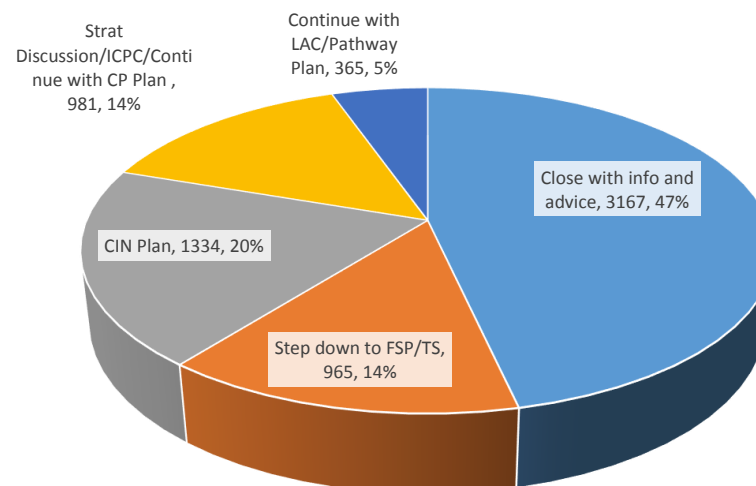
Excludes Social Work Assessments with outcome of "Completed"

Outcomes of Assessments:

In-Month



Year-to-date

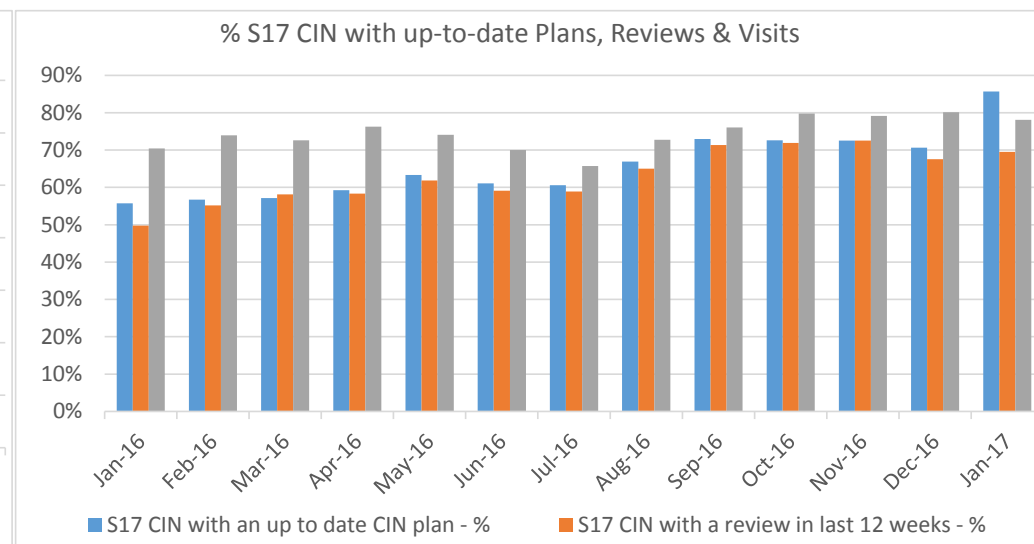
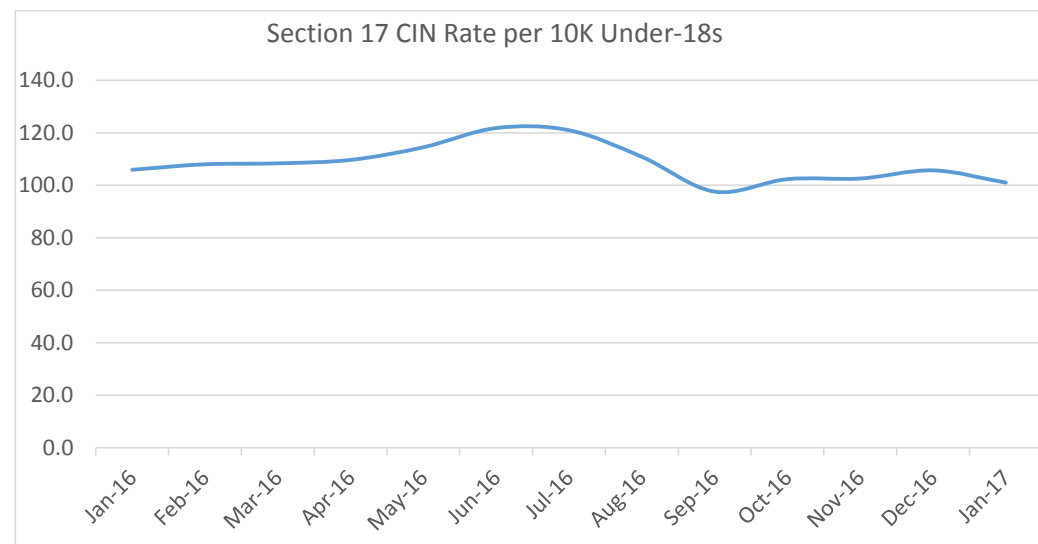


Section 17 Children in Need

S17 CIN Numbers & Rates per 10K Under-18s S17 CIN with up-to-date Plans, Reviews & Visits

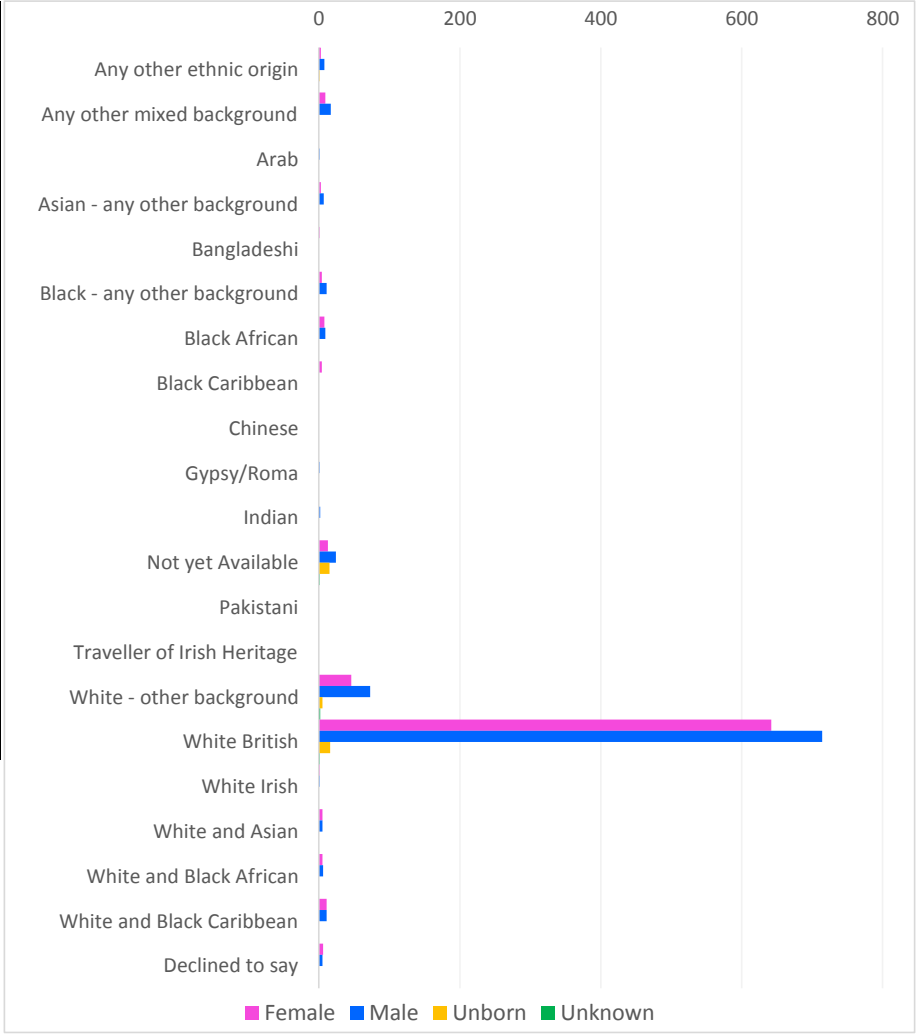
	This yr...												England	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17		
Section 17 CIN Nos.	1779	1814	1820	1842	1923	2046	2032	1862	1639	1719	1723	1775	1697		
Section 17 CIN Rate per 10K Under-18s	105.9	108.0	108.4	109.7	114.5	121.8	121.0	110.9	97.6	102.4	102.6	105.7	101.0		
S17 CIN with an up to date CIN plan - No.	992	1029	1040	1092	1218	1250	1231	1246	1196	1248	1250	1254	1084		
S17 CIN with an up to date CIN plan - %	55.8%	56.7%	57.1%	59.3%	63.3%	61.1%	60.6%	66.9%	73.0%	72.6%	72.5%	70.6%	85.7%		100%
S17 CIN with a review in last 12 weeks - No.	885	1001	1058	1074	1190	1210	1197	1210	1169	1236	1250	1199	1180		
S17 CIN with a review in last 12 weeks - %	49.7%	55.2%	58.1%	58.3%	61.9%	59.1%	58.9%	65.0%	71.3%	71.9%	72.5%	67.5%	69.5%		100%
S17 CIN with a visit in timescale - No.	1253	1342	1321	1405	1425	1432	1336	1354	1246	1371	1364	1422	1325		
S17 CIN with a visit in timescale - %	70.4%	74.0%	72.6%	76.3%	74.1%	70.0%	65.7%	72.7%	76.0%	79.8%	79.2%	80.1%	78.1%		100%

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



S17 CIN by Ethnicity:

	Female	Male	Unborn	Unknown	Total
Any other ethnic origin	3	8	1	0	12
Any other mixed background	9	17	0	0	26
Arab	0	1	0	0	1
Asian - any other background	3	7	0	0	10
Bangladeshi	1	0	0	0	1
Black - any other background	4	11	0	0	15
Black African	8	9	0	0	17
Black Caribbean	4	0	0	0	4
Chinese	0	0	0	0	0
Gypsy/Roma	0	1	0	0	1
Indian	0	2	0	0	2
Not yet Available	13	24	15	1	53
Pakistani	0	0	0	0	0
Traveller of Irish Heritage	0	0	0	0	0
White - other background	46	73	5	2	126
White British	642	714	16	1	1,373
White Irish	1	1	0	0	2
White and Asian	5	5	0	0	10
White and Black African	5	6	0	0	11
White and Black Caribbean	11	11	0	0	22
Declined to say	6	5	0	0	11
Total	761	895	37	4	1,697

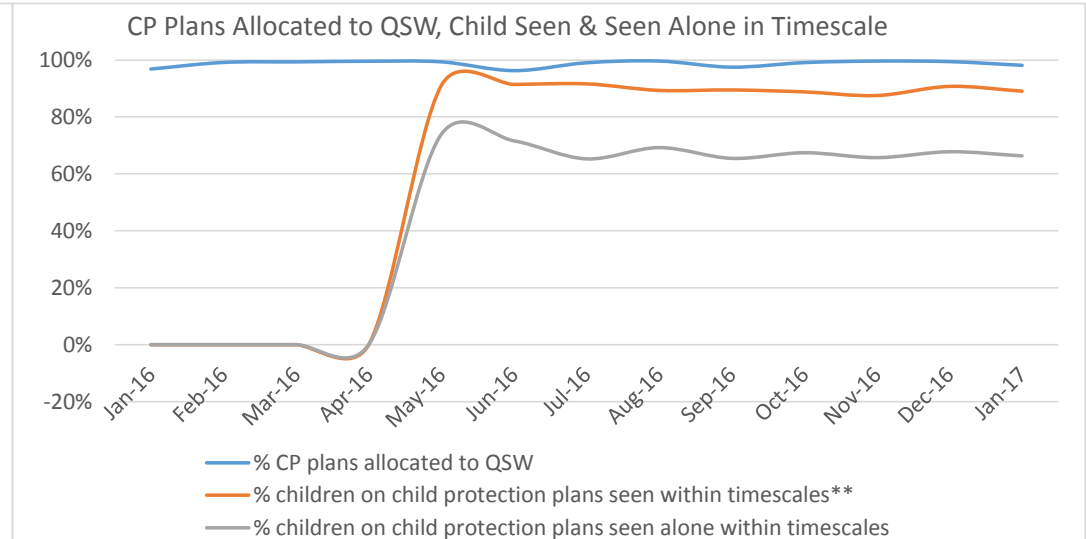
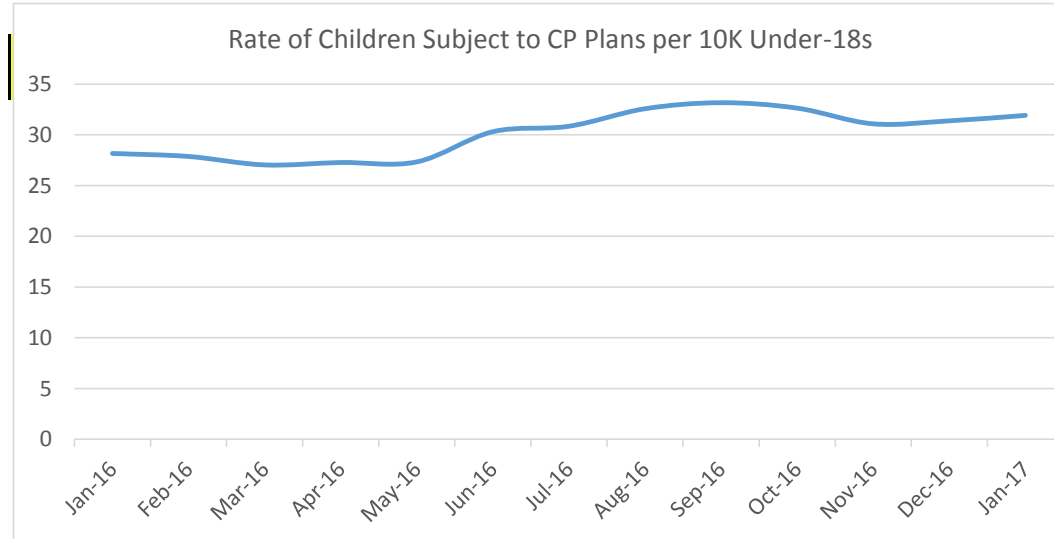


Safeguarding

Numbers & Rates of Children subject to CP Plans, Children on CP Plans allocated to Qualified Social Workers & Seen / Seen alone within timescales

				This yr...														
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Current Year-to-Date	Previous Year-to-Date	Top Quartile	Statistical Neighbour	Target
No. Children Subject to CP Plans	473	468	454	458	459	509	518	547	557	548	522	527	536					
Children Subject to CP Plans - Rate per 10K Under-18s	28.2	27.9	27.0	27.3	27.3	30.3	30.8	32.6	33.2	32.6	31.1	31.4	31.9			42.9	38.6	30.0
No. CP plans allocated to QSW	458	464	451	456	456	490	513	545	543	543	520	524	526					
% CP plans allocated to QSW	96.8%	99.1%	99.3%	99.6%	99.3%	96.3%	99.0%	99.6%	97.5%	99.1%	99.6%	99.4%	98.1%					100%
No. children on child protection plans seen within timescales**					356	383	393	418	417	428	393	411	423					
% children on child protection plans seen within timescales**		0.0%	0.0%	0.0%	91.0%	91.4%	91.6%	89.3%	89.5%	88.8%	87.5%	90.7%	89.1%			93.7%	63.9%	100%
No. children on child protection plans seen alone within timescales					289	300	280	324	305	325	295	307	315					
% children on child protection plans seen alone within timescales		0.0%	0.0%	0.0%	73.9%	71.6%	65.3%	69.2%	65.5%	67.4%	65.7%	67.8%	66.3%					80%

** As visiting frequency is set locally by each LA, figures are not directly comparable

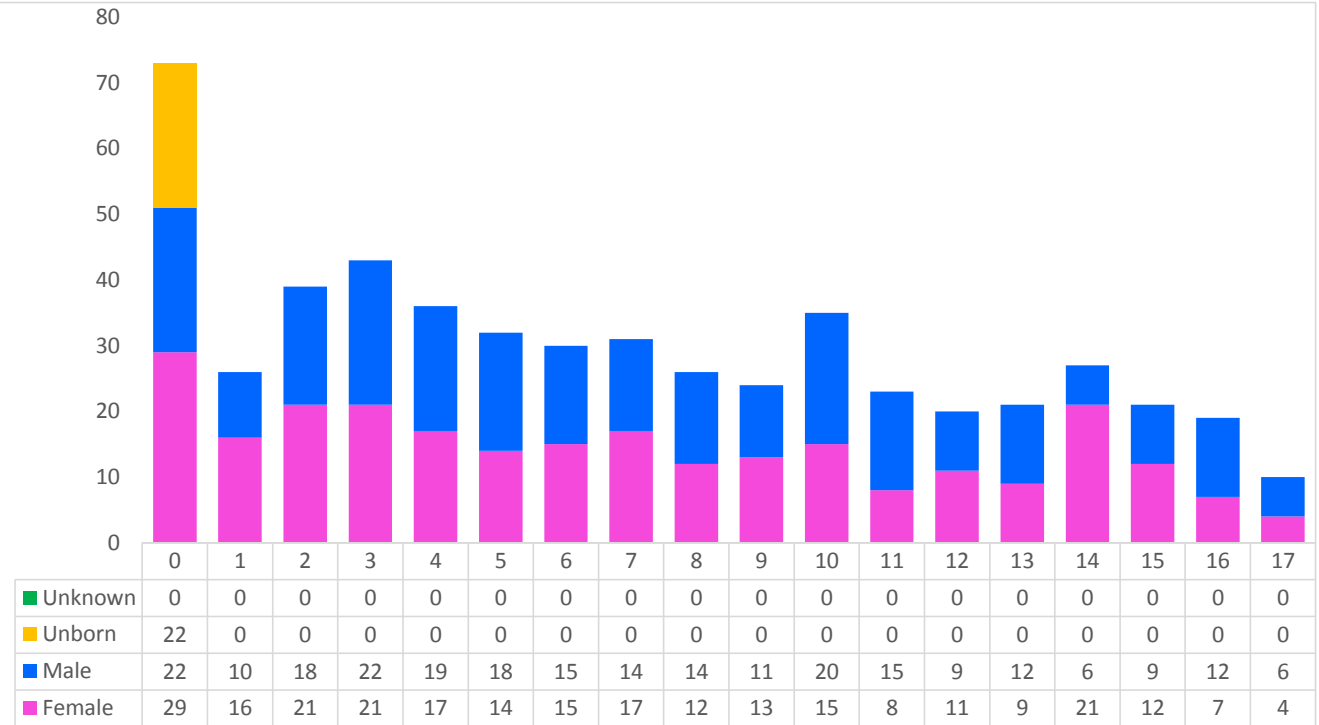


Current CP Cohort - Profile

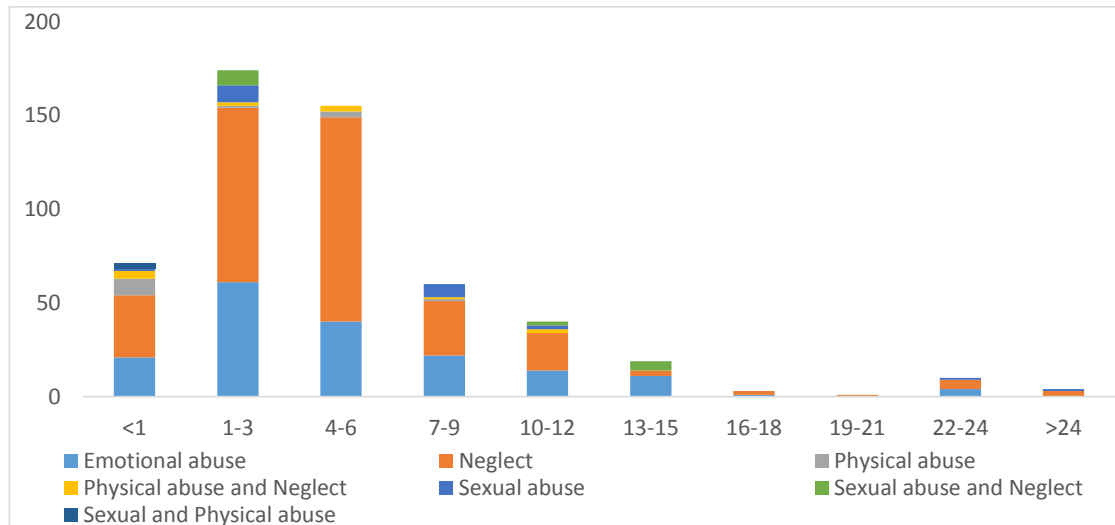
Children subject to Child Protection Plans by Ethnicity & Gender

	Female	Male	Unborn	Unk'wn	Total
Any other ethnic origin (please specify)	1	2	0	0	3
Any other mixed background	6	7	1	0	14
Arab	0	0	0	0	0
Asian - any other background	1	1	0	0	2
Bangladeshi	0	2	0	0	2
Black - any other background	2	0	0	0	2
Black African	1	1	0	0	2
Black Caribbean	0	0	0	0	0
Chinese	0	2	0	0	2
Gypsy/Roma	0	0	0	0	0
Indian	1	1	0	0	2
Not yet Available	0	3	10	0	13
Pakistani	0	0	0	0	0
Traveller of Irish Heritage	0	1	0	0	1
White - other background	17	24	1	0	42
White British	227	200	10	0	437
White Irish	0	0	0	0	0
White and Asian	3	3	0	0	6
White and Black African	1	3	0	0	4
White and Black Caribbean	0	0	0	0	0
Declined to say	2	2	0	0	4
Total	262	252	22	0	536

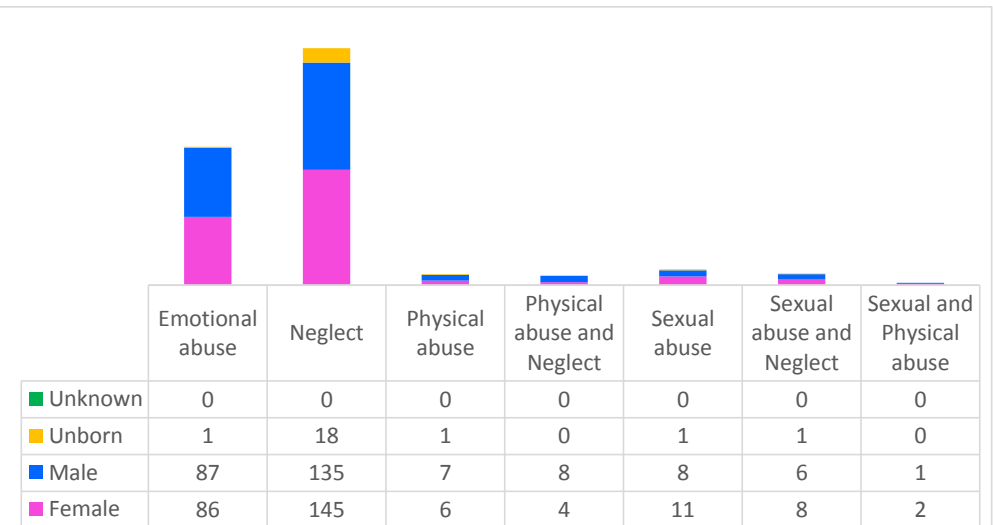
Children subject to Child Protection Plans by Age & Gender



Current CP by Category of Need & Length of Time (months) on Plan:



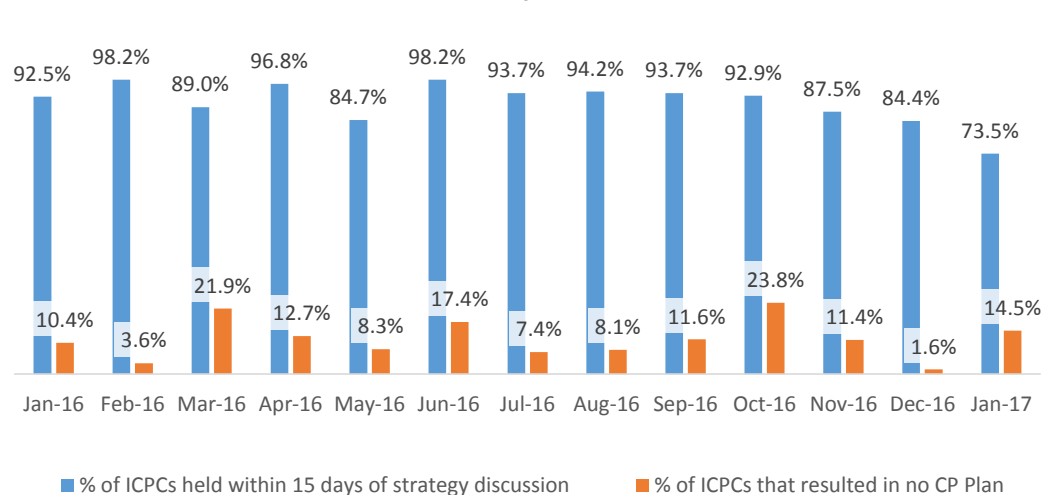
Children Subject to CP Plans by Category of Need & Gender:



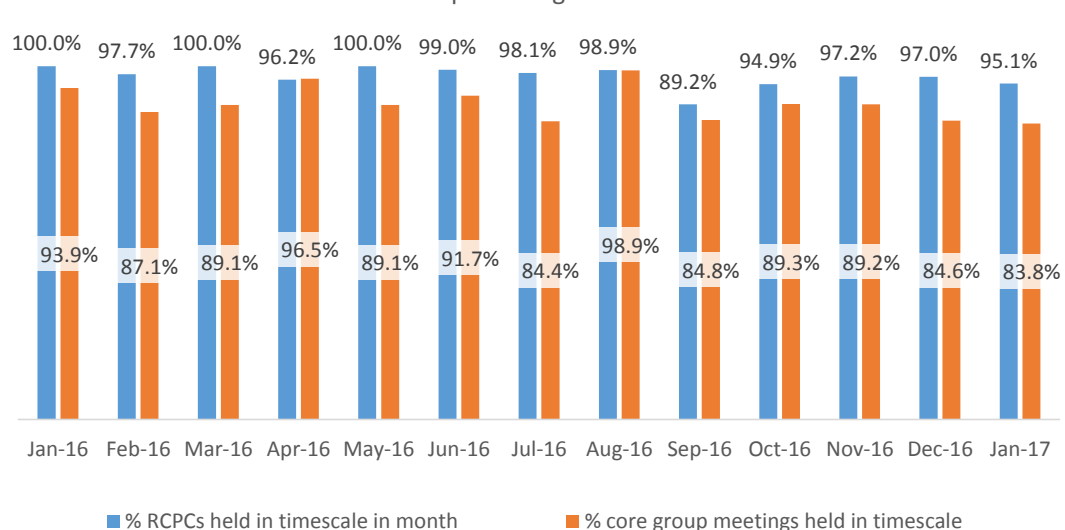
Strategy Discussions, CP Conferences, Core Group Meetings & Children subject to Plans for 2 or more years

	This yr...													Current Year-to-Date	Previous Year-to-Date	Rolling 12-month	Top Quartile	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17						
Number of children subject to a strategy discussion	203	188	199	192	322	272	339	203	281	275	344	204	367	2799		3186			
Number of children subject to an ICPC	67	55	73	63	72	109	95	86	95	84	88	64	83	839		967			
No. of ICPCs held within 15 days of strategy discussion	62	54	65	61	61	107	89	81	89	78	77	54	61	758		877			
% of ICPCs held within 15 days of strategy discussion	92.5%	98.2%	89.0%	96.8%	84.7%	98.2%	93.7%	94.2%	93.7%	92.9%	87.5%	84.4%	73.5%	90.3%		90.7%	93%	82%	95%
No. of ICPCs that resulted in no CP Plan	7	2	16	8	6	19	7	7	11	20	10	1	12	101		119			
% of ICPCs that resulted in no CP Plan	10.4%	3.6%	21.9%	12.7%	8.3%	17.4%	7.4%	8.1%	11.6%	23.8%	11.4%	1.6%	14.5%	12.0%		12.3%			15% or less
No. RCPCs held in timescale in month	273	129	137	102	117	101	156	92	124	150	171	129	136	1278					
% RCPCs held in timescale in month	100.0%	97.7%	100.0%	96.2%	100.0%	99.0%	98.1%	98.9%	89.2%	94.9%	97.2%	97.0%	95.1%	96.4%					100%
No. core group meetings held in timescale	77	54	49	55	49	66	76	88	67	75	58	66	57	657		760			
% core group meetings held in timescale	93.9%	87.1%	89.1%	96.5%	89.1%	91.7%	84.4%	98.9%	84.8%	89.3%	89.2%	84.6%	83.8%	89.1%		89.0%			80%
No. children subject to child protection plan for > 2 years	3	2	2	2	0	0	0	1	1	7	3	3	4						
% children subject to child protection plan for > 2 years	0.6%	0.4%	0.4%	0.4%	0.0%	0.0%	0.0%	0.2%	0.2%	1.3%	0.6%	0.6%	0.7%				0.3%	3.3%	10% or less

ICPCs: % held within 15 days of strategy discussion & % which result in no Plan

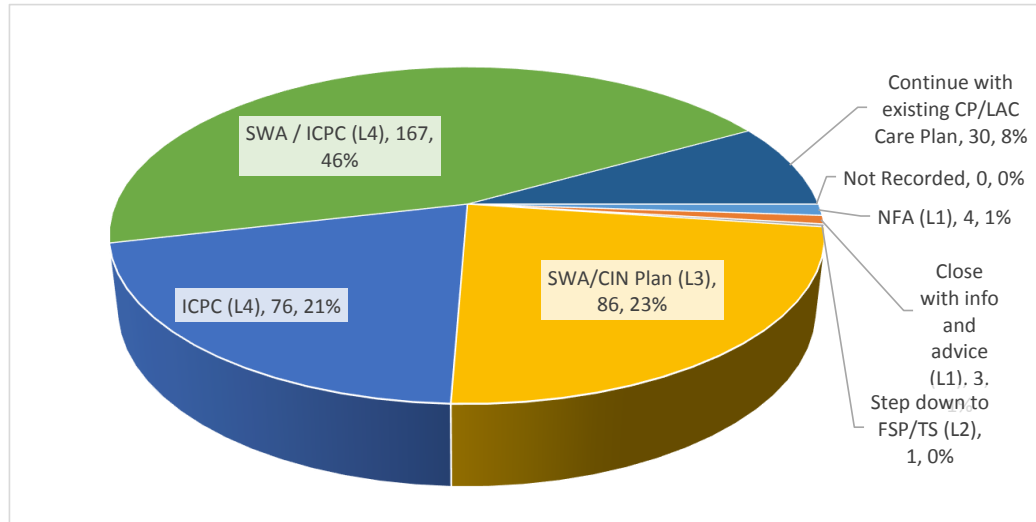


RCPCs & Core Group Meetings - % in Timescale



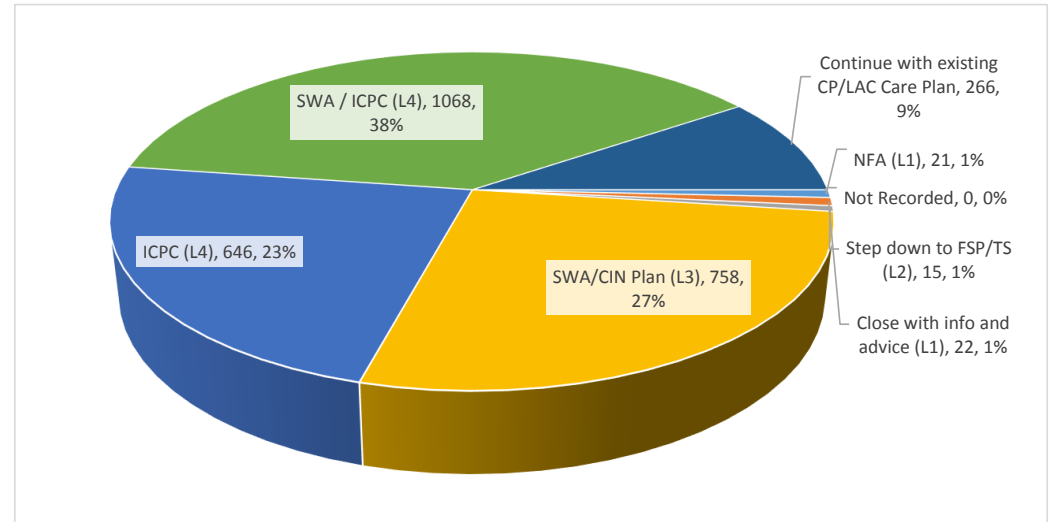
Outcomes of Strategy Discussions

In-Month



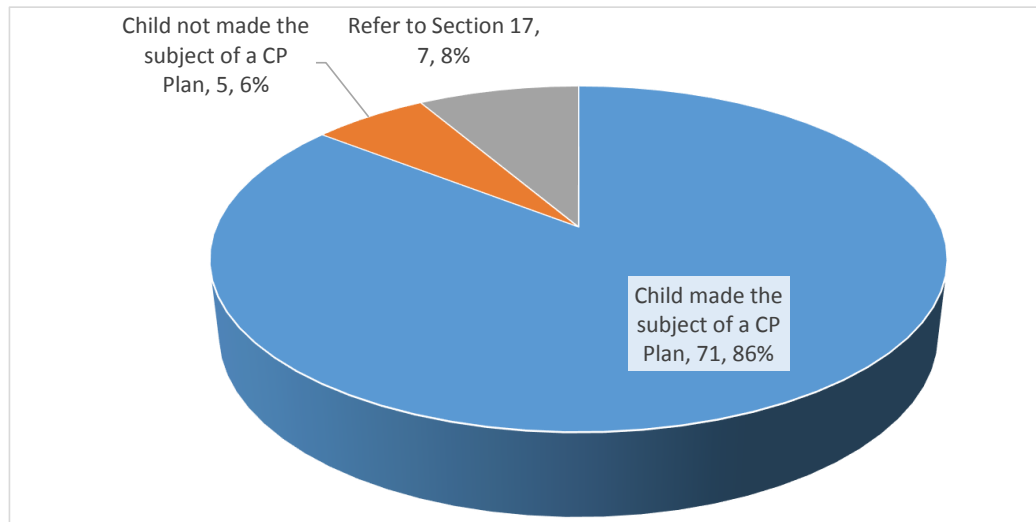
Outcomes of Strategy Discussions

Year-to-Date



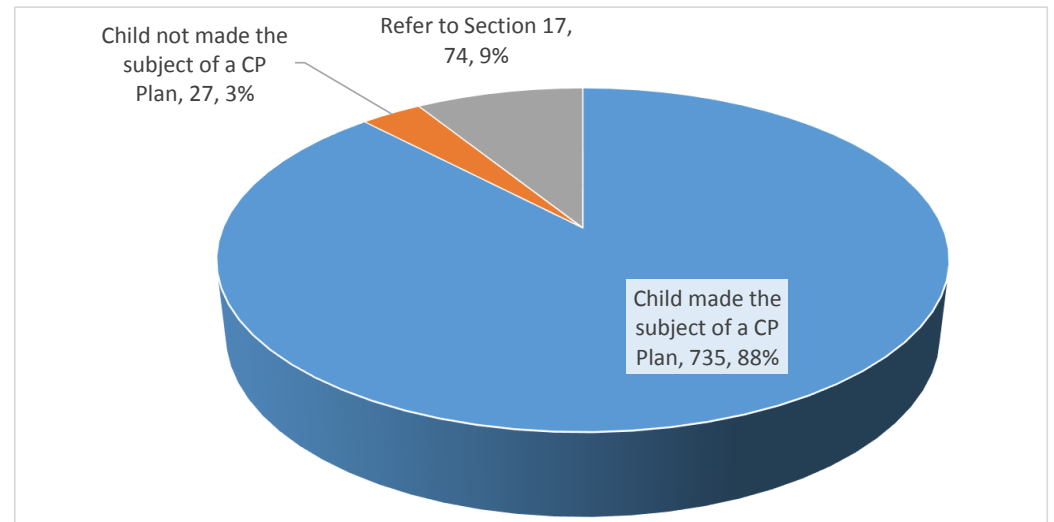
Outcomes of ICPCs

In-Month



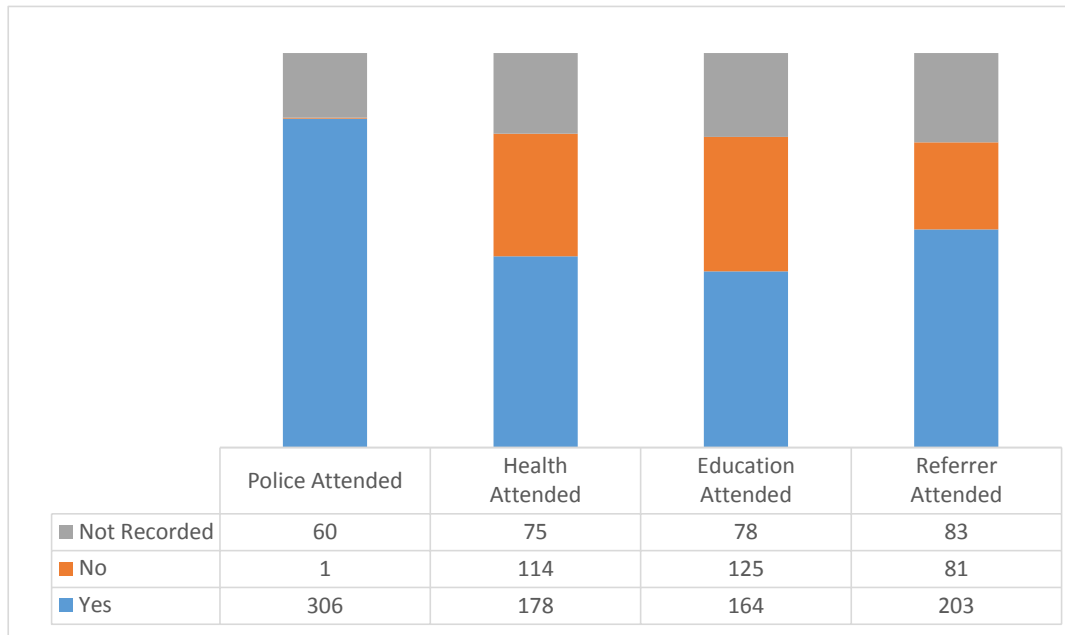
Outcomes of ICPCs

Year-to-Date

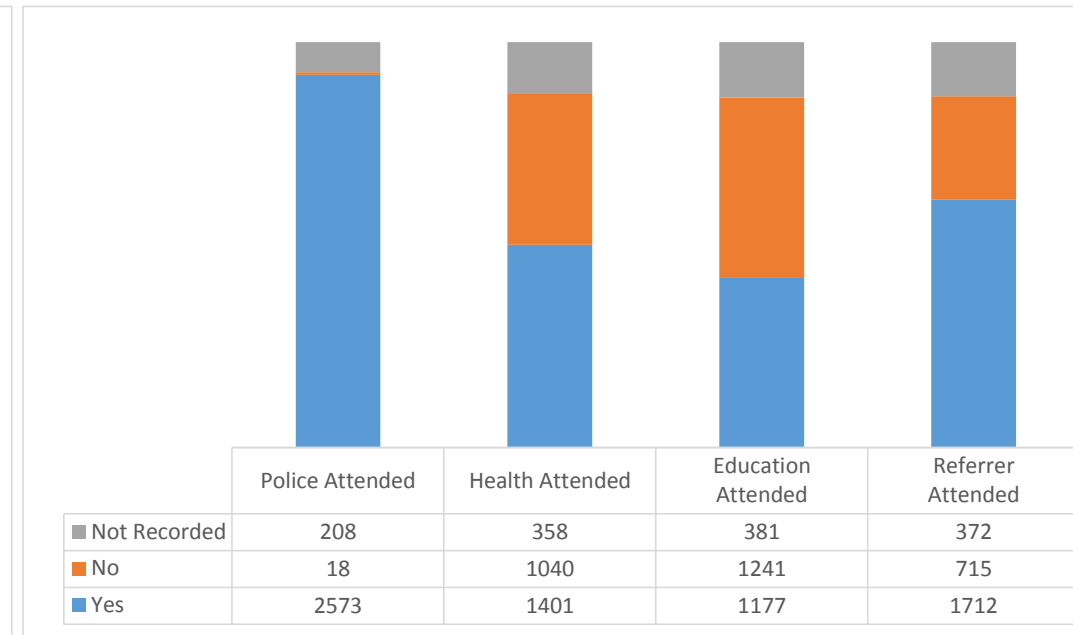


Partner Attendance at Strategy Discussions

In-Month



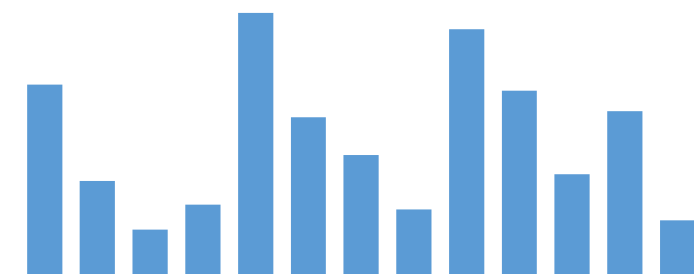
Year-to-Date



CP Starts & Ceases:

				This yr...															
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Current Year to-Date	Previous Year-to-Date	Rolling 12-month	Top Quartile	Statistical Neighbour	Target
No. children whose child protection plan ceased this month	66	58	71	49	70	40	80	50	73	73	106	59	62	662	702	791			
No. children whose CP Plan ceased at first review				24	20	13	22	23	36	14	28	20	25	225					
% children whose CP Plan ceased at first review				49.0%	28.6%	32.5%	27.5%	46.0%	49.3%	19.2%	26.4%	33.9%	40.3%	34.0%					
No. children whose CP Plan started this month	61	55	57	55	64	90	86	79	84	63	77	63	71	732	583	844			
No. children whose child protection plan started this month who had previously been subject to a CP Plan within the last 2 years	9	4	2	3	13	11	8	4	16	9	6	8	3	81					
% children whose child protection plan started this month who had previously been subject to a CP Plan within the last 2 years	14.8%	7.3%	3.5%	5.5%	20.3%	12.2%	9.3%	5.1%	19.0%	14.3%	7.8%	12.7%	4.2%	11.1%			9.9%	17.0%	<15%

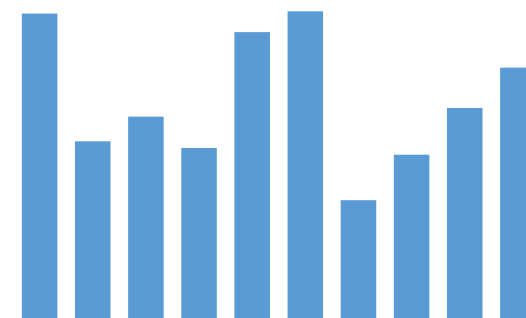
Children Starting a CP Plan for 2nd/Subsequent Time



% children whose child protection plan started this month who had previously been subject to a CP Plan within the last 2 years

Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17
14.8%	7.3%	3.5%	5.5%	20.3%	12.2%	9.3%	5.1%	19.0%	14.3%	7.8%	12.7%	4.2%

Children whose CP Plan Ceased at 1st Review



% children whose CP Plan ceased at first review

Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17
0.0%	0.0%	0.0%	49.0%	28.6%	32.5%	27.5%	46.0%	49.3%	19.2%	26.4%	33.9%	40.3%

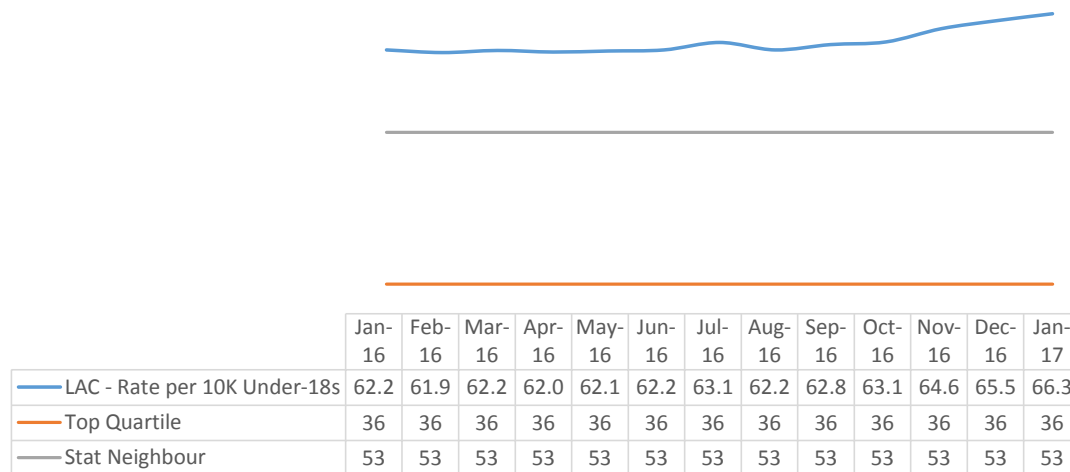
Looked-After Children

Numbers & Rates of Looked-After Children, LAC Placed In/Out of County, LAC Seen / Seen alone within timescales & UASC

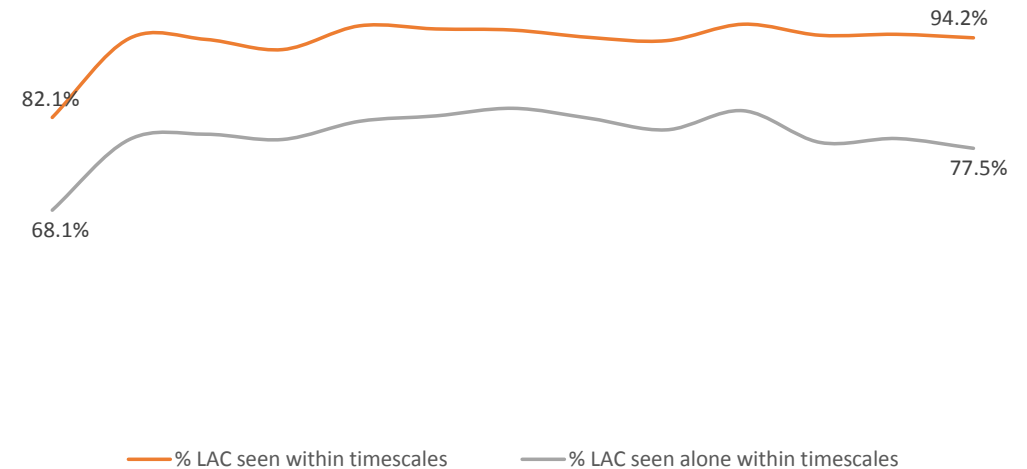
	This yr...													Current Year-to-Date	Previous Year-to-Date	Top Quartile	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17					
No. Looked-After Children	1045	1040	1044	1041	1043	1045	1059	1045	1055	1060	1085	1100	1113					
LAC - Rate per 10K Under-18s	62.2	61.9	62.2	62.0	62.1	62.2	63.1	62.2	62.8	63.1	64.6	65.5	66.3			36	53	55
No. LAC Placed in County*	805	804	809	811	808	805	822	813	824	829	856	858	864					
% LAC Placed in County*	77.0%	77.3%	77.5%	77.9%	77.5%	77.0%	77.6%	77.8%	78.1%	78.2%	78.9%	78.0%	77.6%					80%
No. LAC Placed Out of County*	173	165	174	176	176	174	172	168	176	174	177	186	190					
% LAC Placed Out of County*	16.6%	15.9%	16.7%	16.9%	16.9%	16.7%	16.2%	16.1%	16.7%	16.4%	16.3%	16.9%	17.1%					
No. LAC seen within timescales	855	935	930	924	957	959	943	932	945	971	957	985	1003					
% LAC seen within timescales	82.1%	94.1%	93.9%	92.4%	96.0%	95.5%	95.3%	94.2%	93.8%	96.2%	94.6%	94.7%	94.2%					100%
No. LAC seen alone within timescales	709	783	788	788	813	827	826	811	809	839	793	821	825					
% LAC seen alone within timescales	68.1%	78.8%	79.6%	78.8%	81.5%	82.4%	83.5%	82.0%	80.3%	83.2%	78.4%	78.9%	77.5%					80%
No. UASC LAC	5	5	4	4	4	4	4	6	6	6	6	7	6					

* Excludes Children Placed for Adoption

LAC Rates per 10K Under-18s

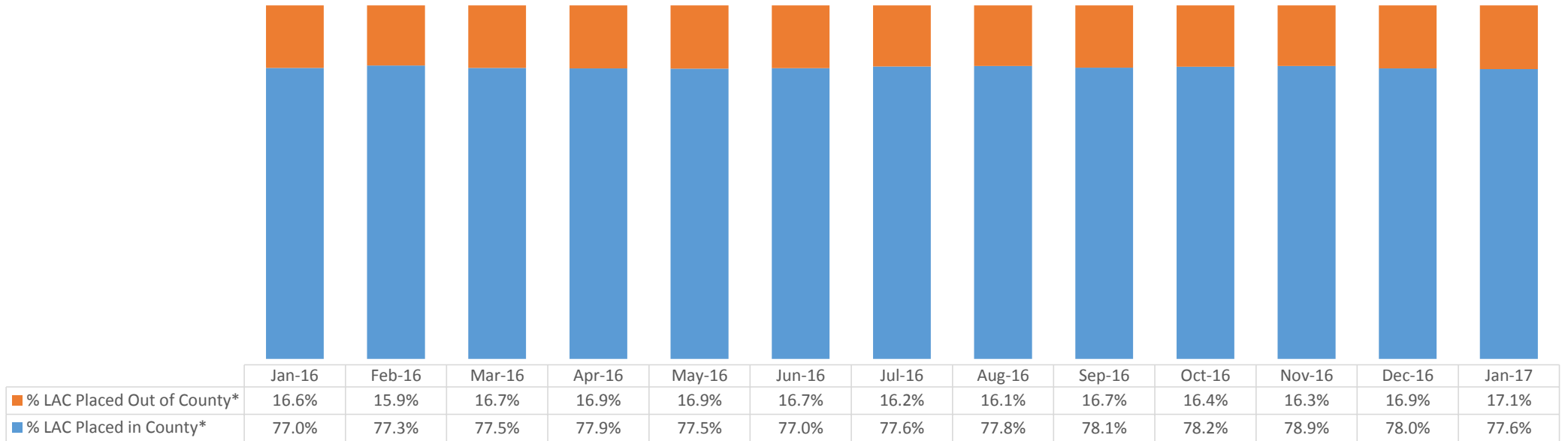


LAC Seen & Seen Alone within Timescales



Current LAC Cohort - Profile

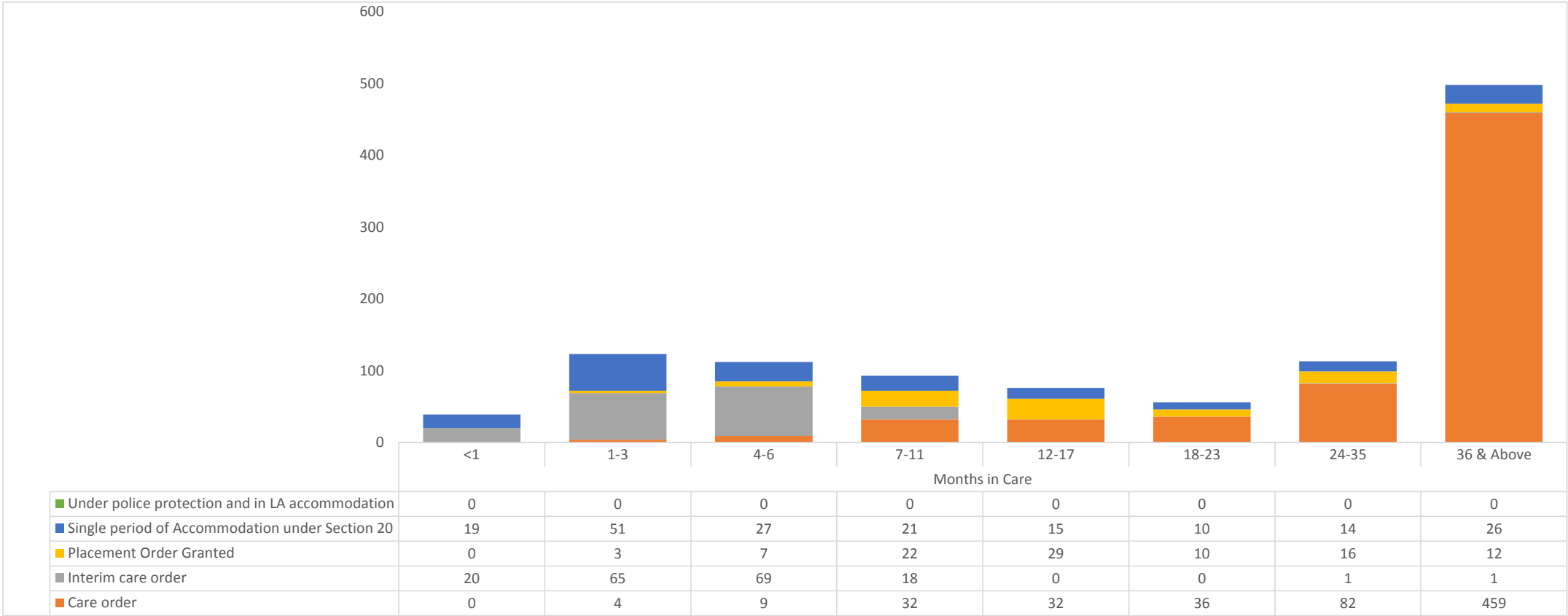
Looked-After Children Placed In/Out of County



LAC By Age & Legal Status:

Legal Status Description	Age																		Total
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
Care order	1	3	2	6	7	7	22	37	37	40	50	41	75	64	62	69	59	72	654
Interim care order	37	12	18	8	15	9	5	12	10	6	4	4	5	8	10	6	4	1	174
Placement Order Granted	18	16	11	11	10	12	7	7	3	3	1	0	0	0	0	0	0	0	99
Single period of Accommodation under Section 20	6	3	1	6	2	4	4	2	3	4	9	6	12	5	12	21	38	45	183
Under police protection and in LA accommodation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	62	34	32	31	34	32	38	58	53	53	64	51	92	77	84	96	101	118	1110

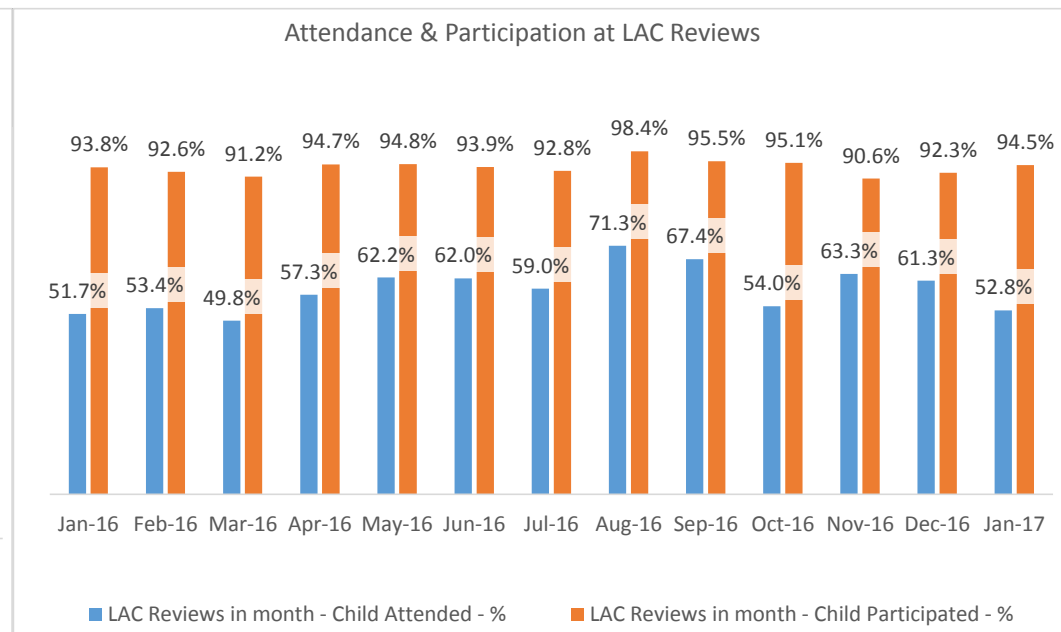
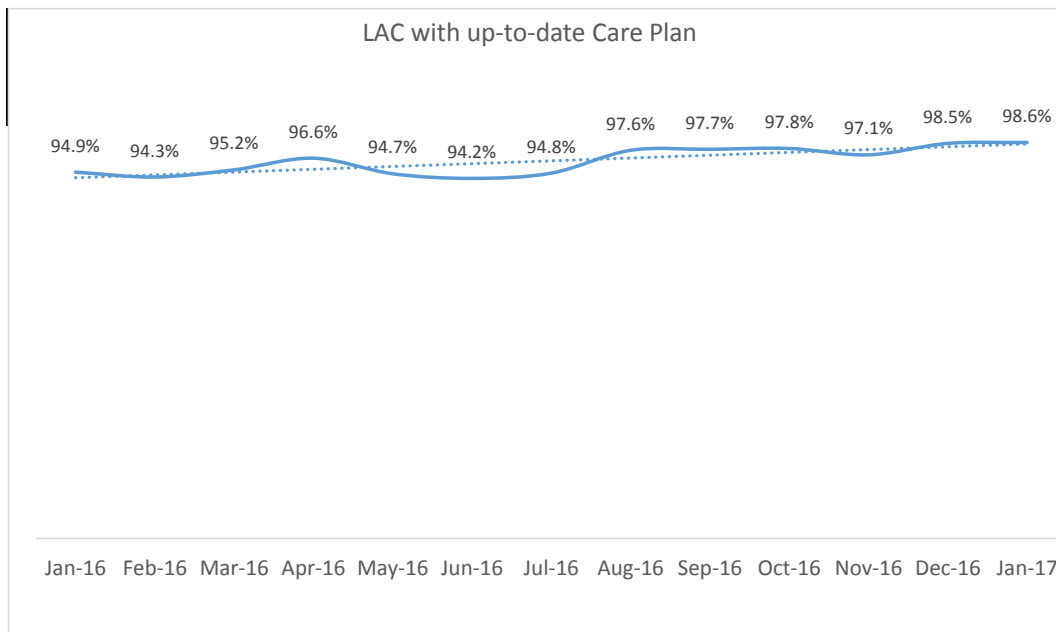
LAC by Legal Status & Length of Time in Care:



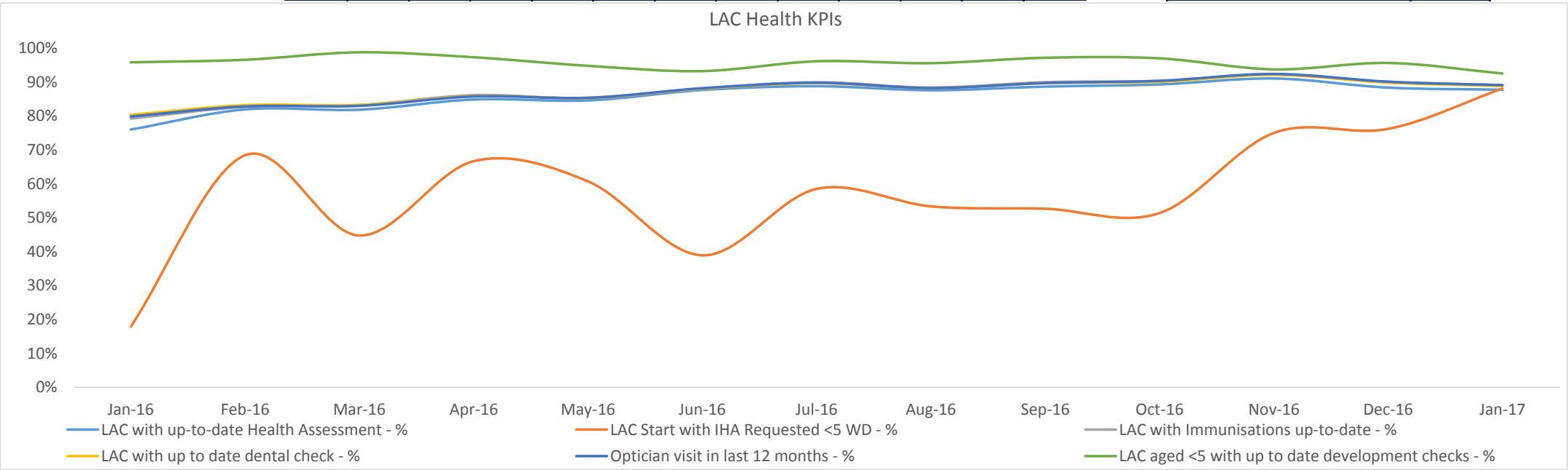
LAC Plans & Reviews:

	This yr...													Current Year-to-Date	Previous Year-to-Date	Top Quartile	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17					
LAC with up-to-date Care Plan - No.	992	981	994	1006	988	984	1004	1020	1031	1037	1053	1083	1097	1158	953			
LAC with up-to-date Care Plan - %	94.9%	94.3%	95.2%	96.6%	94.7%	94.2%	94.8%	97.6%	97.7%	97.8%	97.1%	98.5%	98.6%		90.4%	80%		
LAC with up-to-date PEP - No.*			527		607					570					1158			
LAC with up-to-date PEP - %			73.5%		88.9%					81.2%						100%		
LAC Reviews in month - Child Attended - No.	75	79	124	118	107	101	115	92	151	122	155	111	86					
LAC Reviews in month - Child Attended - %	51.7%	53.4%	49.8%	57.3%	62.2%	62.0%	59.0%	71.3%	67.4%	54.0%	63.3%	61.3%	52.8%					
LAC Reviews in month - Child Participated - No.	136	137	227	195	163	153	181	127	214	215	222	167	154					
LAC Reviews in month - Child Participated - %	93.8%	92.6%	91.2%	94.7%	94.8%	93.9%	92.8%	98.4%	95.5%	95.1%	90.6%	92.3%	94.5%					

* Data Refers to most-recent completed term where all data available within CareFirst.

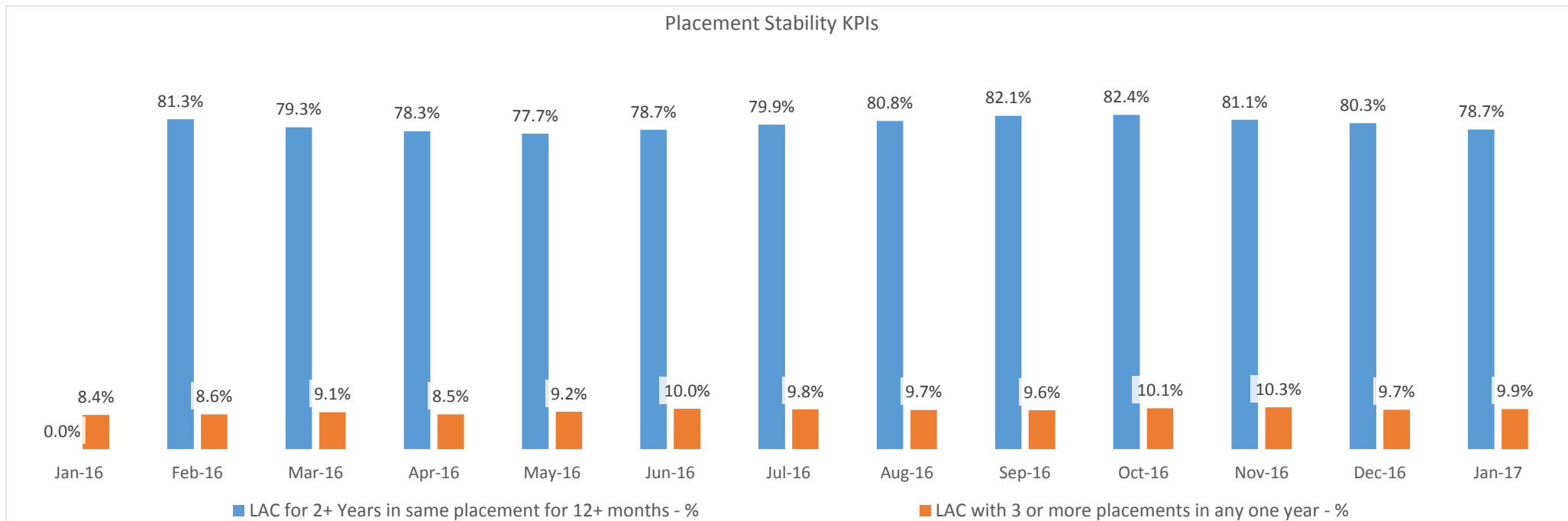


				This yr...										Current Year-to-Date	Previous Year-to-Date	Top Quartile	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17					
LAC with up-to-date Health Assessment - No.	611	649	645	662	659	676	689	664	673	677	683	661	652					
LAC with up-to-date Health Assessment - %	76.0%	81.9%	81.9%	84.9%	84.6%	87.7%	88.8%	87.6%	88.7%	89.3%	91.1%	88.4%	87.8%					100%
LAC Start with IHA Requested <5 WD - No.	5	26	17	20	17	14	31	16	20	19	42	32	37	248				
LAC Start with IHA Requested <5 WD - %	17.9%	68.4%	44.7%	66.7%	60.7%	38.9%	58.5%	53.3%	52.6%	51.4%	75.0%	76.2%	88.1%	63.3%				100%
LAC with Immunisations up-to-date - No.	637	655	656	672	664	679	698	670	683	685	692	674	662					
LAC with Immunisations up-to-date - %	79.2%	82.7%	83.2%	86.2%	85.2%	88.1%	89.9%	88.4%	90.0%	90.4%	92.3%	90.1%	89.1%					100%
LAC with up to date dental check - No.	646	659	656	670	665	679	696	669	681	683	691	672	660					
LAC with up to date dental check - %	80.3%	83.2%	83.2%	85.9%	85.4%	88.1%	89.7%	88.3%	89.7%	90.1%	92.1%	89.8%	88.8%					100%
Optician visit in last 12 months - No.	642	656	654	669	665	680	697	669	681	685	693	674	662					
Optician visit in last 12 months - %	79.9%	82.8%	83.0%	85.8%	85.4%	88.2%	89.8%	88.3%	89.7%	90.4%	92.4%	90.1%	89.1%					100%
LAC aged <5 with up to date development checks - No.	92	85	82	73	73	69	75	65	69	65	60	66	62					
LAC aged <5 with up to date development checks - %	95.8%	96.6%	98.8%	97.3%	94.8%	93.2%	96.2%	95.6%	97.2%	97.0%	93.8%	95.7%	92.5%					100%

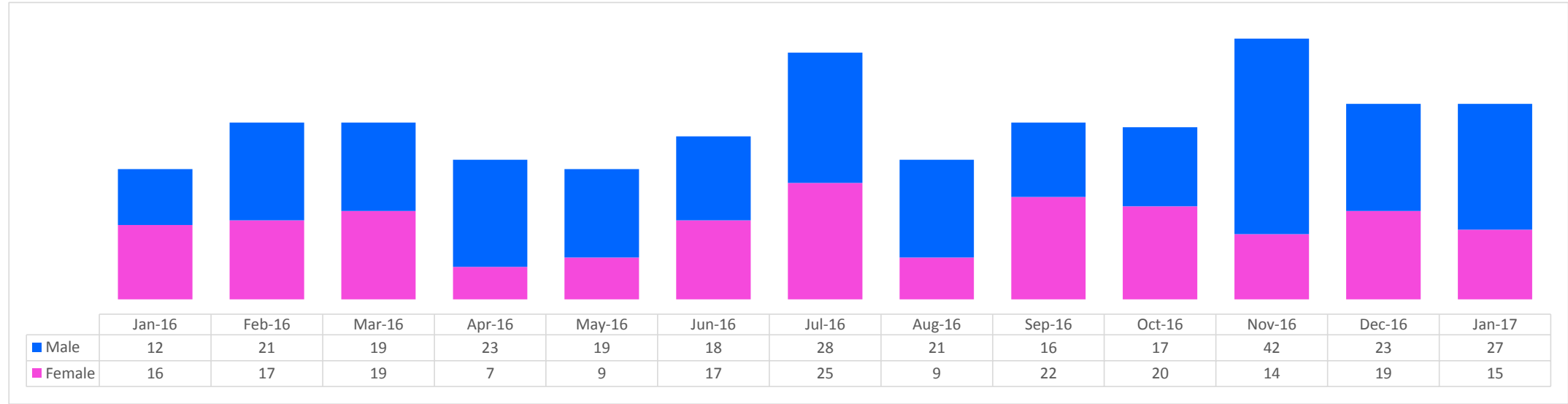


Placement Stability & Current Courtwork Activity:

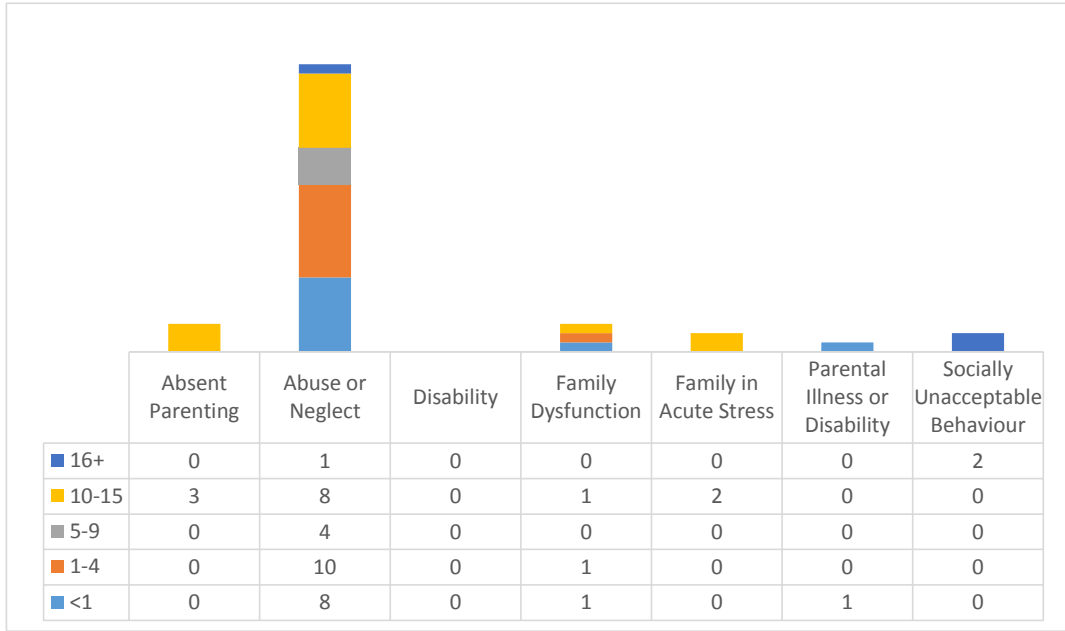
	This yr...													Current Year-to-Date	Previous Year-to-Date	Top Quartile	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17					
LAC for 2+ Years in same placement for 12+ months - No.	498	494	489	484	485	491	502	498	500	504	494	485	481					
LAC for 2+ Years in same placement for 12+ months - %		81.3%	79.3%	78.3%	77.7%	78.7%	79.9%	80.8%	82.1%	82.4%	81.1%	80.3%	78.7%			70-80%		
LAC with 3 or more placements in any one year - No.	88	89	95	89	96	104	104	101	101	107	112	107	110			95		
LAC with 3 or more placements in any one year - %	8.4%	8.6%	9.1%	8.5%	9.2%	10.0%	9.8%	9.7%	9.6%	10.1%	10.3%	9.7%	9.9%			9.0%		
LAC Missing from Placement - No.				23	22	23	27	24	24	22	18	25	21					
Current Courtwork Activity - No.		135	242	284	316	347	391	395	392	368	368	378	385					



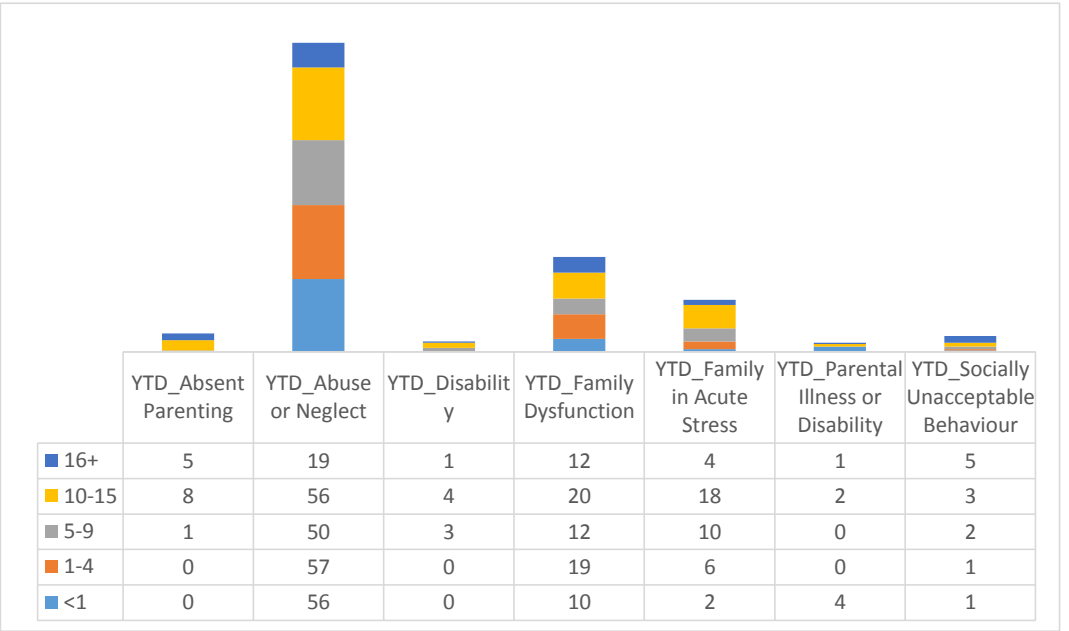
LAC Starts:
LAC Starts by Month & Gender:



LAC Starts by Age Range & Category of Need - Current Month:

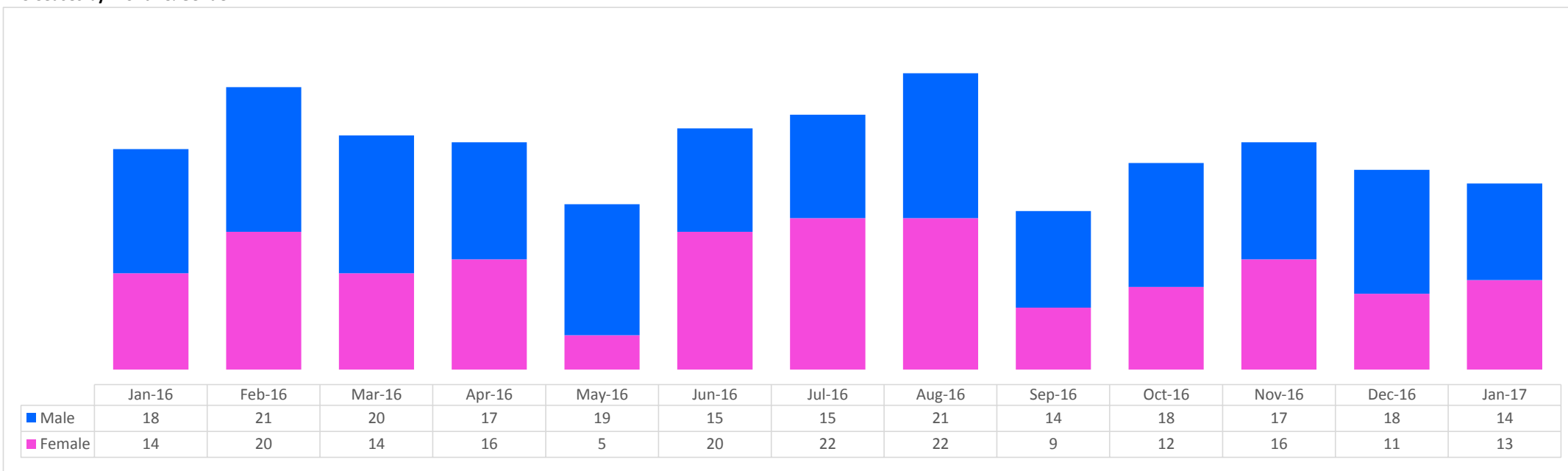


LAC Starts by Age Range & Category of Need - Year-to-Date:



LAC Ceases:

LAC Ceases by Month & Gender:



LAC Ceases by Age Range & Reason Year-to-Date:

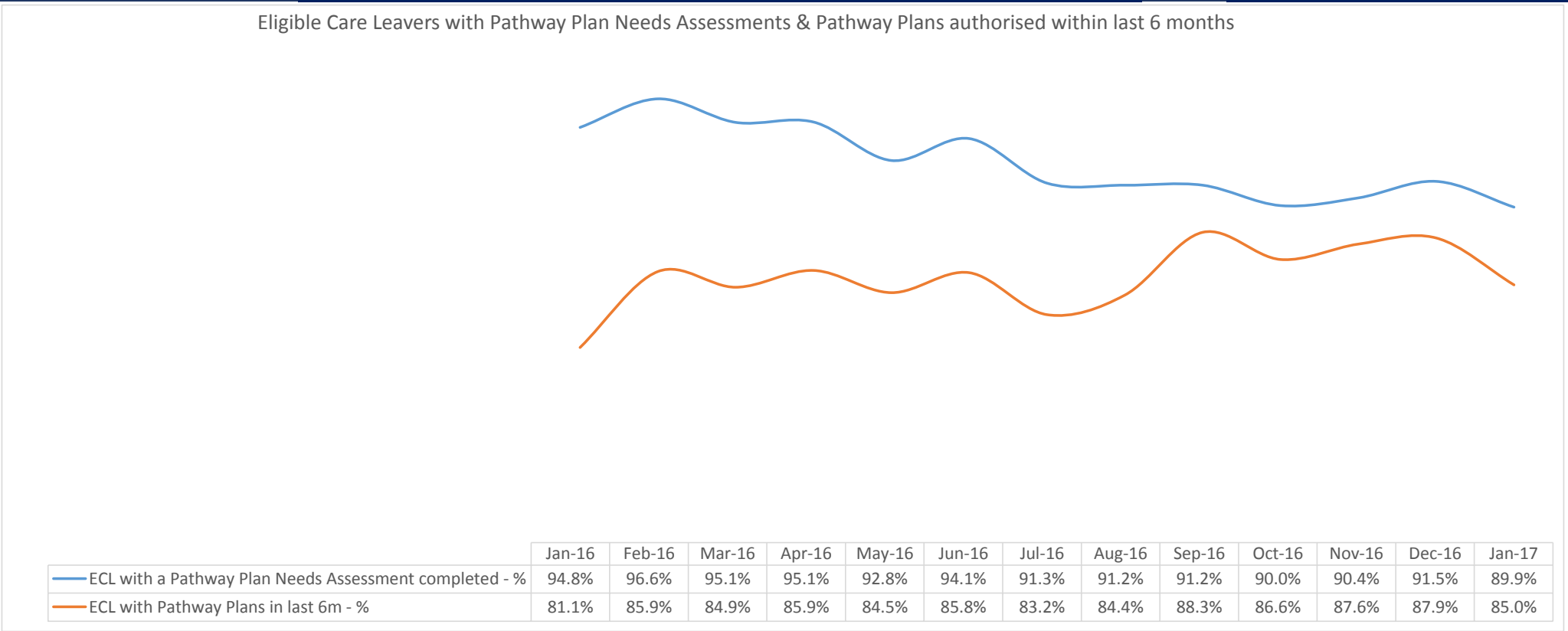
	Age Range				
	<1	1-4	5-9	10-15	16+
Adopted - Application unopposed	2	6	2	0	0
Adopted - Consent dispensed with	3	31	10	3	0
Care ceased for other reason	0	1	4	3	23
Moved to indep living - formal advice / support	0	0	0	0	74
Moved to indep living - no formal advice / support	0	0	0	0	0
Residence order granted	1	2	2	2	1
Returned home to parents/ other with parental resp	9	19	16	32	11
Sentenced to Custody	0	0	0	0	3
Special Guardianship Order (Foster Care)	0	1	2	2	1
Special Guardianship Order (not Foster Carer)	10	15	10	4	0
Transferred to Adult Social Services	0	0	0	0	6

LAC Ceases by Age Range & Length of Time in Care - Year-to-Date:

		Age Range				
		<1	1-4	5-9	10-15	16+
Months in Care	<1	2	6	7	8	5
	1-6	18	28	22	21	15
	7-12	5	24	3	4	7
	13-18	0	10	4	1	5
	19-24	0	5	7	1	8
	25-36	0	2	2	4	19
	37-48	0	0	1	2	10
	49-60	0	0	0	0	10
	61+	0	0	0	6	42

Care Leavers
Eligible Care Leavers (ECL):

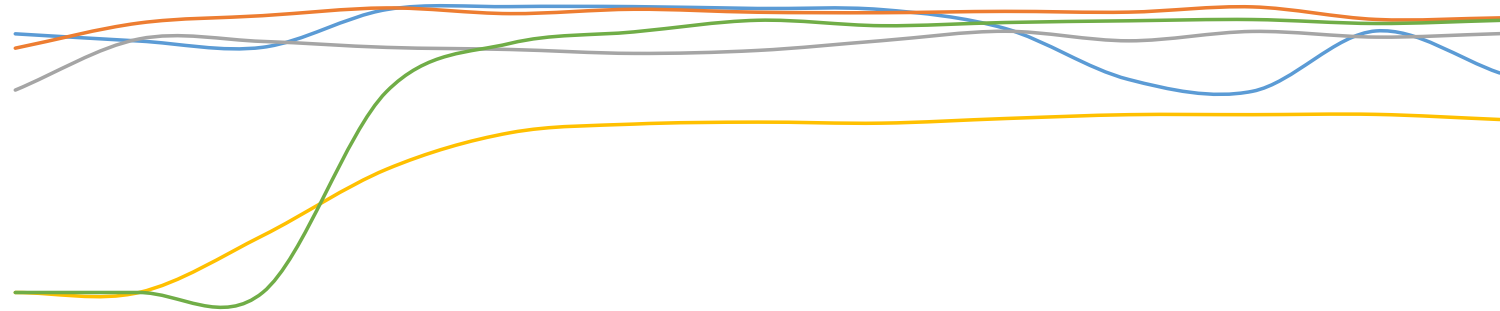
				This yr...										Current Year-to-Date	Previous Year-to-Date	Top Quartile	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17					
Number of Eligible Care Leavers	212	205	205	206	207	204	208	205	205	209	209	199	207					
ECL with a Pathway Plan Needs Assessment completed - No.	201	198	195	196	192	192	190	187	187	188	189	182	186					
ECL with a Pathway Plan Needs Assessment completed - %	94.8%	96.6%	95.1%	95.1%	92.8%	94.1%	91.3%	91.2%	91.2%	90.0%	90.4%	91.5%	89.9%			100%		
ECL with Pathway Plans in last 6m - No.	172	176	174	177	175	175	173	173	181	181	183	175	176					
ECL with Pathway Plans in last 6m - %	81.1%	85.9%	84.9%	85.9%	84.5%	85.8%	83.2%	84.4%	88.3%	86.6%	87.6%	87.9%	85.0%			100%		



Relevant (RCL) & Former Relevant Care Leavers (FRCL) Plans, Contact, Current Activity & Accommodation:

	This yr...													Current Year-to-Date	Previous Year-to-Date	Top Quartile	Statistical Neighbour	Target
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17					
Number of Relevant Care Leavers	14	18	16	16	19	19	17	16	16	17	15	15	11					
RCL with Pathway Plans in last 6m - No.	12	15	13	15	18	18	16	15	14	12	10	13	8					
RCL with Pathway Plans in last 6m - %	85.7%	83.3%	81.3%	93.8%	94.7%	94.7%	94.1%	93.8%	87.5%	70.6%	66.7%	86.7%	72.7%					100%
RCL with stat visit in last 2m - No.		16	13	13	17	17	13	11	13	13	11	9	9					
RCL with stat visit in last 2m - %		88.9%	81.3%	81.3%	89.5%	89.5%	76.5%	68.8%	81.3%	76.5%	73.3%	60.0%	81.8%					
Number of Former Relevant Care Leavers	478	476	472	474	474	472	463	467	468	465	467	473	467					
FRCL with Pathway Plans in last 6m - No.	387	425	433	447	438	443	430	433	436	432	442	428	425					
FRCL with Pathway Plans in last 6m - %	81.0%	89.3%	91.7%	94.3%	92.4%	93.9%	92.9%	92.7%	93.2%	92.9%	94.6%	90.5%	91.0%					100%
FRCL with stat visit in last 2m - No.		399	393	385	380	372	372	355	377	369	373	384	380					
FRCL with stat visit in last 2m - %		83.8%	83.3%	81.2%	80.2%	78.8%	80.3%	76.0%	80.6%	79.4%	79.9%	81.2%	81.4%					
RCL & FRCL contacted in last 2 months - No.	330	415	406	398	397	389	385	403	419	402	417	413	410					
RCL & FRCL contacted in last 2 months - %	67.1%	84.0%	83.2%	81.2%	80.5%	79.2%	80.2%	83.4%	86.6%	83.4%	86.5%	84.6%	85.8%					100%
RCL & FRCL EET - No.			92	200	261	274	271	271	279	284	284	288	274					
RCL & FRCL EET - %			18.9%	40.8%	52.9%	55.8%	56.5%	56.1%	57.6%	58.9%	58.9%	59.0%	57.3%					100%
RCL & FRCL in Suitable Accommodation - No.				326	407	424	433	427	433	434	436	435	431					
RCL & FRCL in Suitable Accommodation - %				66.5%	82.6%	86.4%	90.2%	88.4%	89.5%	90.0%	90.5%	89.1%	90.2%					100%

Relevant & Former Relevant Care Leavers with Pathway Plan authorised within 6 months, Contacted in last 2 months & EET Status & Accommodation



	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17
RCL with Pathway Plans in last 6m - %	85.7%	83.3%	81.3%	93.8%	94.7%	94.7%	94.1%	93.8%	87.5%	70.6%	66.7%	86.7%	72.7%
FRCL with Pathway Plans in last 6m - %	81.0%	89.3%	91.7%	94.3%	92.4%	93.9%	92.9%	92.7%	93.2%	92.9%	94.6%	90.5%	91.0%
RCL & FRCL contacted in last 2 months - %	67.1%	84.0%	83.2%	81.2%	80.5%	79.2%	80.2%	83.4%	86.6%	83.4%	86.5%	84.6%	85.8%
RCL & FRCL EET - %	0.0%	0.0%	18.9%	40.8%	52.9%	55.8%	56.5%	56.1%	57.6%	58.9%	58.9%	59.0%	57.3%
RCL & FRCL in Suitable Accommodation - %	0.0%	0.0%	0.0%	66.5%	82.6%	86.4%	90.2%	88.4%	89.5%	90.0%	90.5%	89.1%	90.2%

DRAFT

Norfolk County Council

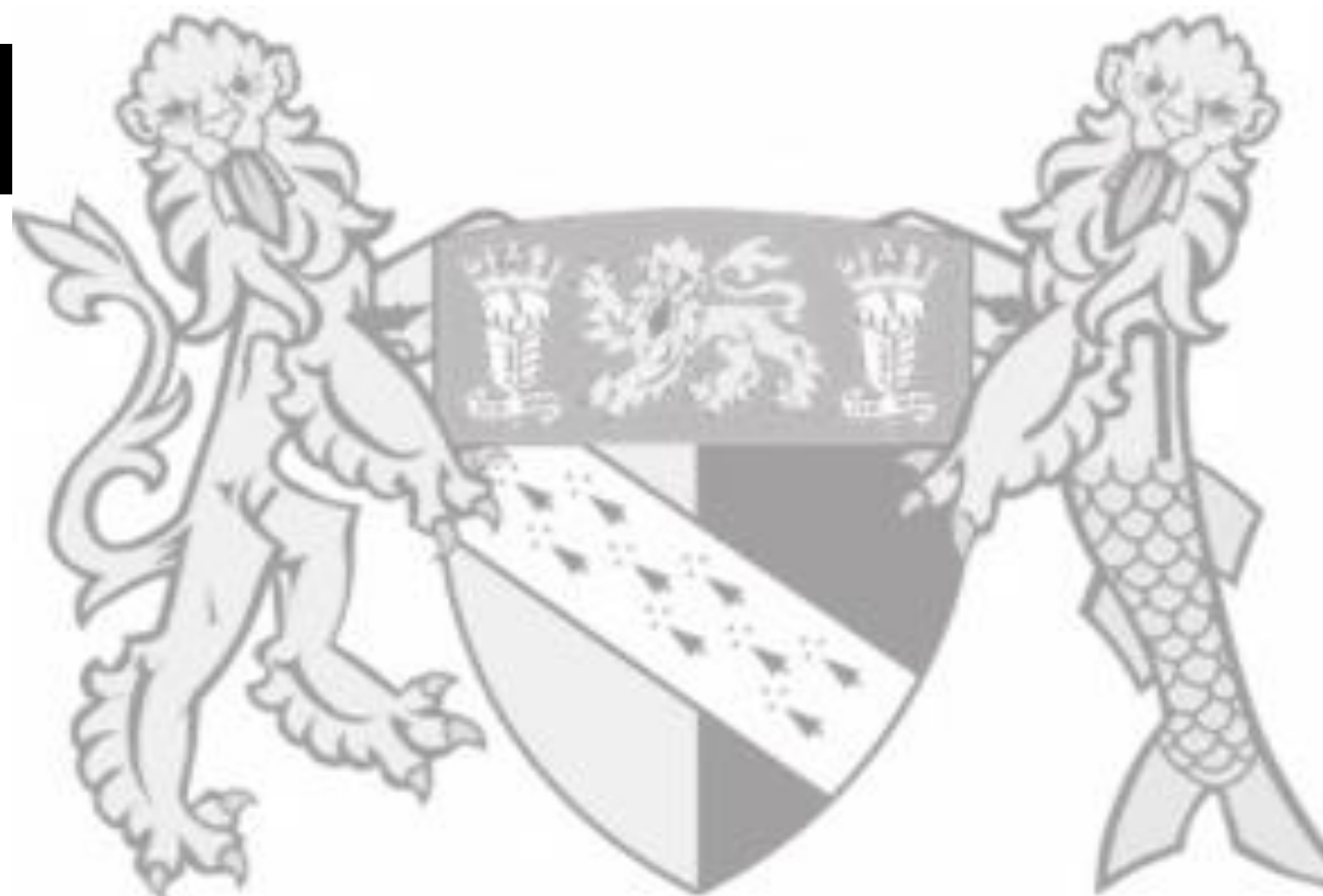
Children's Services

Monthly Performance & Management Information

County Report

January 2017

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



Produced by the Business Intelligence & Performance Service (BIPS) [Managing Director's Department]

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 (Monthly)	Last four months				Current year		DOT (Month on Month)	RAG (In month unless stated)	Tolerances		Previous YTD	Latest benchmarking			
					Oct-16	Nov-16	Dec-16	Jan-17	YTD	Target			Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile
EH	1	Early Help indicators - TBC																	
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3292	3271	2852	3163	28208		-				34,029				
	2.2	Referrals - No. (in-month)	Info	Count	754	743	566	776	6738		-				7,154				
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	22.9%	22.7%	19.8%	24.5%	23.9%		↑		15%	25%	21.0%				
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	538.8	530.9	404.4	554.5	481.5		↓				511.2	491.0	302.1	548.3	346.0
	2.7	Re-referrals - % (in-month)	Low	Percentage	25.9%	26.4%	20.0%	23.8%	25.7%	20%	↓	■	30%	20%	14.2%	20.7%	10.3%	22.3%	12.4%
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	26.2%	26.2%	25.9%	25.6%			↑					20.7%	10.3%	22.3%	12.4%
Assessments	3.1	Assessments authorised - No.	Info	Count	645	707	638	620	6822		-								
	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	502.68	495.65	491.18	488.98			↑					455.3	234.7	489.5	305.6
	3.3	Assessments auth in 45 WD - %	High	Percentage	77.7%	82.6%	80.1%	78.2%	73.7%	80%	↓	■	70%	80%		81.0%	94.0%	81.0%	95.0%
	3.4	Open assessments already past 45 working days	Low	Count	38	47	50	48			↑								
	3.5	% of completed assessments ending in - Ongoing Involvement	High	Percentage	40.2%	35.4%	38.9%	41.6%	39%		↑								
	3.6a	% of completed assessments ending in - Close with info and advice	Info	Percentage	52%	49%	46%	44%			-								
	3.7a	% of completed assessments ending in - Step down to FSP/TS	Info	Percentage	8%	15%	15%	14%			-								
S47	4.3	Number of S47's per 10,000 population aged 0-17 - in month, annualised	Low	Rate	142.19	119.33	135.76	135.76	128.62		➡					131.9	81.1	147.5	91.7
	4.4	Number of S47 investigations - Completed	Info	Count	199	167	190	190	1800		-								
	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	32%	47%	35%	42%	40.5%		↑								
	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	15%	13%	9%	13%	13.8%		↑								
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	53%	41%	56%	45%	45.7%		↑								

Area	Ref	Indicator	Good perf. is	Data note (Monthly)	Last four months				Current year		DOT (Month on Month)	RAG (In month unless stated)	Tolerances		Previous YTD	Latest benchmarking			
					Oct-16	Nov-16	Dec-16	Jan-17	YTD	Target			Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile
CIN	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2267	2245	2302	2233			↑								
	5.3b	CIN (inc. CPP as per DfE definition) Rate per 10K Under-18s	Low	Rate	135.0	133.7	75	133.0			↑					308.9	222.9	337.7	
	5.5	S17 CIN with an up to date CIN plan - %	High	Percentage	55.1%	55.7%	54.5%	84.7%		100%	↑	■	80%	90%					
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	548	522	527	536			↓								
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	58.3	58.2	56.6	57.6			↓					65.9	43.8	62.6	40.1
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	92.9%	87.5%	84.4%	73.5%	90.3%	95%	↓	✖	80%	90%		81.6%	93.2%	77.1%	93.4%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	32.6	31.1	31.4	31.9		30.0	↓	■	35	30		42.6	18.8	43.1	27.2
	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	10.3%	10.5%	11.2%	4.2%			↑								
	6.9	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Rolling 12	23.8%	22.5%	22.2%	21.6%			↑					19.2%	9.5%	17.9%	10.5%
	6.10	% children subject to child protection plan for > 2 years	Low	Percentage	1.3%	0.6%	0.6%	0.7%		10% or less	↓	★	20%	10%		3.3%	0.0%	2.1%	0.3%
	6.12	% of CP cases which were reviewed within timescales in Month	High		94.9%	97.2%	97.0%	95.1%			↓								
	6.14	% children on child protection plans seen within timescales**	High	Percentage	88.8%	87.5%		89.1%	90.0%	100%	↓	■	80%	90%					
LAC	7.1	No. Looked-After Children	Low	Count	1060	1085	1100	1113			↓								
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	63.1	64.6	65.5	66.3		55	↓	✖	65	55		53.0	38.0	60.0	36.0
	7.17	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	69%	73%	58%	67%			↑								
	7.8	LAC with up-to-date Health Assessment - No.	High	Count	677	683	661	652			↓								
	7.9	LAC with up to date dental check - No.	High	Count	683	691	672	660			↓								
	7.11	LAC with up-to-date PEP - %	High	Percentage	81.2%	82.5%	83.2%	69.9%		100%	↓	✖	80%	90%					
	7.12	LAC with up-to-date Care Plan - %	High	Percentage	97.8%	97.1%	98.5%	98.6%		80%	↑	★	70%	80%					
	7.13	% LAC seen within timescales	High	Percentage	96.2%	94.6%	94.7%	94.2%		100%	↓	★	80%	90%					
Care Leavers	8.1	Number of care leavers	High	Count	482	482	488	478			↓								
	8.2	% of eligible LAC with an up to date pathway plan	High	Percentage	92.1%	93.8%	90.4%	90.6%			↑								
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	90.0%	90.5%	89.1%	90.2%		100%	↑					88%	95%	83%	94%
	8.4	RCL & FRCL EET - %	High	Percentage	58.9%	58.9%	59.0%	57.3%		100%	↓					53%	71%	49%	63%

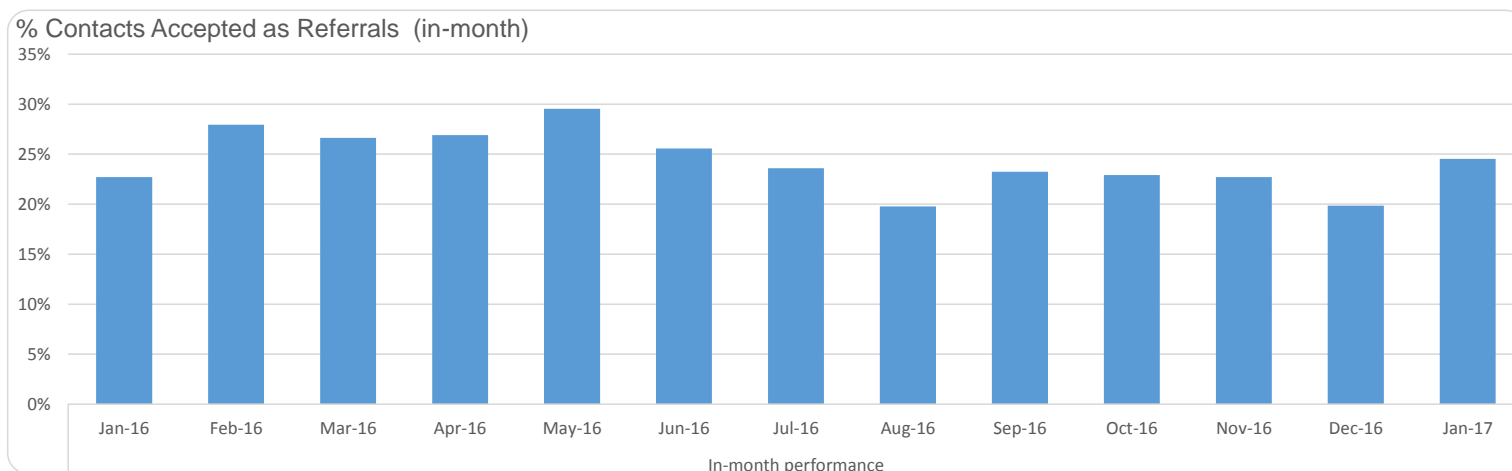
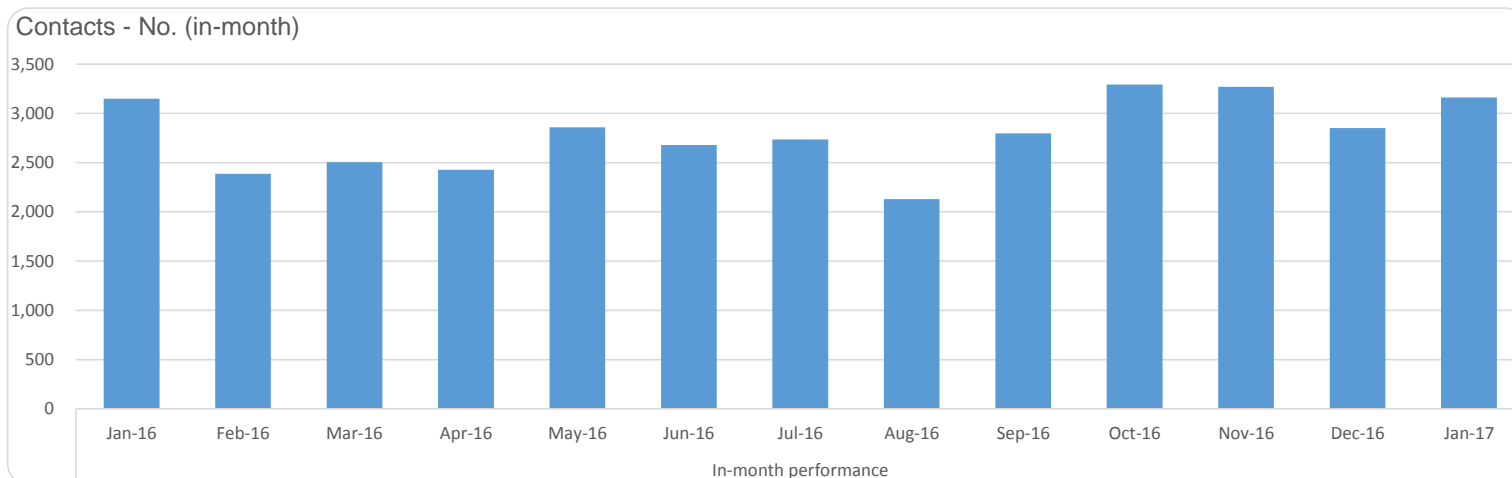
Area	Ref	Indicator	Good perf. is	Data note (Monthly)	Last four months				Current year		DOT (Month on Month)	RAG (In month unless stated)	Tolerances		Previous YTD	Latest benchmarking			
					Oct-16	Nov-16	Dec-16	Jan-17	YTD	Target			Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile
Placements	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	68%	70%	70%	71%			↑					66.9%	75.0%	68.0%	
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.1%	10.3%	9.7%	9.9%		11% or less	↓	★	20%	11%		10.3%	6.0%	10.0%	
Adoptions	10.1	% of adoptions completed within 12 months of SHOBPA	High	Percentage	29%	29%	30%	30%			↔								
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling 12 months)	Low	Average	369	367	356	357			↓					505.4	391.0	593.0	
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	199	201	202	198			↑					187.3	66.0	223.0	
Caseload	11.2	Maximum caseload of social workers in LAC Teams	Low	Maximum	21	21	23	21			↑								
	11.4	Maximum number of cases per qualified social worker in Assessment Teams	Low	Average	36	36	32	38			↓								
	11.5	Maximum caseload of social workers in FIT Teams	Low	Maximum	26	26	27	26			↑								
	11.7	Maximum number of cases per qualified social worker in CWD Teams	Low	Average	22	21	22	21			↑								
	11.8	Maximum caseload of social workers in NIPE Teams	Low	Maximum	7	13	13	17			↓								
	11.9	Average number of cases per qualified social worker in NIPE Teams	Low	Average	4	7	7	8			↓								

Contacts

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 increase in the number of contacts and referrals in January 17 is similar to those seen in January 16 and correlates to other slight increases we see in the weeks following the start of a school term. Although the figure has picked up slightly in January 17 we have seen a low percentage of these contacts go on to become referrals. This can be an indicator that partner agencies are referring in cases that do not meet threshold for social care intervention. Conversely it could also indicate issues around decision making within the MASH regarding thresholds. The Quality & Effectiveness Service will undertake some dip-sampling of contacts which haven't become referrals where more than one contact has been made. This will help identify whether support needs to be given to partner agencies re thresholds or whether MASH interpretation of thresholds needs to be addressed.

		2.1	2.3
		Contacts - No. (in-month)	% Contacts Accepted as Referrals (in-month)
Good perf. is:		Info	High
In-month performance	Jan-16	3,149	22.7%
	Feb-16	2,386	28.0%
	Mar-16	2,505	26.6%
	Apr-16	2,428	26.9%
	May-16	2,858	29.5%
	Jun-16	2,680	25.6%
	Jul-16	2,737	23.6%
	Aug-16	2,129	19.8%
	Sep-16	2,798	23.2%
	Oct-16	3,292	22.9%
	Nov-16	3,271	22.7%
	Dec-16	2,852	19.8%
	Jan-17	3,163	24.5%
Trend	Previous YTD	34,029	21.0%
	Current YTD	28,208	23.9%
	Difference	-5,821 (-17.1%)	2.9%

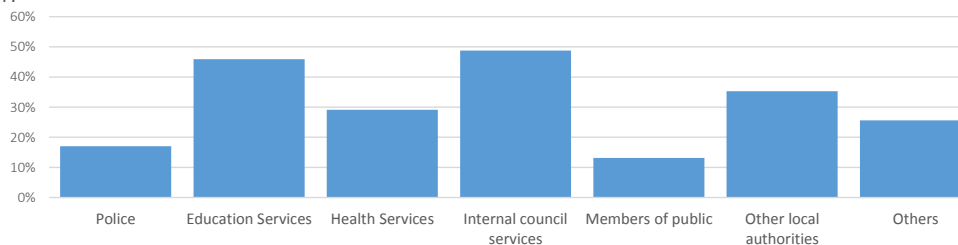


Contacts by source

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	The data is as expected with regard to lower numbers of contacts seen from schools during the holiday periods. The number of contacts from Police has significantly increased since Oct 16. This is due to an agreed process linked to 'Operation Encompass' whereby lower level domestic reports from the police that would not previously have been recorded are now logged and passed to schools so that they can offer Early Help. This also ensures cumulative reports are logged to enable better risk assessment. The data shows us that referrals from Education are more likely to reach the threshold for referral than those received from Health or the Police. Many Police 'contacts' will be for information only (or as stated above are now logged to be passed on to schools), therefore it is a reasonable hypotheses that there may some work to do specifically with our health partners regarding thresholds. The dip-sampling of contacts referred to earlier will help to test this hypotheses

		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	Jan-16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Feb-16	559	140	25.0%	483	182	37.7%	385	94	24.4%	96	64	66.7%	398	53	13.3%	157	56	35.7%	308	78	25.3%
	Mar-16	687	130	18.9%	461	181	39.3%	395	114	28.9%	118	55	46.6%	422	63	14.9%	132	51	38.6%	290	73	25.2%
	Apr-16	808	151	18.7%	326	150	46.0%	323	101	31.3%	101	51	50.5%	422	66	15.6%	152	44	28.9%	296	90	30.4%
	May-16	878	200	22.8%	580	263	45.3%	432	98	22.7%	91	47	51.6%	430	110	25.6%	138	52	37.7%	309	74	23.9%
	Jun-16	914	169	18.5%	486	216	44.4%	370	84	22.7%	73	41	56.2%	443	75	16.9%	123	41	33.3%	271	59	21.8%
	Jul-16	905	157	17.3%	402	138	34.3%	461	121	26.2%	81	59	72.8%	415	73	17.6%	137	46	33.6%	336	52	15.5%
	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%
Jan-17 Total contacts		3,163	% of total	44.3%	15.1%			11.1%			2.5%			13.5%			3.8%			9.8%		
Jan-17 Total progressed to referral		776	% of referred	30.8%	28.2%			13.1%			5.0%			7.2%			5.4%			10.2%		
Trend	13 month linear	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete	Dataset is incomplete
	Difference (Jan-16 to Jan-17)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Jan-17



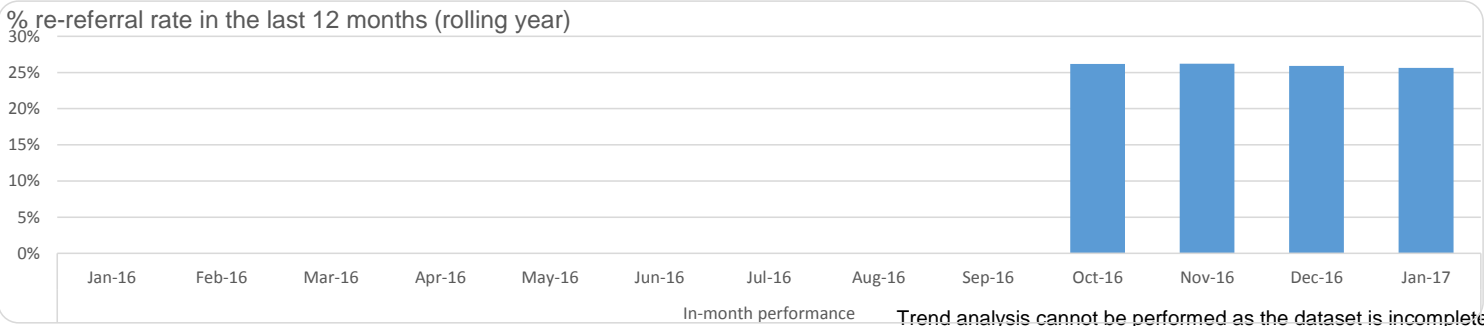
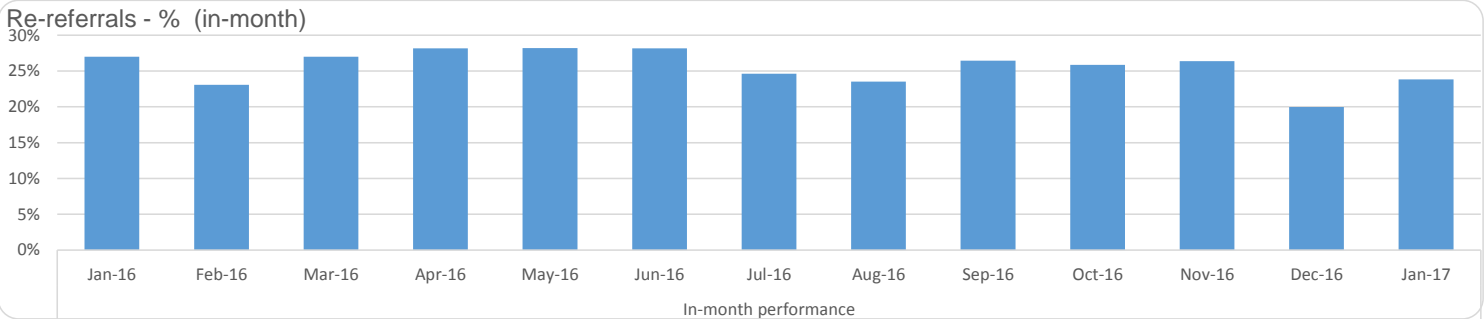
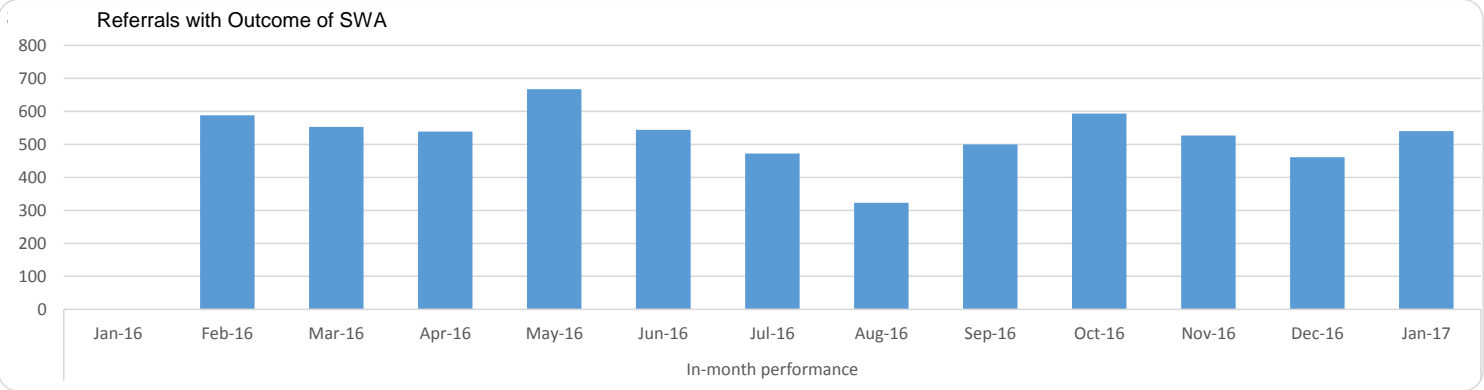
Referrals

Definition	An initial contact will be progressed to a 'referral'; where a Decision-Maker within MASH an assessment and/or services may be required for a child.
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Performance analysis	The re-referral rate has between 20% and 28% over the calendar year. The continually high re-referral rate for the East Locality (over 30%) has already been identified and acted on. The QA team have undertaken audits on a number of cases that have been re-referred to the locality. The findings included a lack of consultation between MASH and the Lead Professional where a FSP was in place thresholds not being consistently understood or applied, Early Help closing cases where there were still concerns because they 'cannot get the family to engage', and a lack of curiosity and depth in assessments. From this an action plan has been created with the Head of Social Work to address practice issues relating to the locality teams, MASH and Early Help
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		2.2	2.5	2.7	2.8
		Referrals - No. (in-month)	Referrals with Outcome of SWA	Re-referrals - % (in-month)	% re-referral rate in the last 12 months (rolling year)
Good perf. is:		Info	High	Info	Info
In-month performance	Jan-16	715	-	27.0%	-
	Feb-16	667	588	23.1%	-
	Mar-16	667	553	27.0%	-
	Apr-16	653	539	28.2%	-
	May-16	844	667	28.2%	-
	Jun-16	685	544	28.2%	-
	Jul-16	646	472	24.6%	-
	Aug-16	421	323	23.5%	-
	Sep-16	650	500	26.5%	-
	Oct-16	754	593	25.9%	26.2%
	Nov-16	743	527	26.4%	26.2%
	Dec-16	566	461	20.0%	25.9%
	Jan-17	776	540	23.8%	25.6%
Trend	Previous YTD	7,154	-	14.2%	-
	Current YTD	6,738	5,166	25.7%	-
	Difference	-416 (-5.8%)	-	11.5%	-

	Statistical Neighbour Average	England Average
% re-referral rate in the last 12 months (rolling year)	20.7%	22.3%



Trend analysis cannot be performed as the dataset is incomplete.

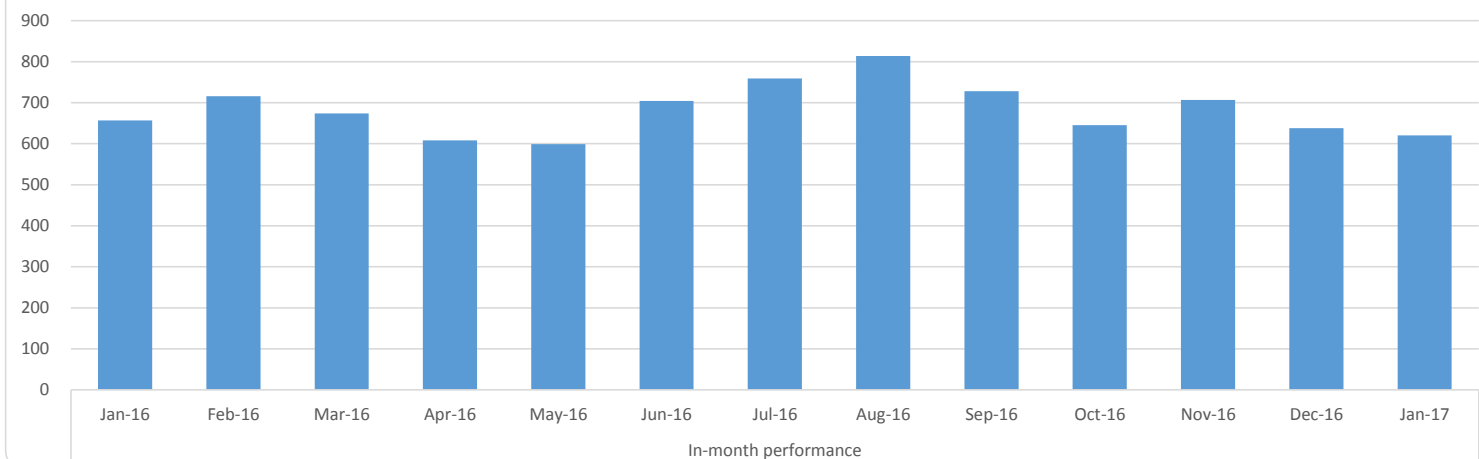
Assessments Authorised

Definition	If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.
Performance analysis	The number of assessments authorised in January 17 is comparable to figures seen last month and January 16. There was a spike in the numbers in July & August 16 which directly related to work undertaken by 3 assessment teams to clear backlogs of cases. There are currently a series of workshops being held around the county re Assessments which includes consideration about when is the right time to undertake a further assessment for children who have been open to a social work team for a long time (i.e. Looked After Children, and long term cases in FIT teams). It is likely that we will therefore see another increase in the numbers of assessments being undertaken over the next few months

		3.1	3.2
		Assessments authorised - No.	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance
In-month performance	Good perf. is:	Info	Low
	Jan-16	657	-
	Feb-16	716	-
	Mar-16	674	-
	Apr-16	608	-
	May-16	599	-
	Jun-16	704	-
	Jul-16	759	-
	Aug-16	814	-
	Sep-16	728	-
	Oct-16	645	502.7
	Nov-16	707	495.7
	Dec-16	638	491.2
	Jan-17	620	489.0
Trend	Previous YTD	-	-
	Current YTD	6,822	-
	Difference	-	-

	Statistical Neighbour Average	England Average
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	455.3	489.5

Assessments authorised - No.



Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance



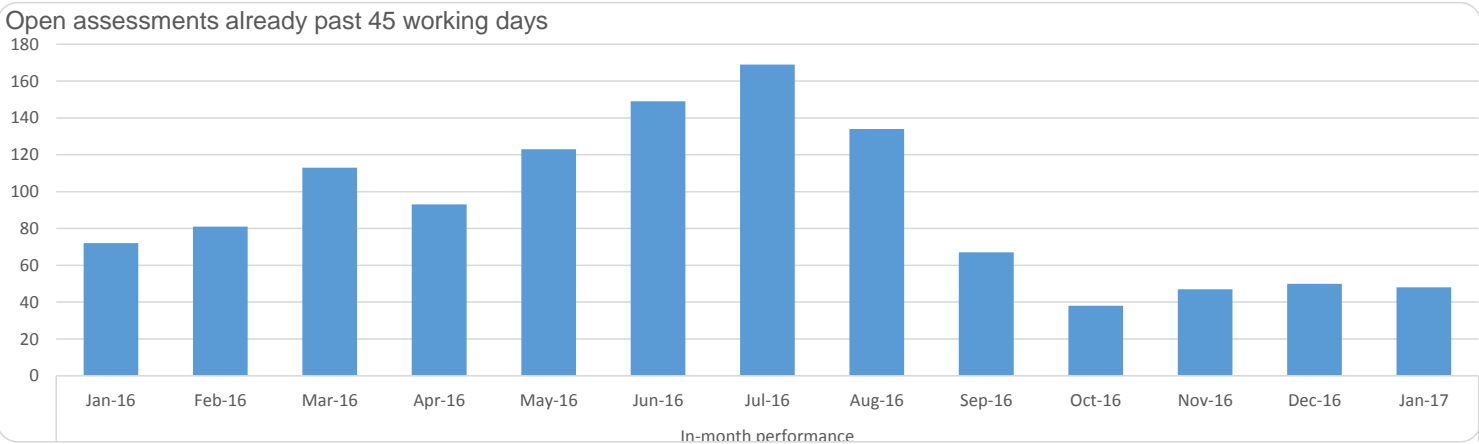
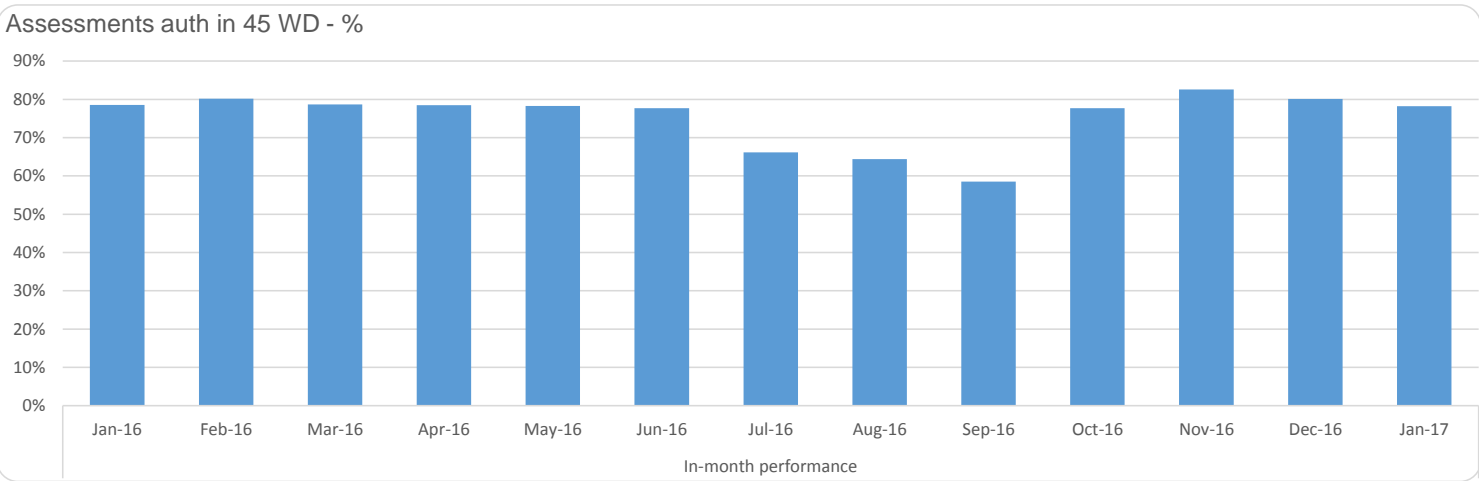
Assessments Completed

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 day a clear reason should be recorded on the assessment by the social worker and/or the social work manager
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Performance analysis	July, August and September saw a dip in the % of assessments authorised in timescales, again this correlates with the work some assessment teams did to clear backlogs of cases. Figures have improved back to the levels seen prior to this period. However we may see another dip in performance in this area over the coming months as the QA team have been working with managers regarding the quality of work being authorised and there is a drive to send work back to practitioners where quality is not good. This is already having an effect - for example Breckland have seen a 20% decrease in assessments completed within 45 working days from December to January, this is a direct result of managers being more proactive in not authorising and sending back work that does not meet the required standards. Alongside this there is constant scrutiny to track the progress of work within weekly and monthly performance meetings to guard against drift
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		3.3	3.4
		Assessments auth in 45 WD - %	Open assessments already past 45 working days
		High	Low
In-month performance	Good perf. is:		
	Jan-16	78.5%	72
	Feb-16	80.2%	81
	Mar-16	78.6%	113
	Apr-16	78.5%	93
	May-16	78.3%	123
	Jun-16	77.7%	149
	Jul-16	66.1%	169
	Aug-16	64.4%	134
	Sep-16	58.5%	67
	Oct-16	77.7%	38
	Nov-16	82.6%	47
	Dec-16	80.1%	50
	Jan-17	78.2%	48
Trend	Previous YTD	-	-
	Current YTD	73.7%	-
	Difference	-	-

	Statistical Neighbour Average	England Average
Assessments auth in 45 WD - %	81%	81%



Assessments Outcomes

Definition

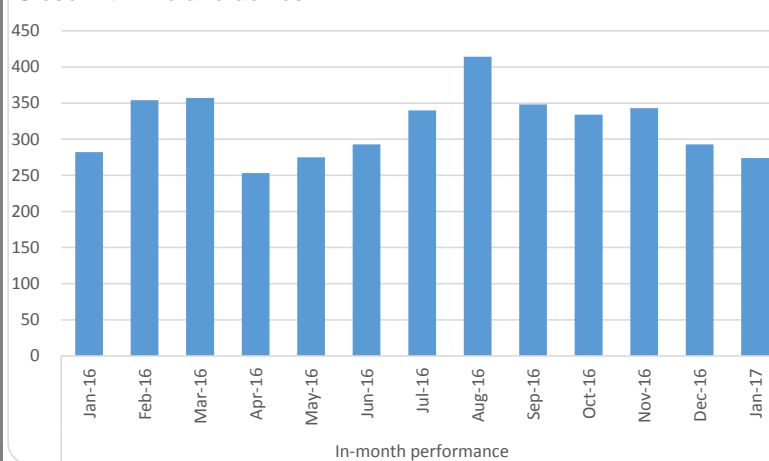
Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interest. The data below shows a breakdown of the options for outcomes from Social Work Assessments in Norfolk

Performance analysis

The percentage of Social Work Assessments that result in stepdown to FSP/TS has fallen by 8% since January 16. This has been recognised and some work is ongoing with the Early Help teams to ensure appropriate step-downs happen. However the data shows that over 50% of assessments result in no further action for social care. This raises questions regarding whether referral was the correct decision in those cases. Dip sampling assessments that result in no ongoing involvement, alongside the sampling of contacts that don't reach referral, will evidence whether we are undertaking assessment of the right children at the right time. The increase seen in 'Continue with LAC/Pathway Plan' is positive as it indicates more assessments are being undertaken for LAC. We should continue to see an increase in this outcome as social workers respond to the messages from the Getting to Good workshops regarding timely assessments at times of significant change in children's lives

		3.6		3.7		3.5	
		Close with info and advice		Step down to FSP/TS		Ongoing Involvement	
		Low		Low		High	
In-month performance	Good perf. is:						
	Jan-16	282	42.9%	147	22.4%	228	34.7%
	Feb-16	354	49.4%	138	19.3%	224	31.3%
	Mar-16	357	53.0%	91	13.5%	226	33.5%
	Apr-16	253	41.6%	109	17.9%	246	FALSE
	May-16	275	45.9%	101	16.9%	223	37.2%
	Jun-16	293	41.6%	103	14.6%	308	43.8%
	Jul-16	340	44.8%	94	12.4%	325	42.8%
	Aug-16	414	50.9%	120	14.7%	280	34.4%
	Sep-16	348	47.8%	97	13.3%	283	38.9%
	Oct-16	334	51.8%	52	8.1%	259	40.2%
	Nov-16	343	49.1%	105	15.0%	250	35.8%
	Dec-16	293	46.0%	96	15.1%	248	38.9%
	Jan-17	274	44.2%	88	14.2%	258	41.6%
Trend	13 month linear	Increasing.		Reducing.		Increasing.	
	Difference (Jan-16 to Jan-17)	-8		-59		30	

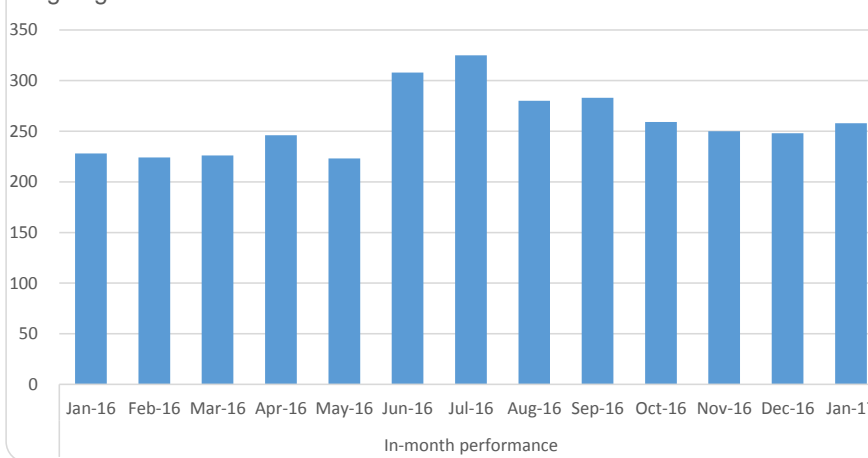
Close with info and advice



Step down to FSP/TS



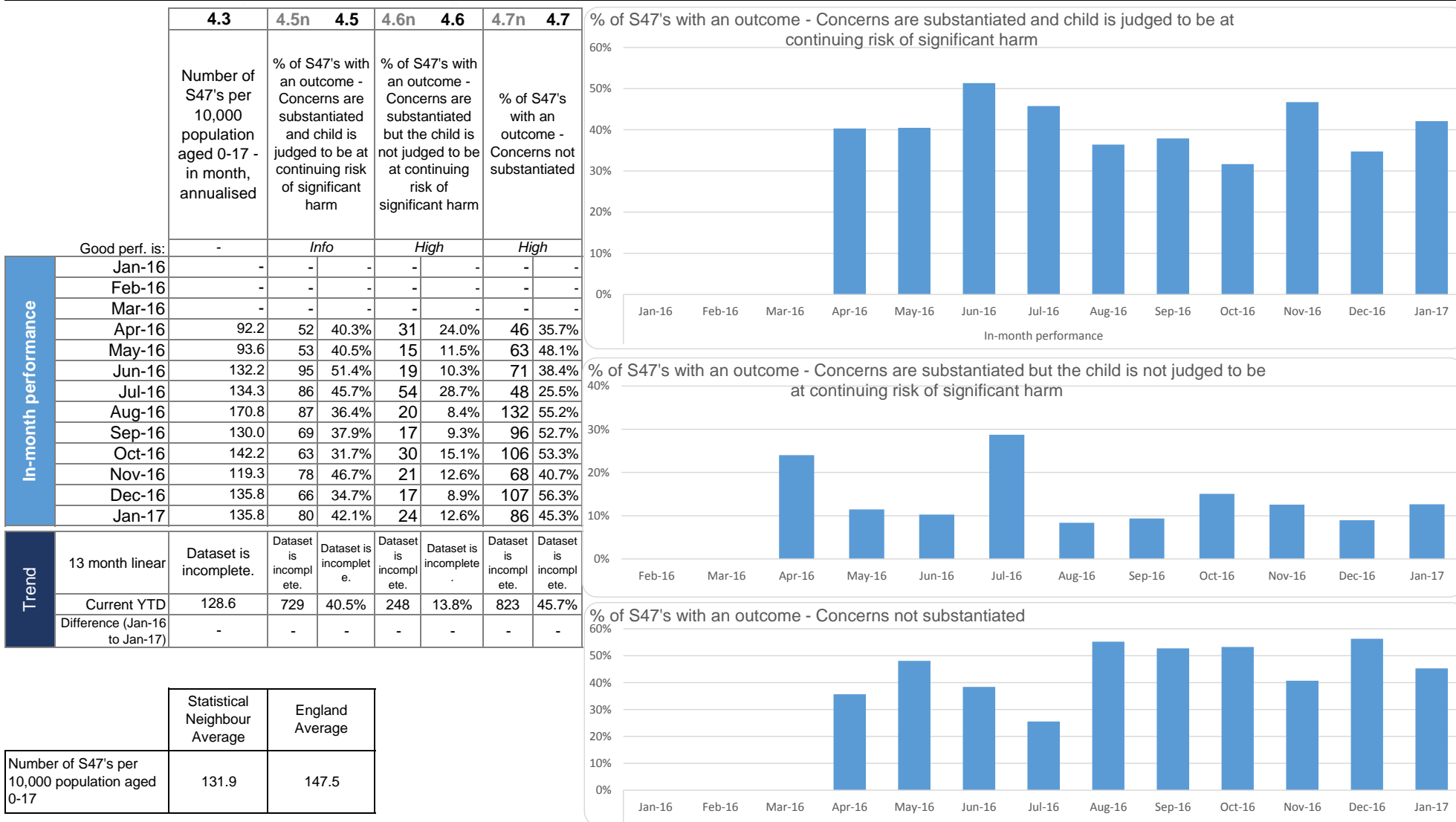
Ongoing Involvement



Section 47 Investigations - Completed

(County)

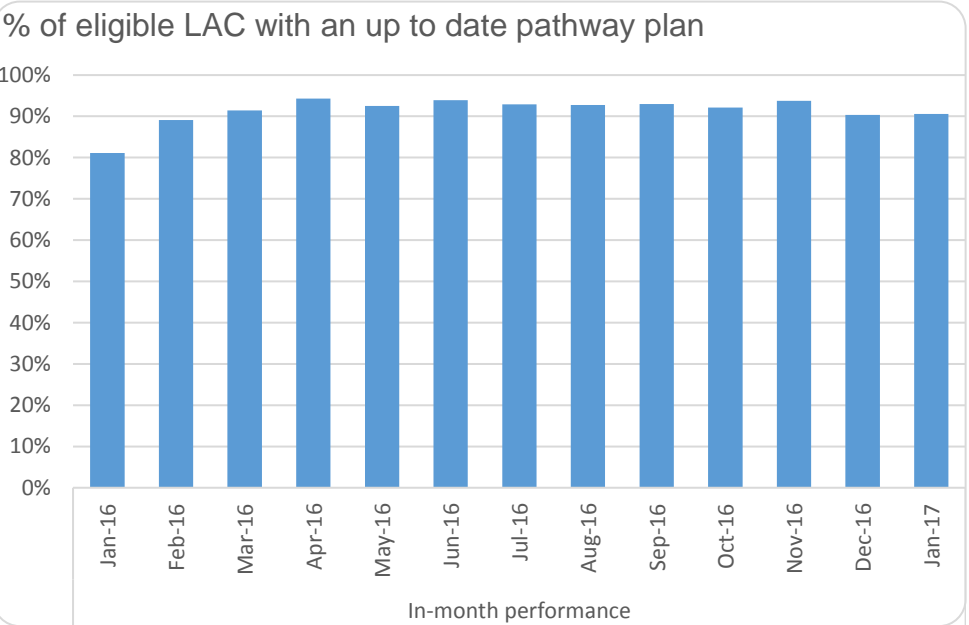
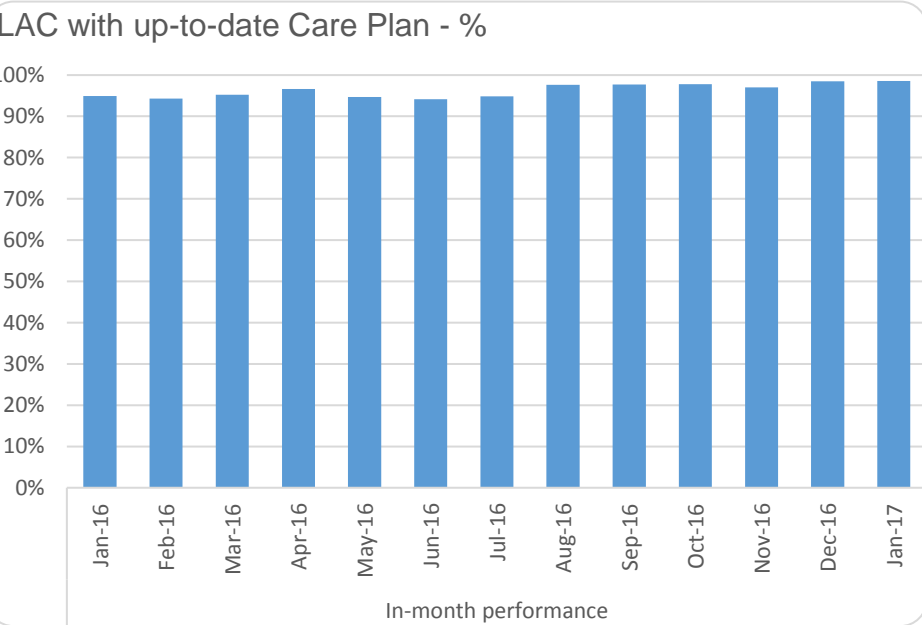
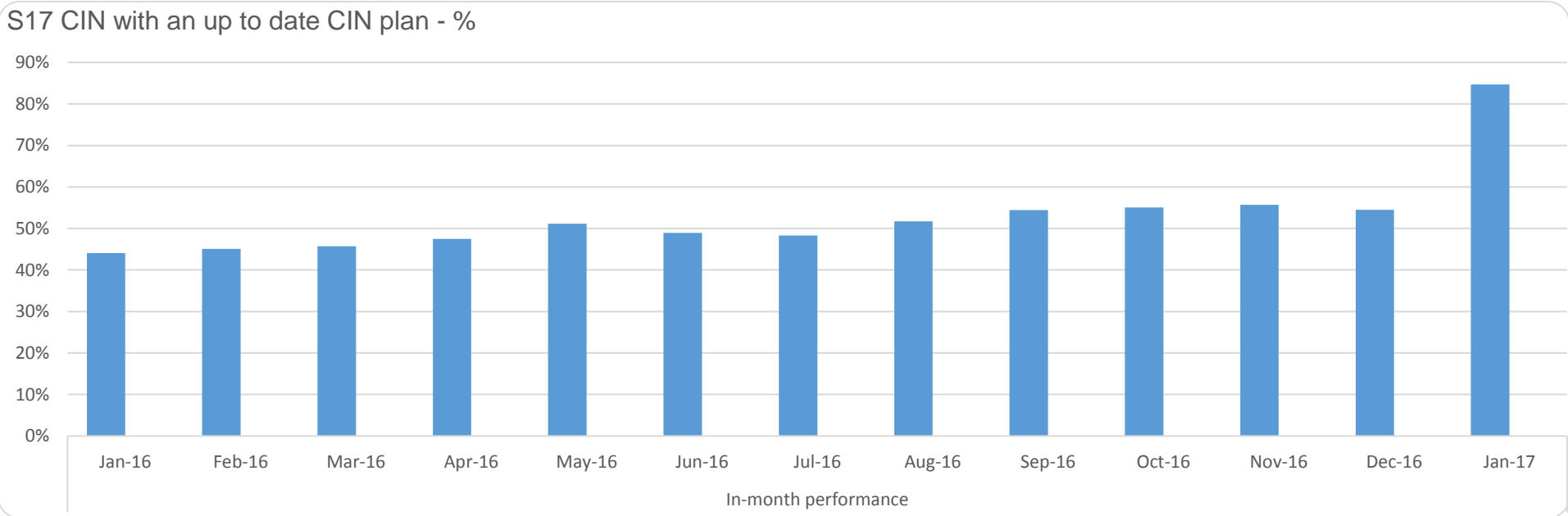
Definition	S47 of the Children Act 1989 states that where there is reasonable cause to suspect that a child may have suffered or is likely to suffer significant harm the local authority must make such inquiries as are necessary in order to determine what if any action needs to be taken to safeguard the child. This is the duty to investigate.
Performance analysis	The numbers of S47 investigations undertaken has not been monitored previously however this can provide helpful insight into decision making at the point where children are believed to be suffering or at risk of significant harm. High numbers ending with no further action (concerns not substantiated) may suggest that the decision to undertake a s47 investigation was unnecessary. There is a need to make a distinction between harm and significant harm and to ensure the children and young people receive help that is proportionate to risk. Audit of those investigations that ended with no further action will inform us about whether the balance is right in Norfolk. Although there is a relatively high proportion ending NFA the numbers of actual investigations are not high.



Plans In date

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

		5.5	7.12	8.2
		S17 CIN with an up to date CIN plan - %	LAC with up-to-date Care Plan - %	% of eligible LAC with an up to date pathway plan
Good perf. is:		High	High	High
In-month performance	Jan-16	44.0%	94.9%	81.1%
	Feb-16	45.1%	94.3%	89.1%
	Mar-16	45.7%	95.2%	91.4%
	Apr-16	47.5%	96.6%	94.3%
	May-16	51.1%	94.7%	92.5%
	Jun-16	48.9%	94.2%	93.9%
	Jul-16	48.3%	94.8%	92.9%
	Aug-16	51.7%	97.6%	92.8%
	Sep-16	54.5%	97.7%	93.0%
	Oct-16	55.1%	97.8%	92.1%
	Nov-16	55.7%	97.1%	93.8%
	Dec-16	54.5%	98.5%	90.4%
	Jan-17	84.7%	98.6%	90.6%
Trend	13 month linear	Increasing.	Increasing.	Increasing.
	Difference (Jan-16 to Jan-17)	40.7%	3.6%	9.5%

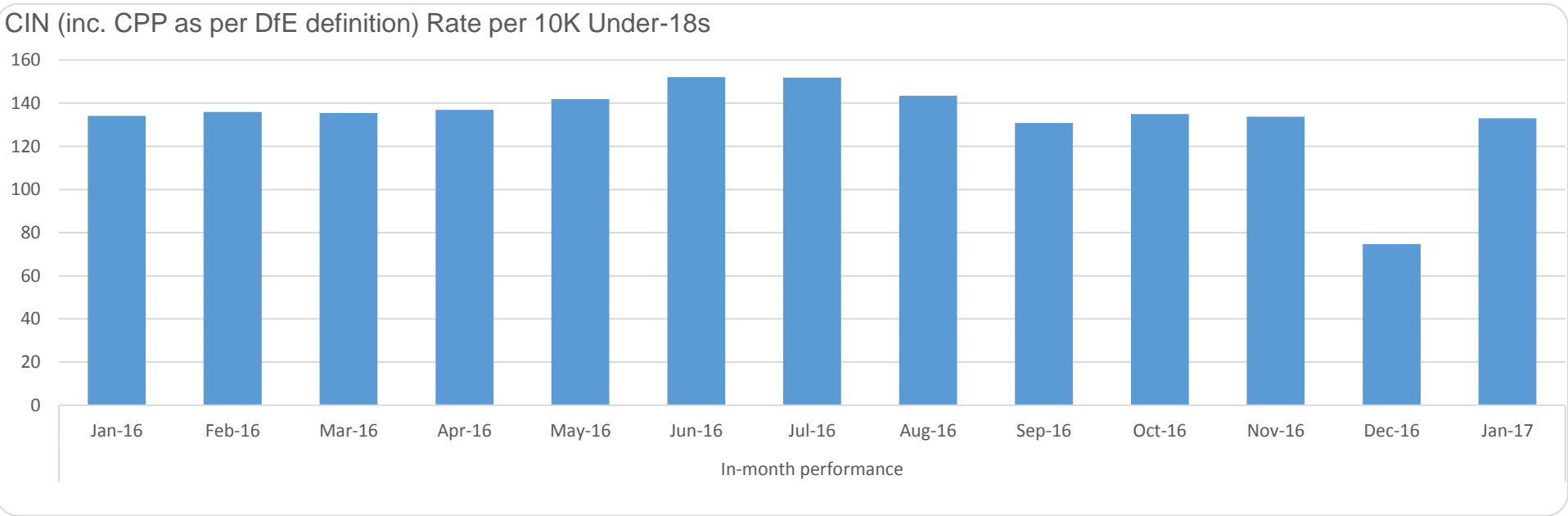
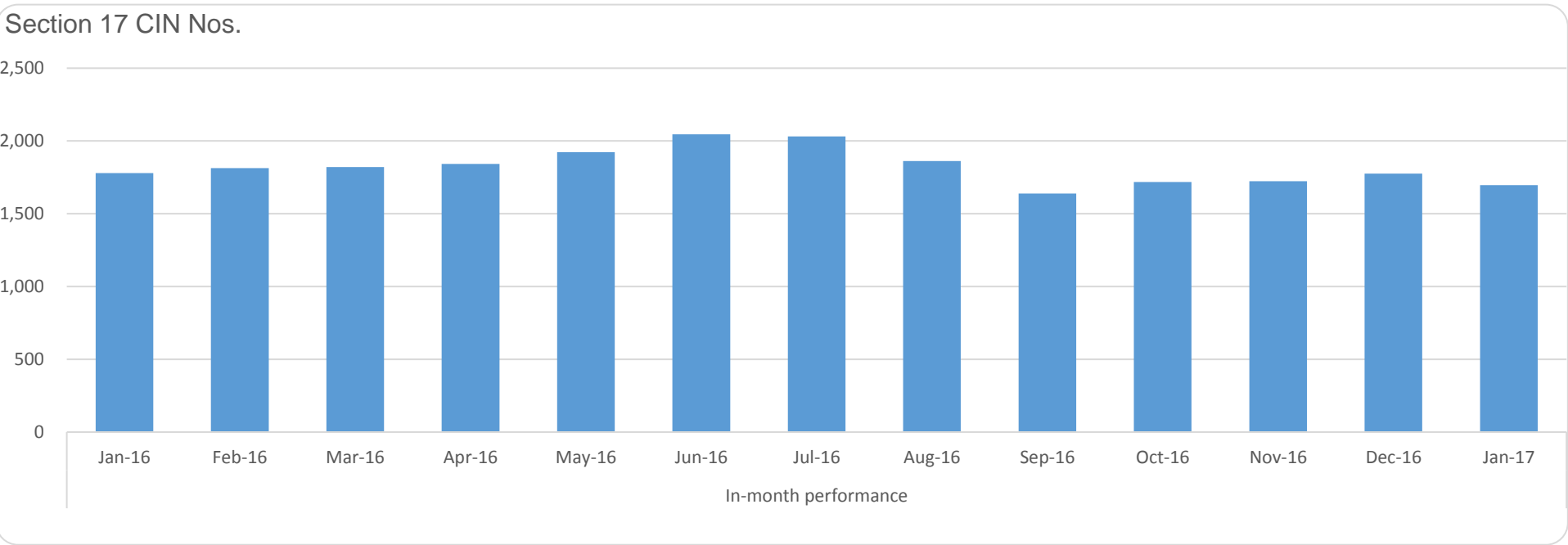


CIN

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

		5.1	5.2	5.3b
		Section 17 CIN Nos.	Number of CIN (inc. CPP as per DfE definition)	CIN (inc. CPP as per DfE definition) Rate per 10K Under-18s
		Low	Low	Low
		Good perf. is:		
In-month performance	Jan-16	1,779	2,252	134.1
	Feb-16	1,814	2,282	135.9
	Mar-16	1,820	2,274	135.4
	Apr-16	1,842	2,300	137.0
	May-16	1,923	2,382	141.8
	Jun-16	2,046	2,555	152.1
	Jul-16	2,032	2,550	151.8
	Aug-16	1,862	2,409	143.4
	Sep-16	1,639	2,196	130.8
	Oct-16	1,719	2,267	135.0
	Nov-16	1,723	2,245	133.7
	Dec-16	1,775	2,302	74.7
	Jan-17	1,697	2,233	133.0
Trend	Previous YTD	-	-	-
	Current YTD	-	-	-
	Difference	-	-	-



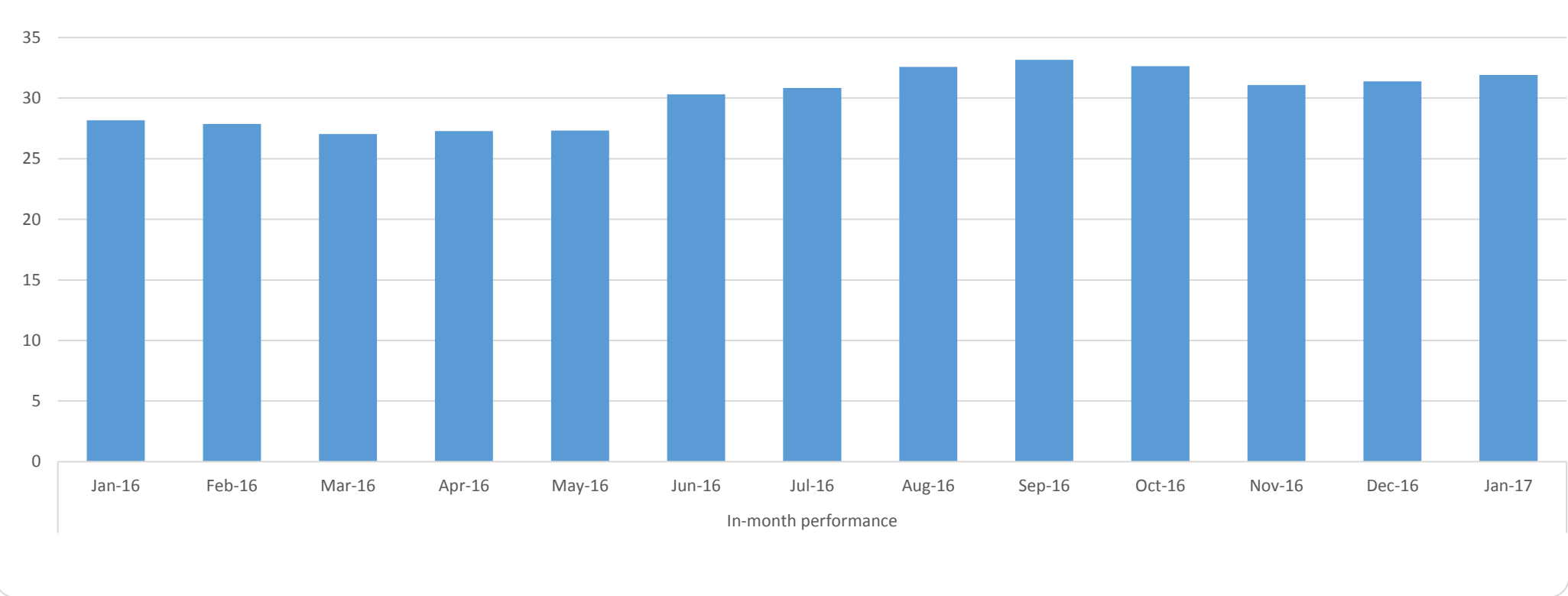
Child Protection

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
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Performance analysis	The number of children subject to Child Protection plans as risen over the past year and although the figure has dropped slightly from the peak of 557 in September 16 it still equates to 63 more children that in January 16. We do know that between June and September we had a couple of very large family groups made subject to CP plans, which explains part of the sudden rise in numbers. We also have 29 young people aged 16 & 17 on CP plans and this needs to be investigated on a case level basis with the relevant Team Managers and Independent Charing Service. If a young person of this age group is willing to work with a plan to keep them safe it should be CIN, if they are not willing work with a plan, a CP plan would not be any more effective than CIN and so it raises questions about why these young people are therefore subject to CP procedures.
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		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	Jan-16	473	28.2
	Feb-16	468	27.9
	Mar-16	454	27.0
	Apr-16	458	27.3
	May-16	459	27.3
	Jun-16	509	30.3
	Jul-16	518	30.8
	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
Trend	Previous YTD	-	-
	Current YTD	-	-
	Difference	-	-

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



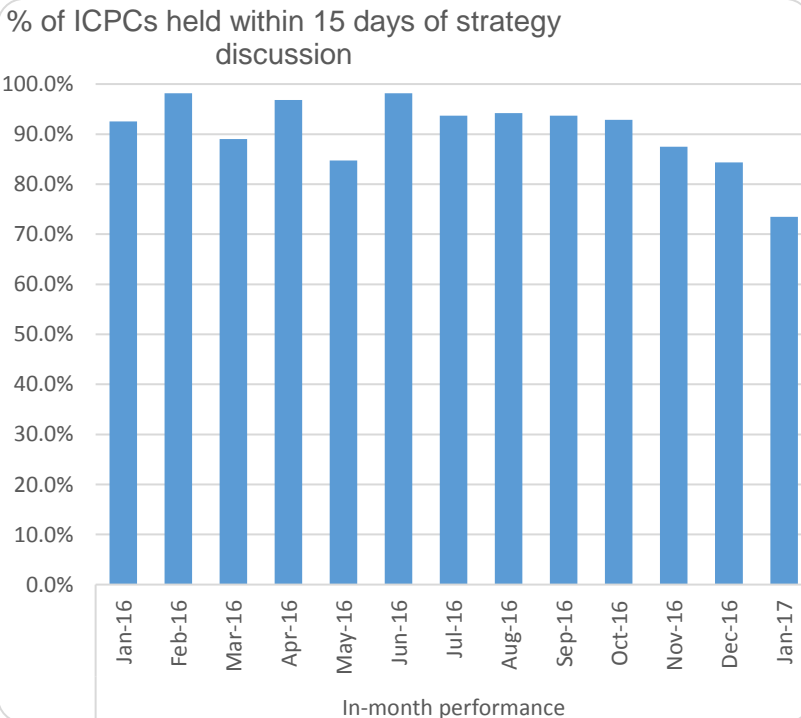
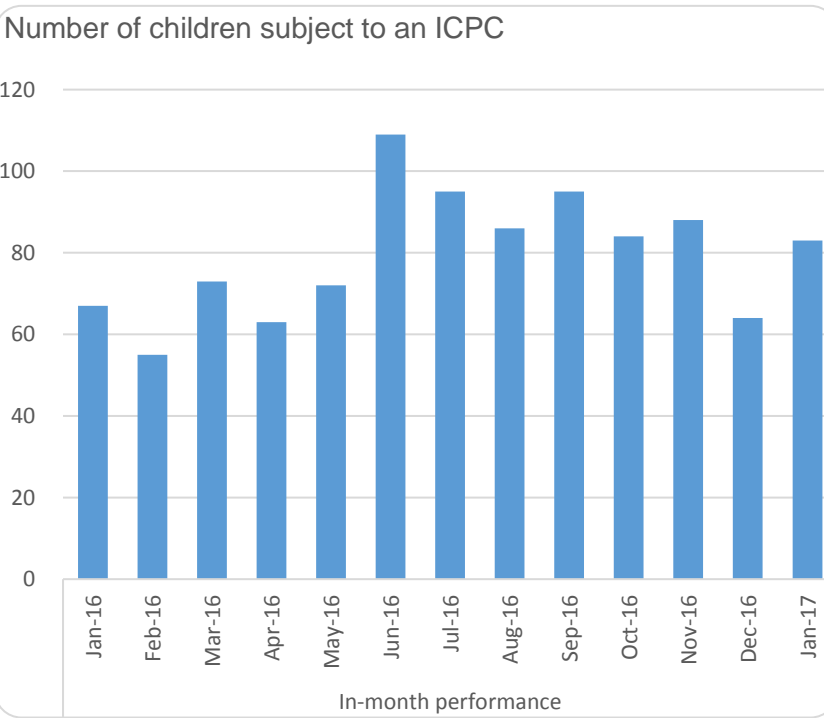
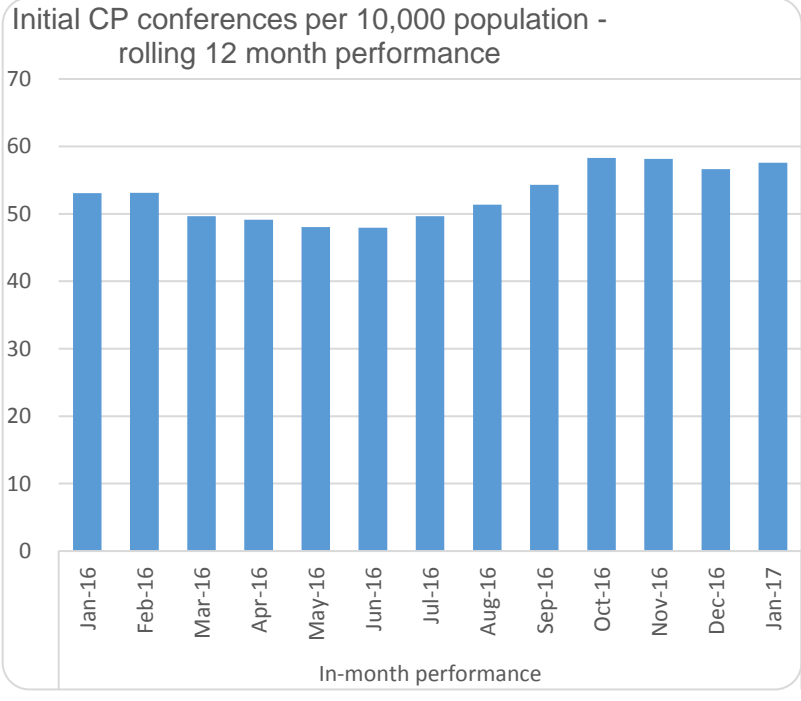
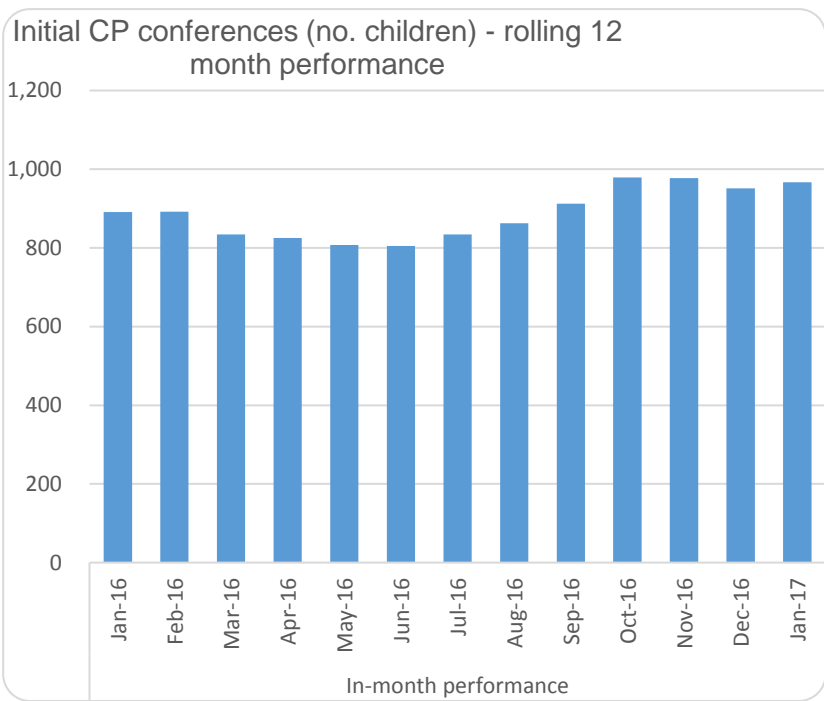
	Statistical Neighbour Average	England Average
Children Subject to CP Plans - Rate per 10K Under-18s	42.6	43.1

Initial Child Protection Conferences

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 an Initial Child Protection Conference (ICPC) has fallen again after hitting high numbers in June to September 16, although it is still higher than at this point in January 16. This month the most significant increase was seen in Great Yarmouth where 31 children had ICPCs compared to 9 in December. The Head of Social Work and the Quality & Effectiveness Service are looking into these cases individually to ensure there are no concerns about decision making. It is noted that the team managers in the locality have been spoken to and feel that there has been a spike in higher risk cases.

		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	Info	High	High
In-month performance	Jan-16	891	53	67	62	92.5%
	Feb-16	892	53	55	54	98.2%
	Mar-16	834	50	73	65	89.0%
	Apr-16	825	49	63	61	96.8%
	May-16	807	48	72	61	84.7%
	Jun-16	805	48	109	107	98.2%
	Jul-16	834	50	95	89	93.7%
	Aug-16	863	51	86	81	94.2%
	Sep-16	912	54	95	89	93.7%
	Oct-16	979	58	84	78	92.9%
	Nov-16	977	58	88	77	87.5%
	Dec-16	951	57	64	54	84.4%
	Jan-17	967	58	83	61	73.5%
Trend	13 month linear	Increasing.	Increasing.	Increasing.	Increasing.	Reducing.
	Difference (Jan-16 to Jan-17)	76	5	16	-1	-19.0%

	Statistical Neighbour Average	England Average
Initial CP conferences per 10,000 population - rolling 12 month performance	65.9	62.6
% of ICPCs held within 15 days of strategy discussion	81.6%	77.1%

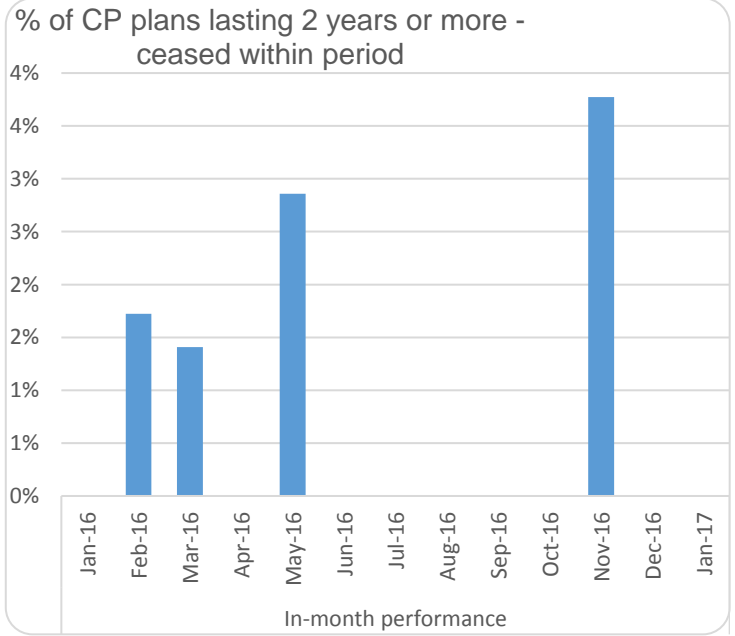
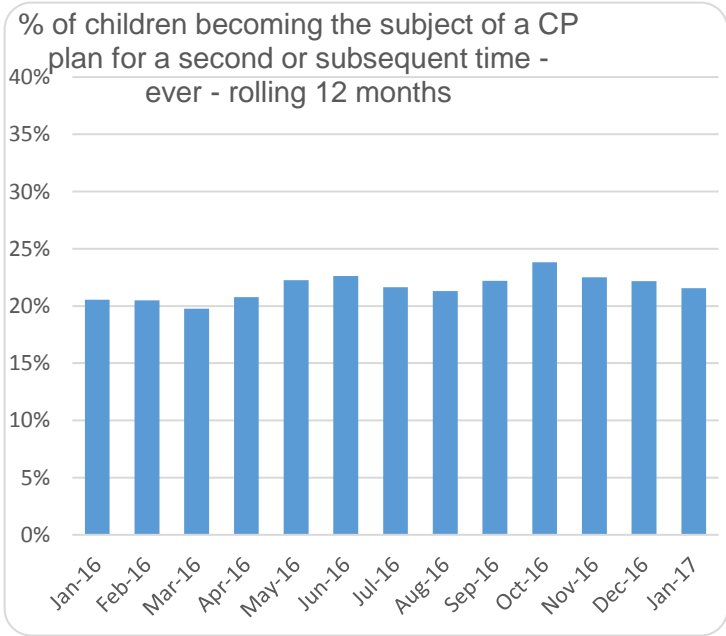
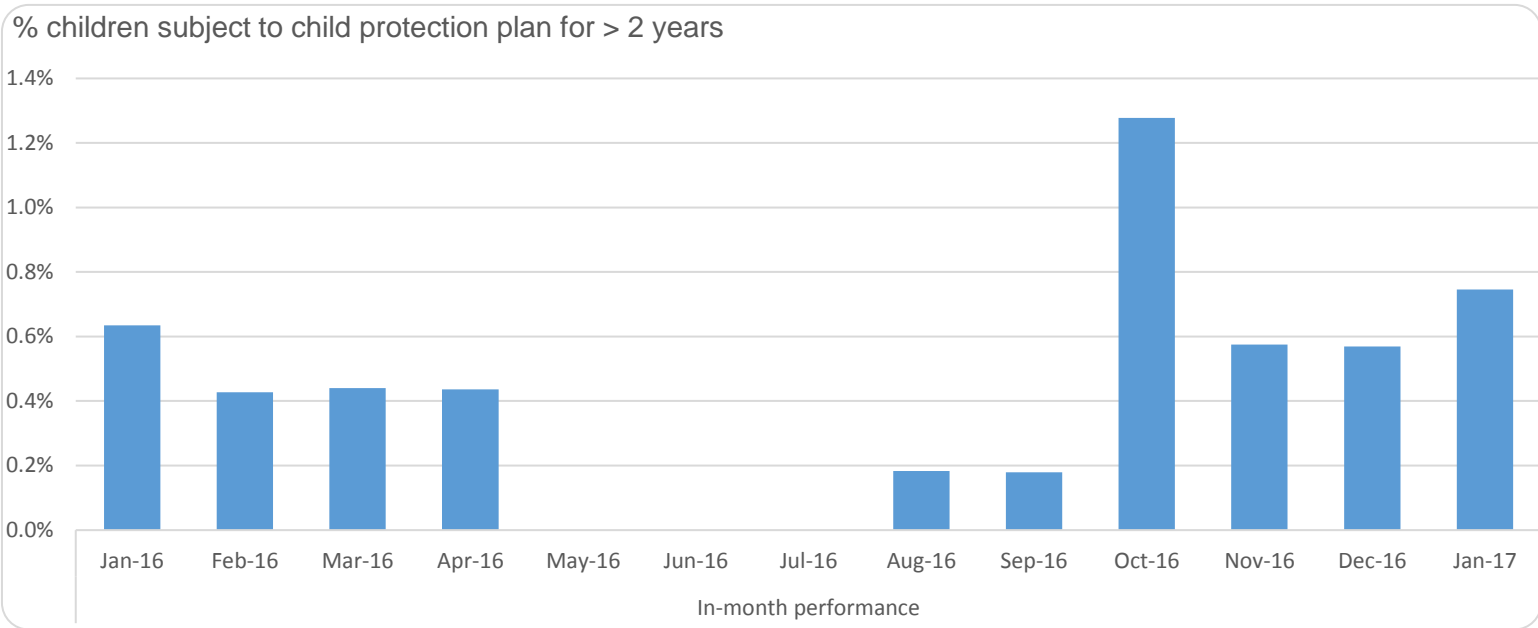


Child Protection Time Periods

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	Norfolk have low numbers of children who are subject to CP plan for more than 2 years, which could indicate that our CP planning is effective in reducing risk of harm. In January there were 4 children all held within the same team. In January 4.2% (3 children) become subject of a CP plan for a 2nd or subsequent time, this is the lowest number and percentage since April 16. If we see significant increases in numbers we need to be confident that this is not related to plans ceasing prematurely and therefore if this does occur the cases will be reviewed.

		6.9	6.10	6.11
		% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	% children subject to child protection plan for > 2 years	% of CP plans lasting 2 years or more - ceased within period
Good perf. is:		Low	Low	Low
In-month performance	Jan-16	20.6%	0.6%	0.0%
	Feb-16	20.5%	0.4%	1.7%
	Mar-16	19.8%	0.4%	1.4%
	Apr-16	20.8%	0.4%	0.0%
	May-16	22.3%	0.0%	2.9%
	Jun-16	22.6%	0.0%	0.0%
	Jul-16	21.6%	0.0%	0.0%
	Aug-16	21.3%	0.2%	0.0%
	Sep-16	22.2%	0.2%	0.0%
	Oct-16	23.8%	1.3%	0.0%
	Nov-16	22.5%	0.6%	3.8%
	Dec-16	22.2%	0.6%	0.0%
	Jan-17	21.6%	0.7%	0.0%
Trend	13 month linear	Increasing.	Increasing.	Reducing.
	Difference (Jan-16 to Jan-17)		0	0

	Statistical Neighbour Average	England Average
% children subject to child protection plan for > 2 years	3.3%	2.1%
% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	19.2%	17.9%

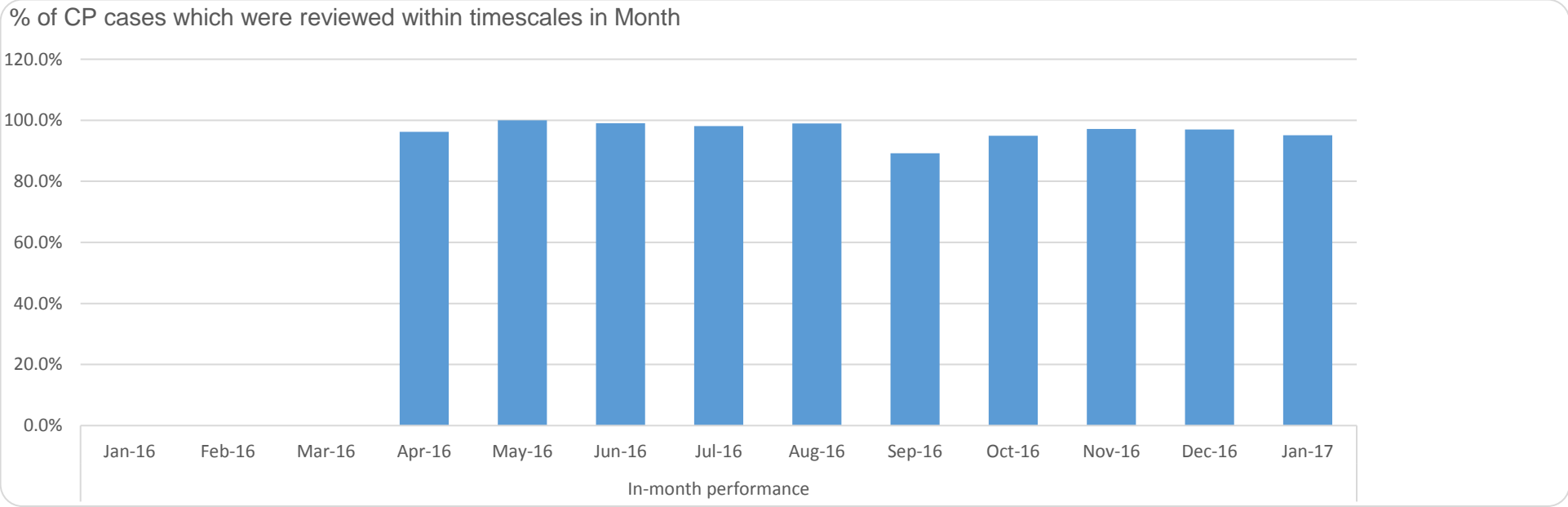
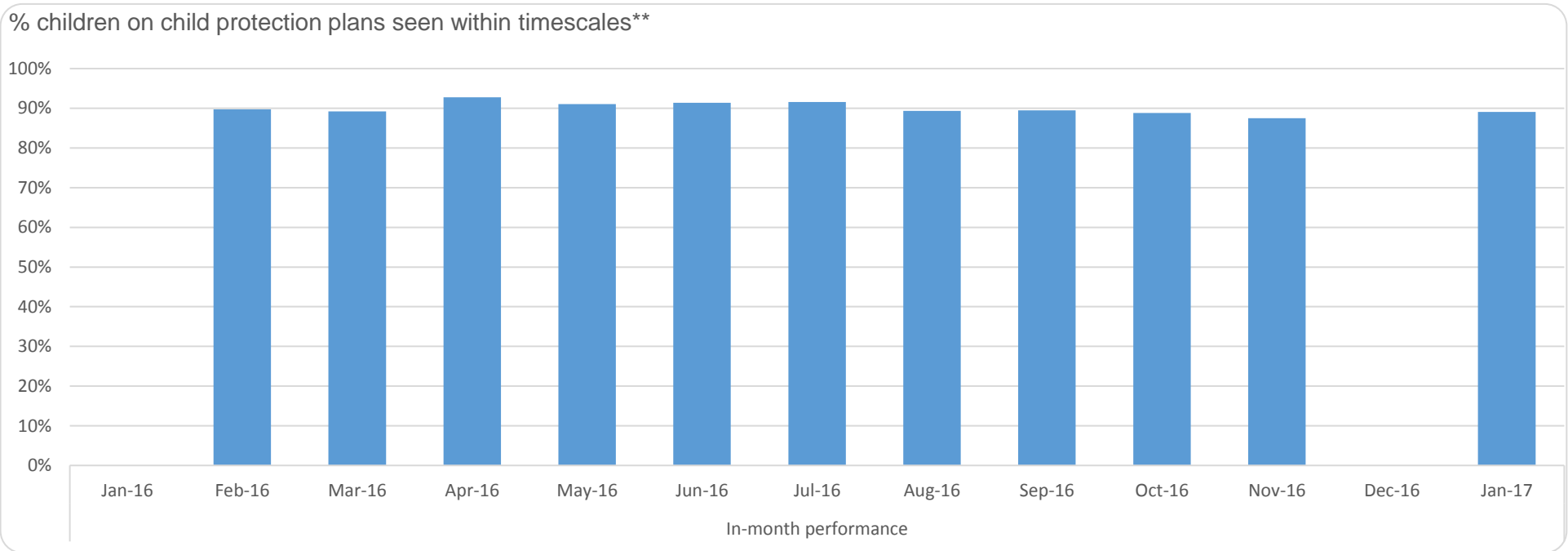


Child Protection Reviews and Visits

Definition	A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days)
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Performance analysis	Most RCPCs are held within timescales. The expectation is that if this is not the case there is a clear reason recorded. Visits also tend be undertaken within timescales in most cases. The Norwich locality have seen a dip in performance in January with only 79.1% of visits being in timescales. However it is known that some of this is a recording issue where children have been seen but this has not yet been recorded on the child's record, this is being addressed by both FIT teams in the locality. There are also a small number of older young people who have refused to see their social worker. Where a child has not been seen in timescales there is an expectation that this is addressed via examination of the weekly exceptions report.
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		6.12	6.14
		% of CP cases which were reviewed within timescales in Month	% children on child protection plans seen within timescales**
Good perf. is:		High	High
In-month performance	Jan-16	-	-
	Feb-16	-	89.7%
	Mar-16	-	89.2%
	Apr-16	96.2%	92.8%
	May-16	100.0%	91.0%
	Jun-16	99.0%	91.4%
	Jul-16	98.1%	91.6%
	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%	-
	Jan-17	95.1%	89.1%
Trend	13 month linear	Dataset is incomplete.	Dataset is incomplete.
	Difference (Jan-16 to Jan-17)	-	-



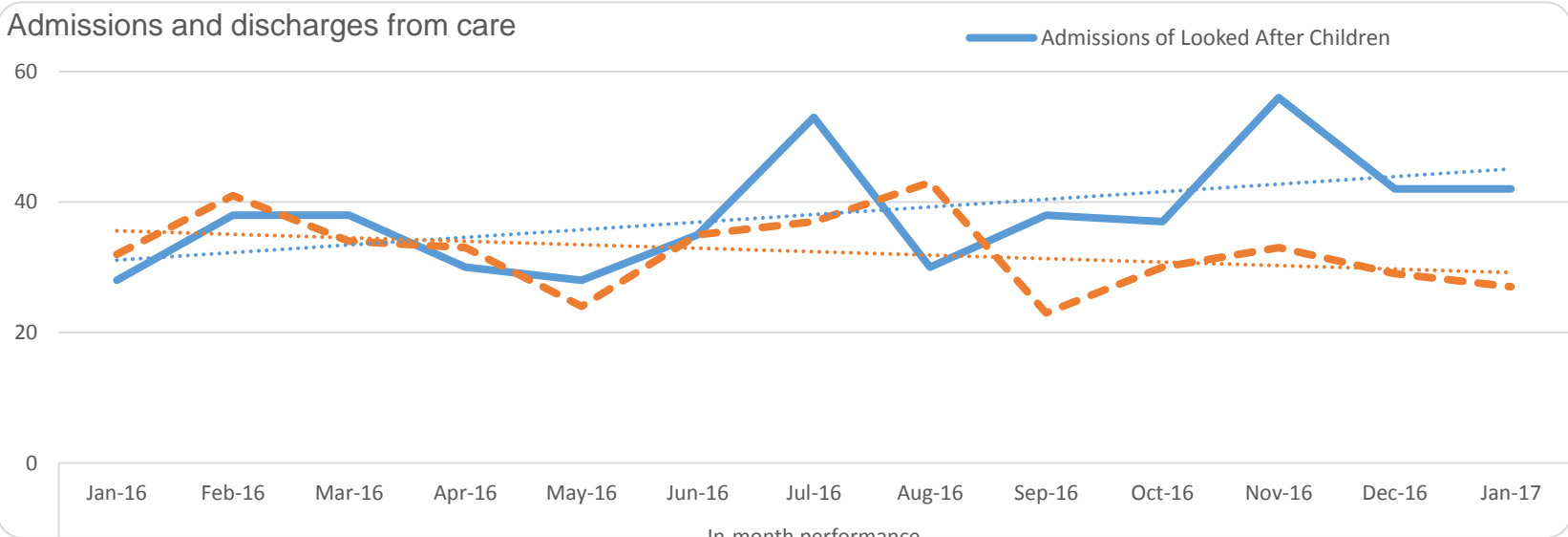
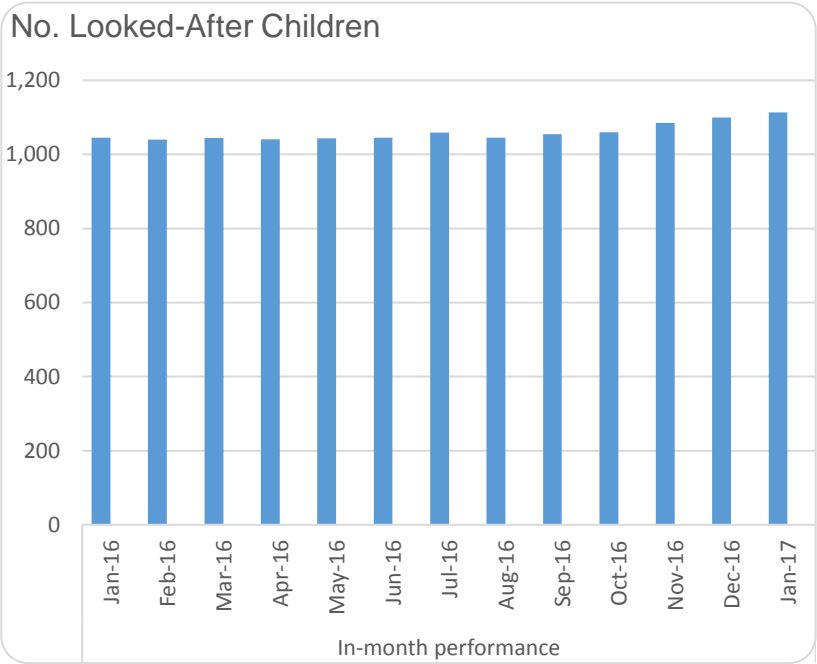
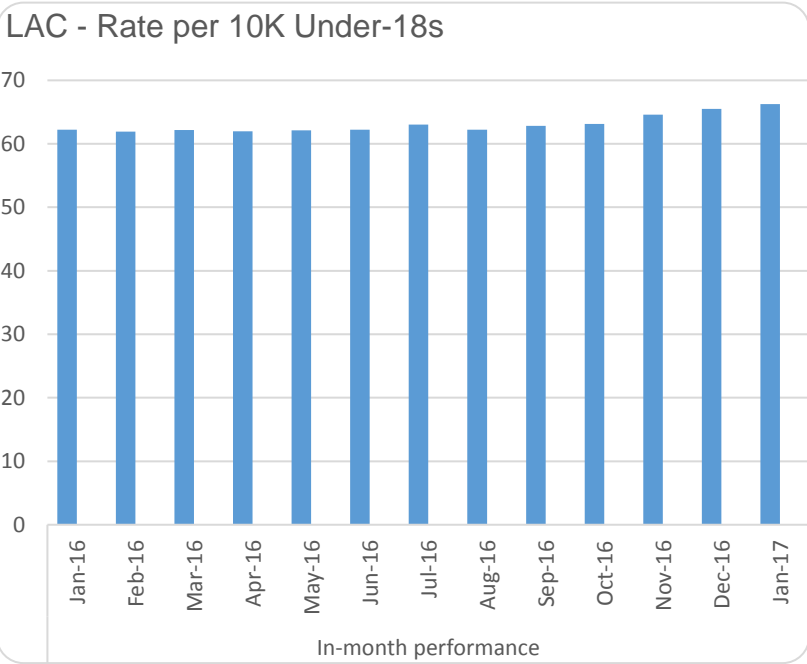
Looked After Children

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 There has been an increase of 68 children who are LAC over the past year. We do know that in Norwich we had two very large sibling groups come into our care in a short space of time, which has contributed to part of this increase. Ultimately in recent months we have seen more children come into care than those who cease being looked after. What we also know from external scrutiny is that when children come into our care it is the right decision, however we do need scrutiny of earlier work with families to see if the events that lead to accommodation could have been prevented or whether we are proactive enough regarding promoting permanency options for children that will result in them ceasing to be looked after. There is ongoing work taking place to scrutinise the data surrounding our Looked After Children Cohort to help investigate what the practice issues may be and the strategy needed regarding Edge of Care Services.

		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	Jan-16	62.2	1,045	28	32
	Feb-16	61.9	1,040	38	41
	Mar-16	62.2	1,044	38	34
	Apr-16	62.0	1,041	30	33
	May-16	62.1	1,043	28	24
	Jun-16	62.2	1,045	35	35
	Jul-16	63.1	1,059	53	37
	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
Trend	13 month linear	Increasing.	Increasing.	Increasing.	Reducing.
	Difference (Jan-16 to Jan-17)	4.0	68	14	-5

	Statistical Neighbour Average	England Average
LAC - Rate per 10K Under-18s	53	60



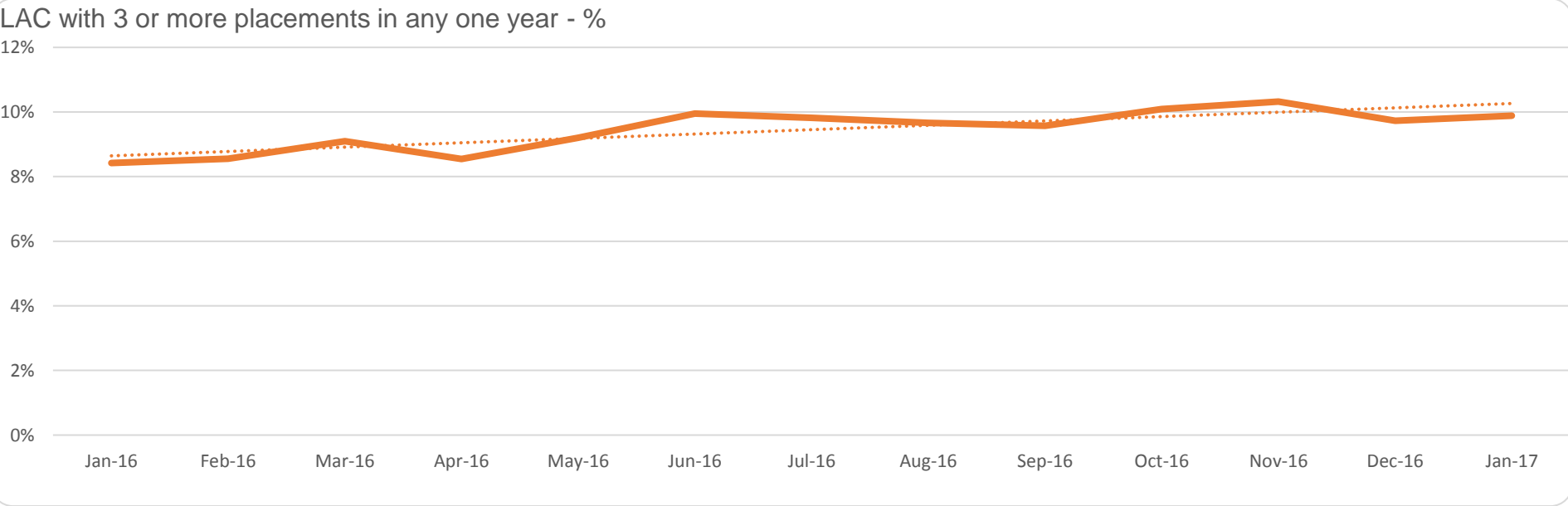
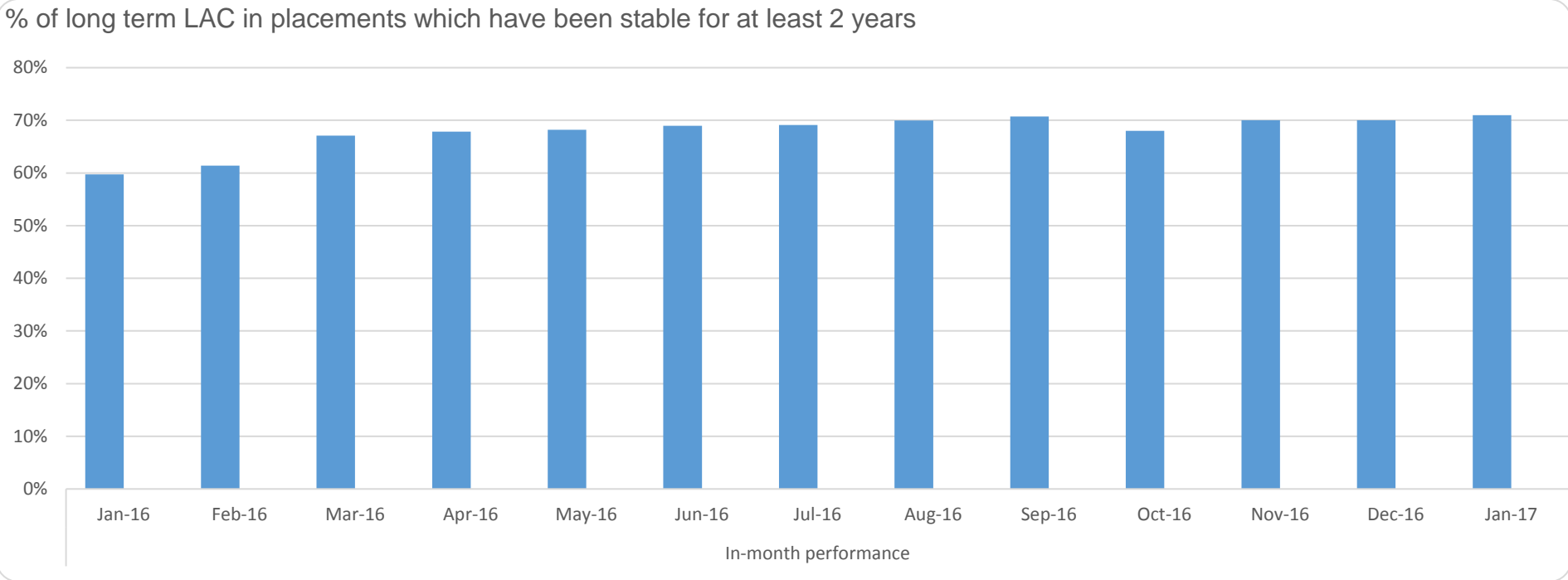
Looked After Children Placements

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

Performance analysis The % of long term LAC in stable placement of at least 2 years has remained steady over the past few months, however it is important that this is not taken as being necessarily always a positive, as we need to ensure there isn't 'drift' in placements and permanency planning for children. We have seen a steady increase in the number of LAC with multiple (3 or more) placements in any one year. The business and systems development officer will be looking at the child level data regarding both of these indicators to ascertain if there are any issue with the quality of the data and whether further scrutiny through audit activity is needed to better understand the issues

		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	Low
In-month performance	Jan-16	60%	88	8.4%
	Feb-16	61%	89	8.6%
	Mar-16	67%	95	9.1%
	Apr-16	68%	89	8.5%
	May-16	68%	96	9.2%
	Jun-16	69%	104	10.0%
	Jul-16	69%	104	9.8%
	Aug-16	70%	101	9.7%
	Sep-16	71%	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%
Trend	13 month linear	Increasing.	Increasing.	Increasing.
	Difference (Jan-16 to Jan-17)	11%	22	1.5%

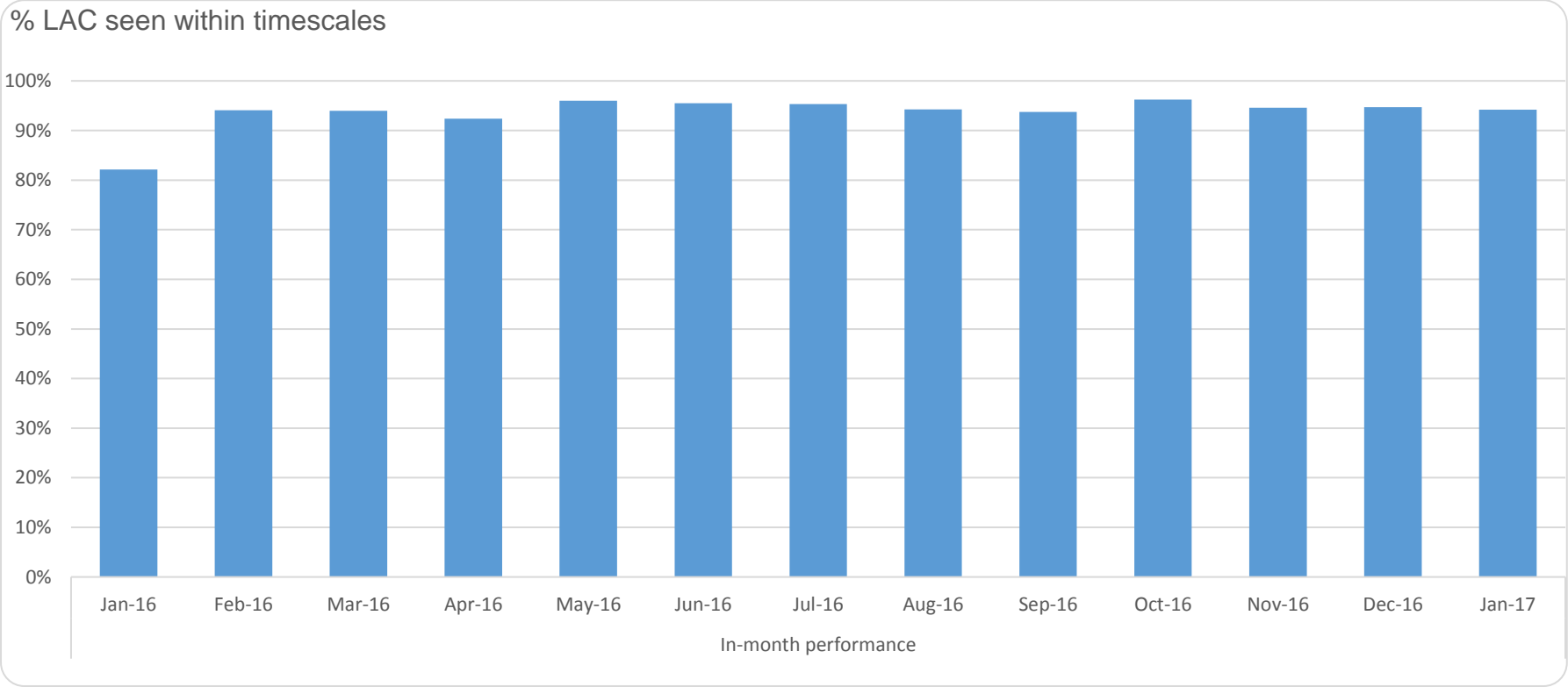
	Statistical Neighbour Average	England Average
% of long term LAC in placements which have been stable for at least 2 years	66.9%	68.0%
LAC with 3 or more placements in any one year - %	10.3%	10.0%



Looked After Children Reviews and Visits

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	In Norfolk most LAC are seen within timescales and the performance in this area has improved considerably over the past year. LAC visits are monitored on a weekly basis in all teams and where visits have not taken place these are examined on a case by case basis with reasons for delay clearly understood and recorded. The quality and impact of visits to children are evaluated through full case and thematic audits undertaken by the QA team and locality team managers

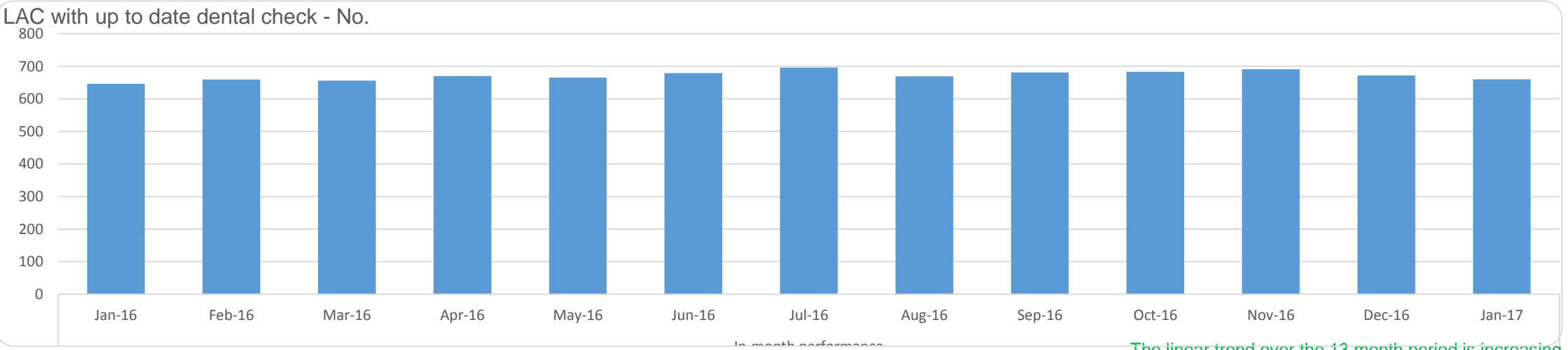
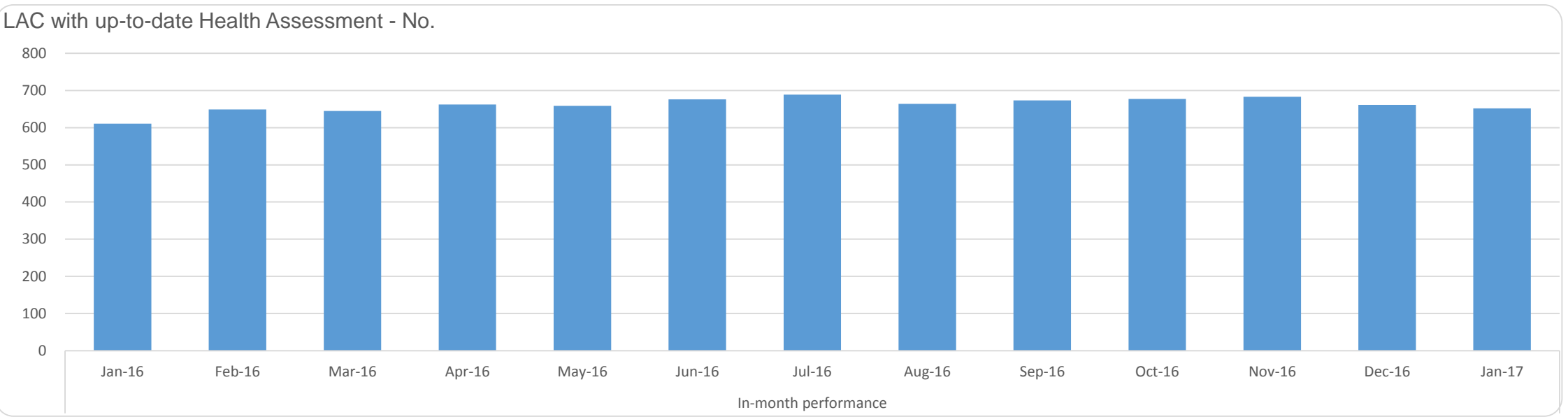
		7.6	7.13
		LAC cases reviewed within timescales NOT CURRENTLY AVAILABLE	% LAC seen within timescales
Good perf. is:		High	High
In-month performance	Jan-16	-	82.1%
	Feb-16	-	94.1%
	Mar-16	-	93.9%
	Apr-16	-	92.4%
	May-16	-	96.0%
	Jun-16	-	95.5%
	Jul-16	-	95.3%
	Aug-16	-	94.2%
	Sep-16	-	93.8%
	Oct-16	-	96.2%
	Nov-16	-	94.6%
	Dec-16	-	94.7%
	Jan-17	-	94.2%
Trend	13 month linear	Dataset is incomplete	Increasing.
	Difference (Jan-16 to Jan-17)	-	12.0%



Looked After Children Health

Definition	Local Authorities have a duty to safeguard and to promote the welfare of the children thy 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	88% of LAC children have an up to date health assessment in place. This is a 12% increase over the past year and we know that performance in this arena has steadily improved since the management and monitoring of LAC Health Assessment requests was move to the QA Hub within the Quality and Effectiveness service. Any delays in health assessments or refusals on the part of the young person are clearly recorded by the QA Hub Notwithstanding this improvement, it is important that Social Care and Health colleagues are tenacious in finding innovative ways to undertake health assessments that appeal to young people and encourage them to attend.

		7.8	7.9
		LAC with up-to-date Health Assessment - No.	LAC with up to date dental check - No.
		High	High
In-month performance	Good perf. is:		
	Jan-16	611	646
	Feb-16	649	659
	Mar-16	645	656
	Apr-16	662	670
	May-16	659	665
	Jun-16	676	679
	Jul-16	689	696
	Aug-16	664	669
	Sep-16	673	681
	Oct-16	677	683
	Nov-16	683	691
	Dec-16	661	672
Jan-17	652	660	
Trend	Previous YTD	-	-
	Current YTD	-	-
	Difference	-	-



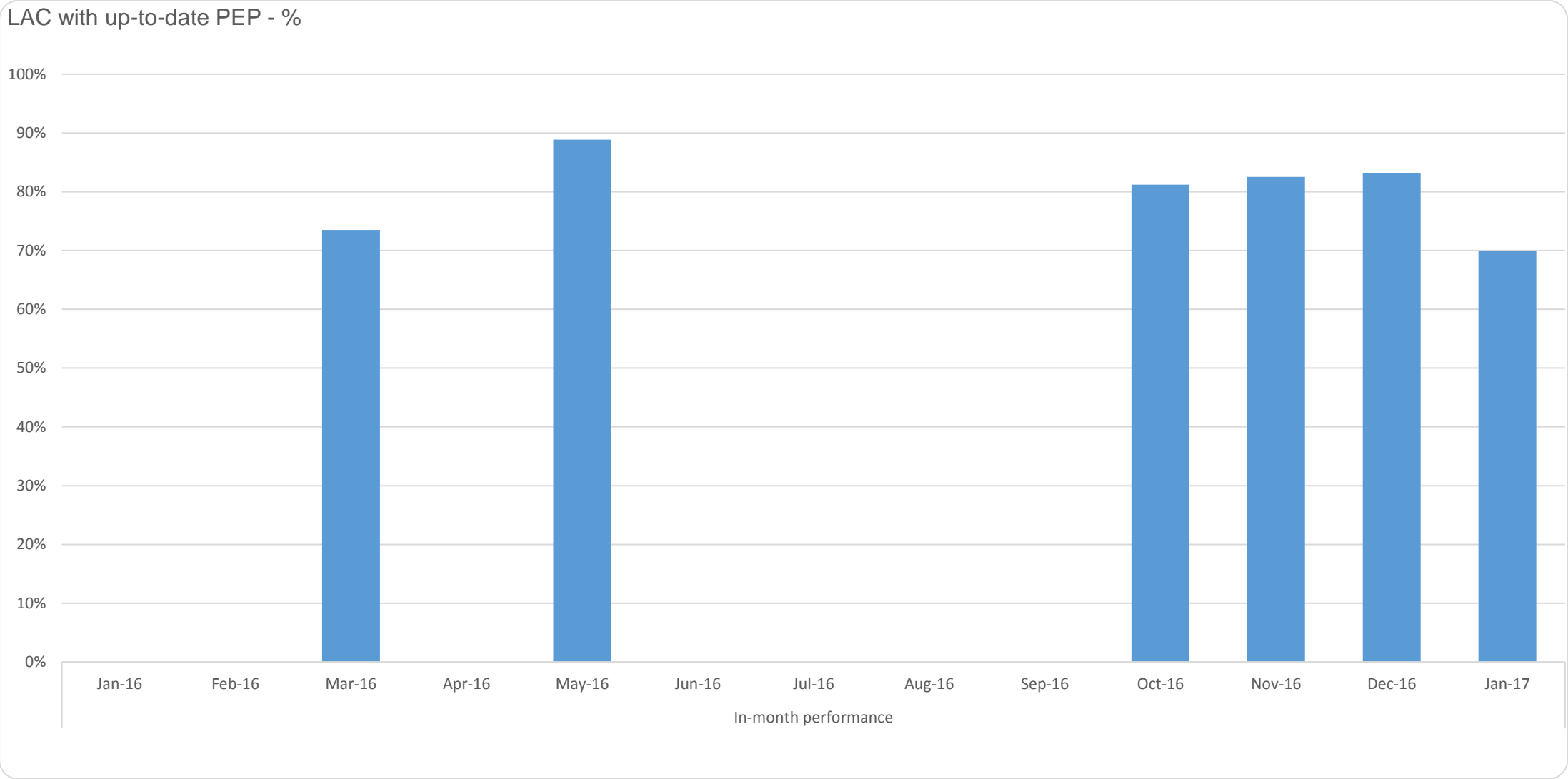
The linear trend over the 13 month period is increasing.

Looked After Children Personal Education Plans

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 Since the introduction of the ePEP in Spring 16 we have seen an improvement in quality and in the percentages of children with an up to date PEP. The figure seen here for January is not unexpected as PEPs take place on a termly basis and as such the figure should rise as this spring term progresses. The quality of PEPs will continue to be audited by the QA team and Virtual School on a termly basis.

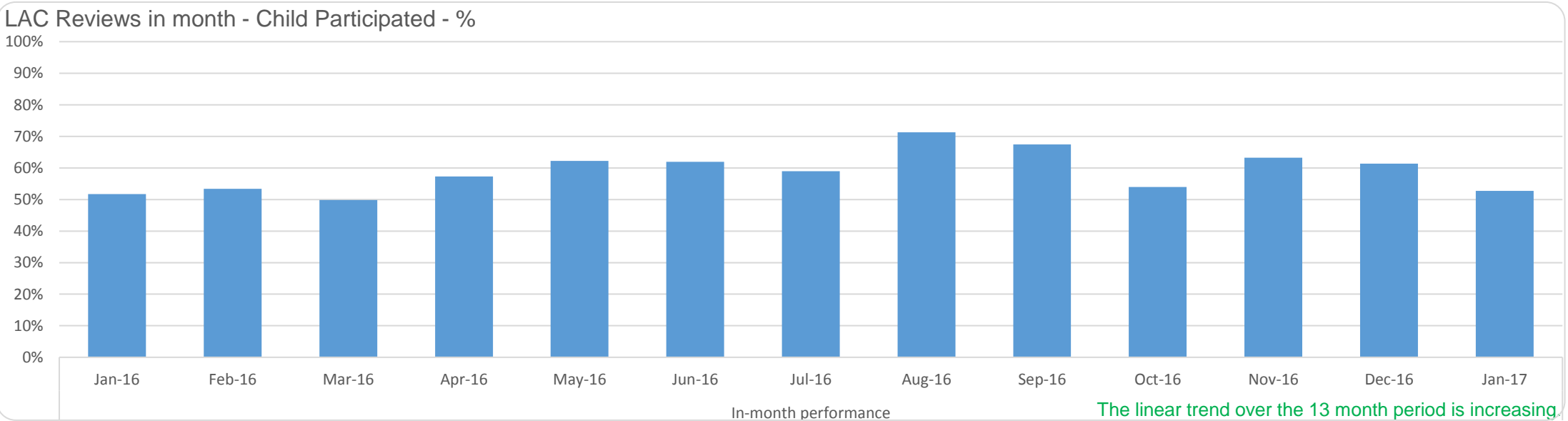
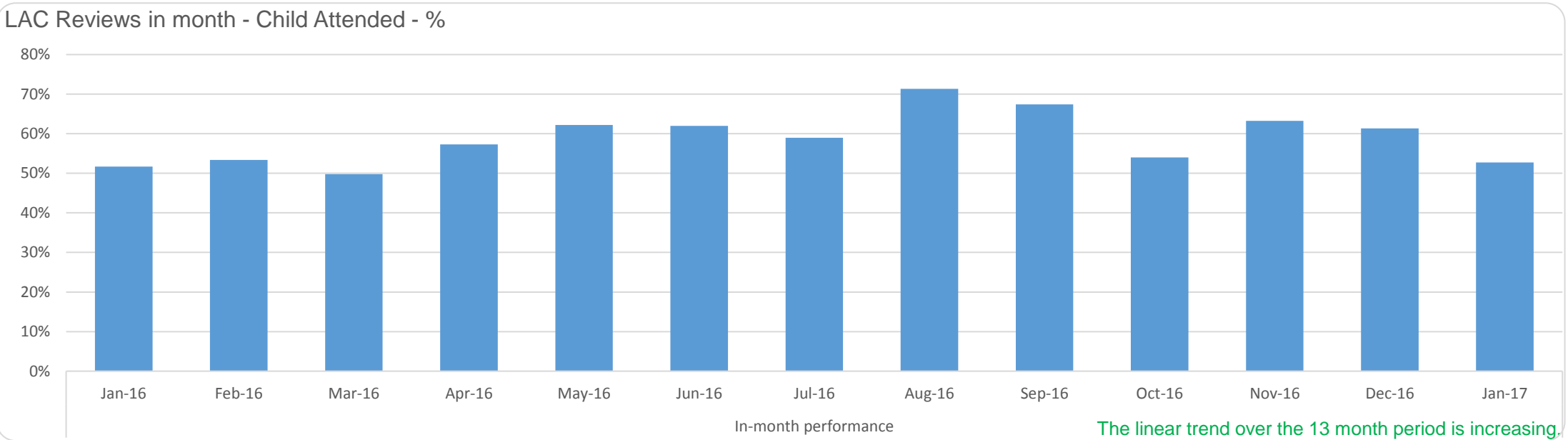
		7.11
		LAC with up-to-date PEP - %
Good perf. is:		High
In-month performance	Jan-16	-
	Feb-16	-
	Mar-16	73.5%
	Apr-16	-
	May-16	88.9%
	Jun-16	-
	Jul-16	-
	Aug-16	-
	Sep-16	-
	Oct-16	81.2%
	Nov-16	82.5%
	Dec-16	83.2%
	Jan-17	69.9%
Trend	Previous YTD	-
	Current YTD	-
	Difference	-



Looked After Children Participation

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	The percentage of LAC who attend their reviews is too low. There has been a concern that in the past review meetings have been arranged for the convenience of professionals rather than being arranged with the child's views and best interests at heart. Therefore social work teams the IRO service are now more routinely challenged to consider if they understand the reasons behind a number of children not attending their LAC reviews and what are they doing to encourage and facilitate increased attendance. Participation in reviews can take many forms, from the foster carer filling in a paper with the child regarding their views, to more innovative ways such as the child recording their views on an electronic device if they don't feel able to talk in a meeting. Practitioners, including IROs, need to be constantly challenged to ensure they are facilitating meaningful participation of the child.

		7.15	7.16
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:		High	High
In-month performance	Jan-16	51.7%	51.7%
	Feb-16	53.4%	53.4%
	Mar-16	49.8%	49.8%
	Apr-16	57.3%	57.3%
	May-16	62.2%	62.2%
	Jun-16	62.0%	62.0%
	Jul-16	59.0%	59.0%
	Aug-16	71.3%	71.3%
	Sep-16	67.4%	67.4%
	Oct-16	54.0%	54.0%
	Nov-16	63.3%	63.3%
	Dec-16	61.3%	61.3%
	Jan-17	52.8%	52.8%
Trend	Previous YTD	-	-
	Current YTD	60.8%	60.8%
	Difference	-	-



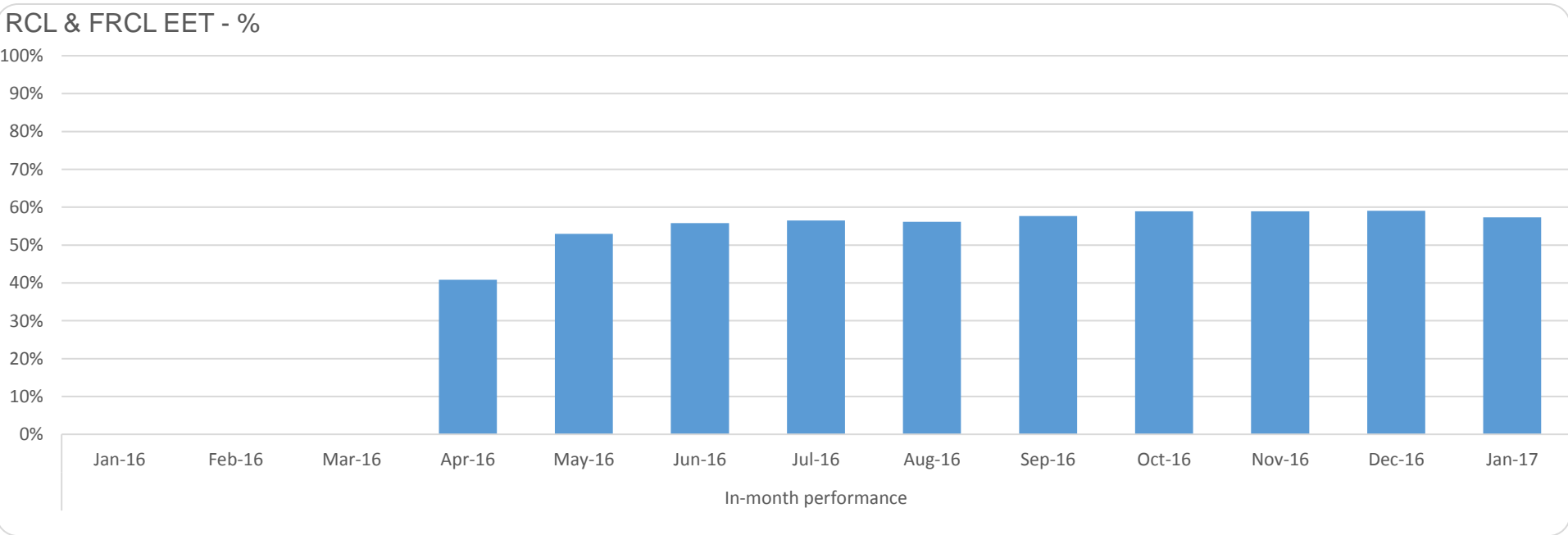
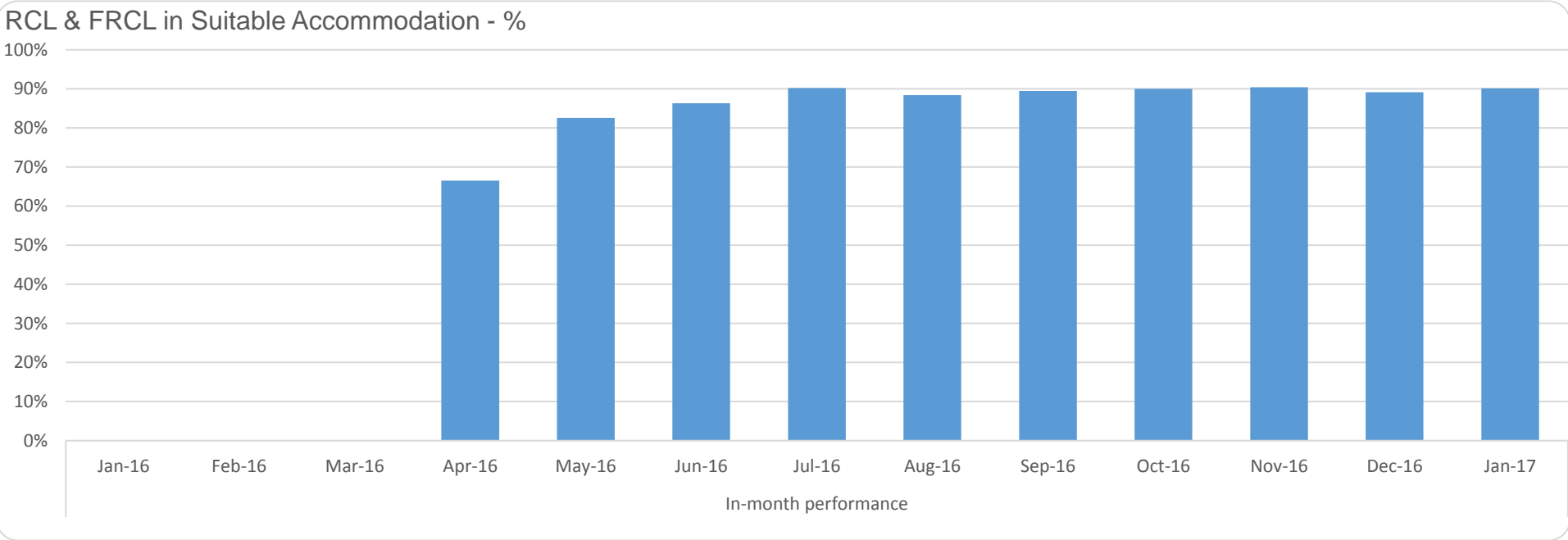
Care Leavers

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

		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	Jan-16	492	-	-
	Feb-16	494	-	-
	Mar-16	488		
	Apr-16	490	66.5%	40.8%
	May-16	493	82.6%	52.9%
	Jun-16	491	86.4%	55.8%
	Jul-16	480	90.2%	56.5%
	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%
Trend	Previous YTD	-	-	-
	Current YTD	-	-	-
	Difference	-	-	-

	Statistical Neighbour Average	England Average
RCL & FRCL in Suitable Accommodation - %	88%	83%
RCL & FRCL EET - %	53%	49%

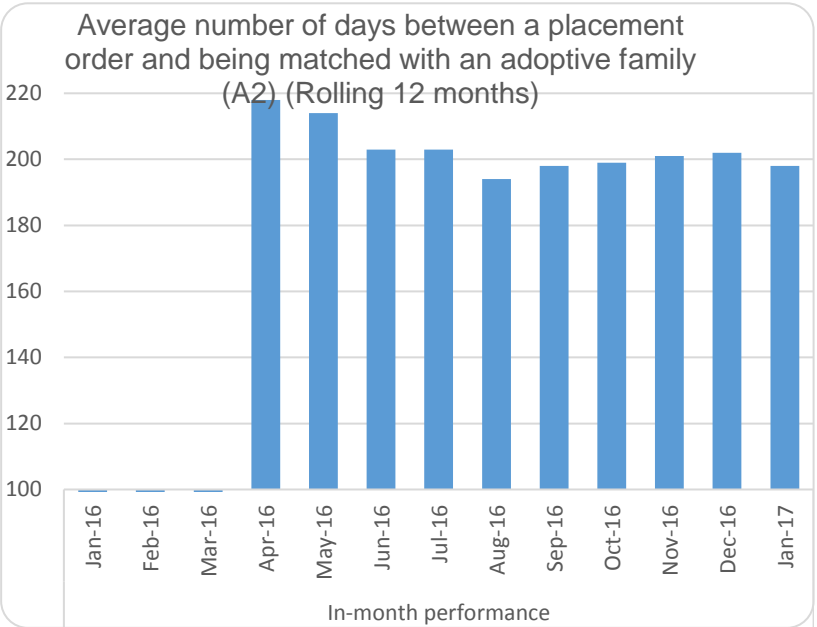
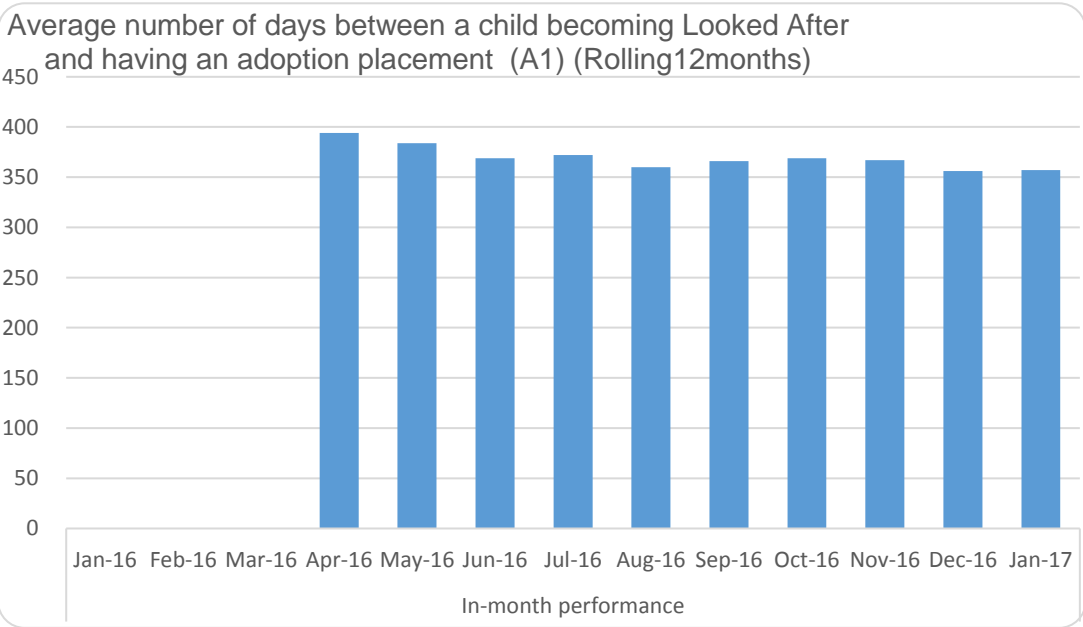
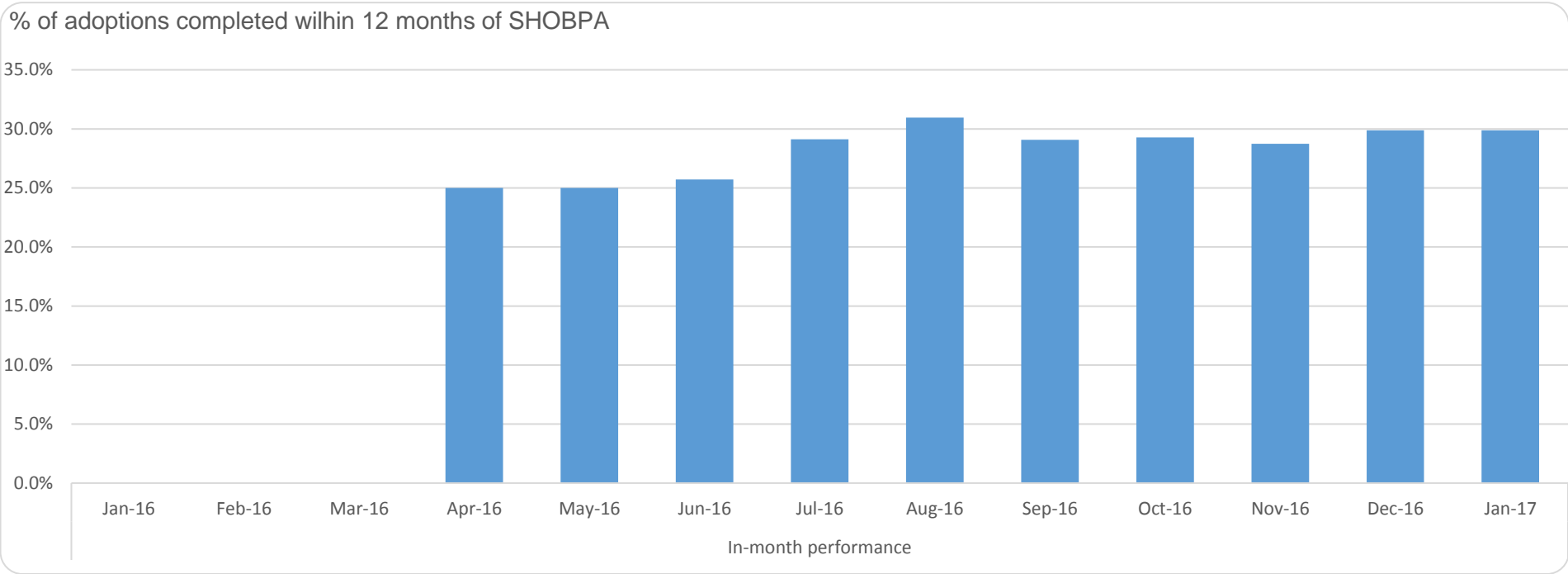


Adoptions

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

Performance analysis The data regarding adoptions refers to a very small number of children and therefore it is important to note that performance each month can vary significantly given the size of the cohort. Given the small numbers it is most useful to look at a rolling 12 months rather than a month snapshot.

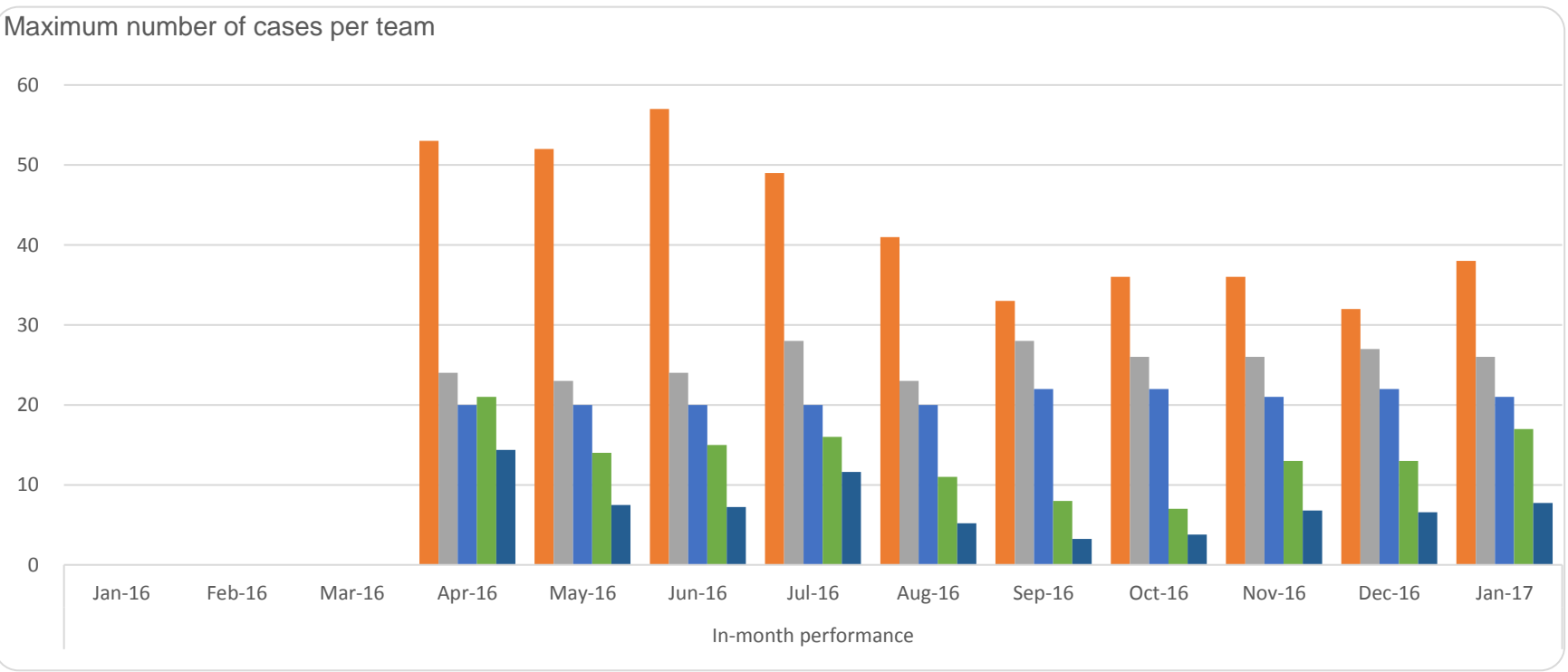
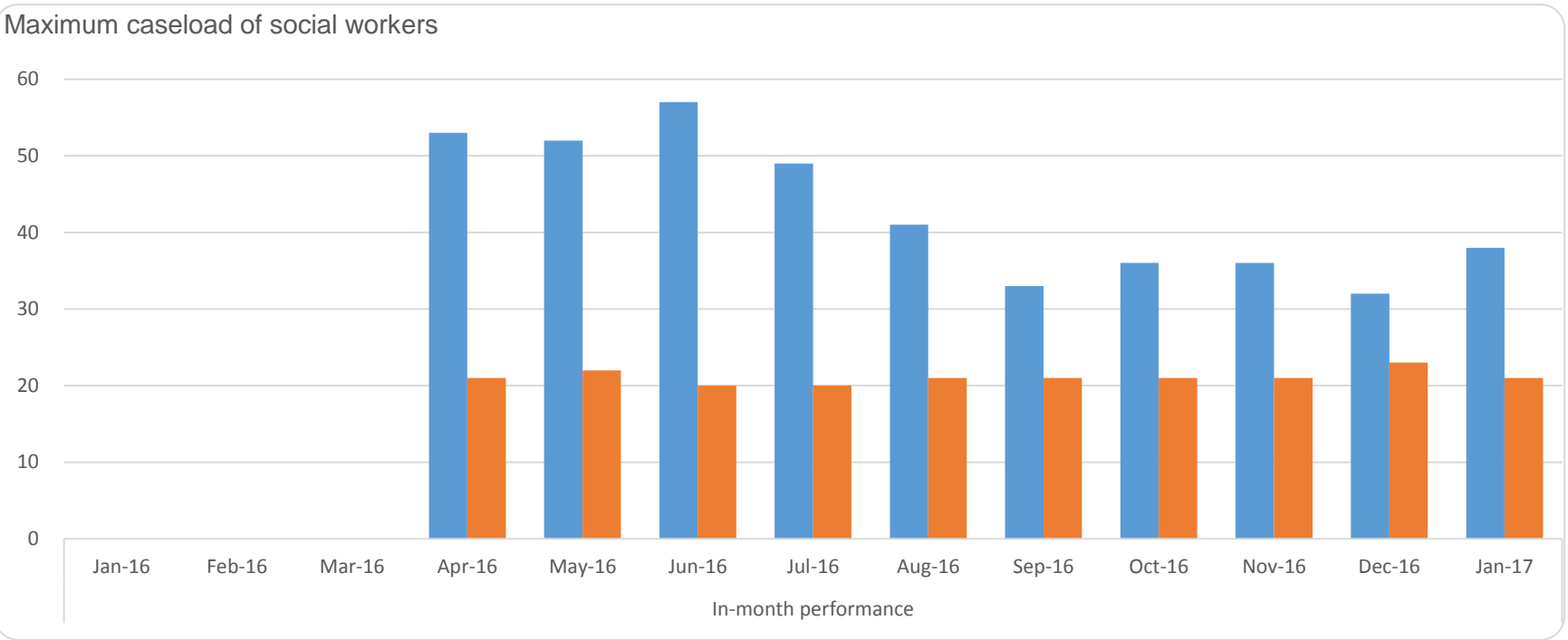
		10.1	10.2	10.3
		% of adoptions completed within 12 months of SHOBPA	Average number of days between a child becoming Looked After and having an adoption placement	Average number of days between a placement order and being matched with an adoptive family
Good perf. is:		High	Low	Low
In-month performance	Jan-16	-	-	-
	Feb-16	-	-	-
	Mar-16	-	-	-
	Apr-16	25.0%	394	218
	May-16	25.0%	384	214
	Jun-16	25.7%	369	203
	Jul-16	29.1%	372	203
	Aug-16	31.0%	360	194
	Sep-16	29.1%	366	198
	Oct-16	29.3%	369	199
	Nov-16	28.7%	367	201
	Dec-16	29.9%	356	202
	Jan-17	29.9%	357	198
Trend	13 month linear	Dataset is incomplete.	Dataset is incomplete.	Dataset is incomplete.
	Difference (Jan-16 to Jan-17)	-	-	-








Caseloads

Definition	Caseloads refer to the number of children allocated to individual workers.
Performance analysis	We have decided to move away from reporting on the average number of cases per social worker as this does not differentiate between full time and part time workers. Even when considering maximum caseload figures we must be mindful that numbers do not reflect the complexity of casework that individual workers may hold. For example in both FIT teams in Norwich there is a continuing high level of court activity (98 children) and high number of LAC cases (89 children) held. Court work is often complex, intensive, time-consuming and can be emotionally and physically exhausting. Most court work is undertaken in FIT teams and as the data shows , the maximum caseloads within these teams is high.

		11.1	11.2	11.4	11.5	11.7	11.8	11.9
		Maximum caseload of social workers in key safeguarding teams (excluding children's disability team)	Maximum caseload of social workers in LAC Teams	Maximum number of cases per qualified social worker in Assessment Teams	Maximum caseload of social workers in FIT Teams	Maximum number of cases per qualified social worker in CWD Teams	Maximum caseload of 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	Jan-16	-	-	-	-	-	-	-
	Feb-16	-	-	-	-	-	-	-
	Mar-16	-	-	-	-	-	-	-
	Apr-16	53	21	53	24	20	21	14.36364
	May-16	52	22	52	23	20	14	7.5
	Jun-16	57	20	57	24	20	15	7.222222
	Jul-16	49	20	49	28	20	16	11.63636
	Aug-16	41	21	41	23	20	11	5.2
	Sep-16	33	21	33	28	22	8	3.25
	Oct-16	36	21	36	26	22	7	3.8
	Nov-16	36	21	36	26	21	13	6.809524
	Dec-16	32	23	32	27	22	13	7
	Jan-17	38	21	38	26	21	17	8
Trend	13 month linear							
	Difference (Jan-16 to Jan-17)	-	-	-	-	-	-	-



Risk Register - Norfolk County Council																			
	Risk Register Name		Children's Service Risk Register													Red			
	Prepared by		Don Evans						High							Amber			
	Date updated		February 2017						Med							Green			
	Next update due		February 2017						Low							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.	Monthly SEN Transport Budget Meeting now embedded to ensure frequent and consistent joint working between Transport/SEN commissioners in Children's Services and the Passenger Transport Unit; review of exceptional cases criteria, application of policy, early warning of legislation and case-law impact on costs. Travel time/cost reduction is key element of new Education Inclusion Strategy and its implementation is being supported by a dedicated project manager using DfE grant money and a new post for 'Transport Invest to Save' has been recommended for funding from this grant also; to reduce the number of children needing to access alternative specialist provision or, if necessary, then to attend local specialist provision, the impact of this is not likely to kick in until latter part of 2016/17. The LA continues to be fully engaged with the Chairs of the Headteacher Associations and the Chair of the Schools' Forum / Governor Association to ensure that the strategy is jointly developed, owned and implemented. SEN budget has been split down to lower levels and regular data is being sent to decision-makers in Children's Services to enable further transparency and better budget monitoring. While student numbers continue to decrease in secondary and Post 16 education, spend is reducing.	2	3	6	31/03/2017		Red	Chris Snudden	Richard Snowden and Michael Bateman	28/02/2017
C	Children's Services	RM14147	Potential failure to meet the needs of children in Norfolk.	CS Teams do not show the improved performance at the speed which is acceptable to DfE and Ofsted and subsequently, children and families do not receive a good/outstanding service.	01/12/2013	3	5	15	An experienced interim DCS has been recruited to see us through to our next Inspection. An interim AD for Improvment has been appointed Establishment of a new Improvement Board. Refresh of the children and young peoples startegic partnership. Essex CC have been recommissioned by the DfE to continue to support our improvement activity.	The Improvement Board has been launcehd and will oversee the delivery of the Improvement Plan. A Children's Services improvement plan and detailed action plans have been drafted. A new monthly performance and managment report has been produced. The draft Children & Young People's Plan will be finalised in March 2017	2	5	10	31/03/2017		Amber	Matt Dunkley	Don Evans	28/02/2017
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	5	15	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	2	5	10	31/03/2017		Amber	Matt Dunkley	Don Evans	28/02/2017
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	3	5	15	Greater understandning 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 realltion to achieving sustainable performance but clearly this implications in relation to costs. IR35 implications are understood and have been widely communicated.	2	4	8	31/03/2017		Amber	Matt Dunkley	Don Evans	28/02/2017

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	5	5	25	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. Additional, targeted 'edge of care' services are being established	The projected LAC overspend for the current year has increased and currently stands in excess of £9 million. LAC numbers continue to increase.	5	5	25	31/03/2017		Red	Matt Dunkley	Don Evans	28/02/2017