

Children's Services Committee

Date: **Tuesday 12 May 2015**

Time: **10am**

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

SUPPLEMENTARY A g e n d a

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Date Supplementary Agenda Published: 7 May 2015



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April 2015

Norfolk Children's Services Education Improvement Plan Scorecard

A Good School for Every Norfolk Learner 2014 – 2015

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 Norfolk schools that are identified through the LA risk assessment as schools causing concern (SCC) including Academies, and those already judged to require improvement or those at risk of requiring improvement (RI). 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 whether all SCC and all RI are on track to meet 2015 targets. This data is then further aggregated with the 2014 outcomes for the remaining schools (ie those that are risk assessed as good or better) to see the impact of intervention and support on the overall trajectory to meet 2015 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 2014 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 2014 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.

FSM = Pupils eligible for Free School Meals at any point in the last 6 years

All = All pupils in the cohort

2015 predictions are derived from half termly report card data for schools where outcomes are not good, combined with 2014 outcomes for good and outstanding schools who are not required to submit half termly data. **From Spring 1 2015 predictions have been collected from every school (including Free schools and Academies) in Norfolk.**

		2015 Predictions							
		2013	2014	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2
Norfolk	All	46	58 ↑	58	60 ↑	63 +↑			
	FSM	32	43 ↑		45 ↑	52 +↑			
Breckland	All	41	58 ↑	55 ↓	58	59 ↑			
	FSM	28	49+ ↑		42 ↓	44 ↓			
Broadland	All	52	60 ↑	61+	62 +↑	64 +↑			
	FSM	37 +	41 ↑		46 + ↑	48 +↑			
Great Yarmouth	All	40	57 ↑	56 ↓	62 +↑	61 +↑			
	FSM	32	48+ ↑		51 + ↑	53 +↑			
Kings Lynn & West	All	47	61+ ↑	61+	62 +↑	62 +↑			
	FSM	34	43 ↑		48 +↑	52 +↑			
Norwich	All	38	51 ↑	52 ↑	49 ↓	58 ↑			
	FSM	28	38 ↑		39 ↑	46 +↑			
North	All	48	57 ↑	59 ↑	65+ ↑	69 +↑			
	FSM	37+	45 ↑		50+ ↑	51 +↑			
South	All	55+	60 ↑	59 ↓	61	70 +↑			
	FSM	32	42 ↑		44↑	66 +↑			
National	All pupils	52	60						
	FSM	36	45						

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

We did not collect FSM data in autumn term 1 (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)

1.2: Improve Outcomes at Key Stage 2

% attaining expected standard (L4+)

Percentages represent the percentage of pupils.

FSM = Pupils eligible for Free School Meals at any point in the last 6 years

All = All pupils in the cohort

2015 predictions are derived from half termly report card data for schools where outcomes are not good, combined with 2014 outcomes for good and outstanding schools who are not required to submit half termly data. **From Spring 1 2015 predictions have been collected from every school (including Free schools and Academies) in Norfolk.**

				2015 Predictions					
		2013	2014	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2
Norfolk	All	71	74 ↑	75 ↑	76 ↑	78			
	FSM	55	59 ↑	62 ↑	63 ↑	67 ↑			
Breckland	All	64	68 ↑	68	69 ↑	68			
	FSM	48	51 ↑	57 ↑	55 ↑	54 ↑			
Broadland	All	78+	82+ ↑	83+ ↑	84 +↑	84 +↑			
	FSM	67+	69+ ↑	70+ ↑	73 +↑	71 +↑			
Great Yarmouth	All	65	74 ↑	72 ↓	74 ↑	76 ↑			
	FSM	55	62 ↑	58 ↓	65 ↑	65 ↑			
Kings Lynn & West	All	69	73 ↑	73	76 ↑	77 ↑			
	FSM	53	58 ↑	64 ↑	64 ↑	68 +↑			
North	All	72	75 ↑	75	76 ↑	79 ↑			
	FSM	56	63 ↑	64 ↑	63	72 ↑			
Norwich	All	66	72 ↑	72	74 ↑	77 ↑			
	FSM	57	60 ↑	63 ↑	64 ↑	71 +↑			
South	All	79+	82+ ↑	82+	82 +	81 +↑			
	FSM	60	63 ↑	63	65 ↑	65			
National	All pupils	76	79						
	FSM	63	67						

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.)

1.3: Improve outcomes at Key Stage 4

- % attaining expected standard (5 GCSEs A*-C including English and mathematics)

Percentages represent the percentage of pupils.

FSM = Pupils eligible for Free School Meals at any point in the last 6 years

All = All pupils in the cohort

2015 predictions are derived from half termly report card data for schools where outcomes are not good, combined with 2014 outcomes for good and outstanding schools who are not required to submit half termly data. **From Spring 1 2015 predictions have been collected from every school (including Free schools and Academies) in Norfolk.**

				2015 Predictions					
		2013	2014	Aut 1	Aut 2	Spr 1	Spr 2	Sum 1	Sum 2
Norfolk	All	55	52 ↓	55 ↑	56 ↑	59+ ↑			
	FSM	31	30 ↓	33 ↑	35 ↑	40+ ↑			
Breckland	All	50	52 ↑	54 ↑	55 ↑	56+ ↑			
	FSM	26	33 ↑	34 ↑	34 ↑	38+ ↑			
Broadland	All	60	58+ ↓	60+ ↑	64 + ↑	64 + ↑			
	FSM	34	33 ↓	38+ ↑	42 + ↑	44+ ↑			
Great Yarmouth	All	48	44 ↓	51 ↑	51 ↑	54 ↑			
	FSM	30	29 ↓	37+ ↑	37+ ↑	40+ ↑			
Kings Lynn & West	All	54	45 ↓	47 ↑	45	54 ↑			
	FSM	34	24 ↓	23	27 ↑	34 ↑			
North	All	57	59+ ↑	62+ ↑	61 + ↑	66+ ↑			
	FSM	34	42+ ↑	42+	41+ ↓	46+ ↑			
Norwich	All	46	49 ↑	50 ↑	51 ↑	54 ↑			
	FSM	26	28 ↑	30 ↑	27 ↓	38+ ↑			
South	All pupils	66+	61+ ↓	62+ ↑	64 + ↑	66+ ↑			
	FSM	43+	32 ↓	35 ↑	38 + ↑	45+ ↑			
National	All pupils	60	55*						
	FSM	41	36**						

The 2014 results are FIRST and cannot be compared to 2013 results

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)

* Unvalidated data from RAISEonline

** NCER calculated National, not officially published

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

Shown as a percentage of schools, the number of settings or schools is shown in brackets. The denominator represents the current number of schools that have an Ofsted judgement.

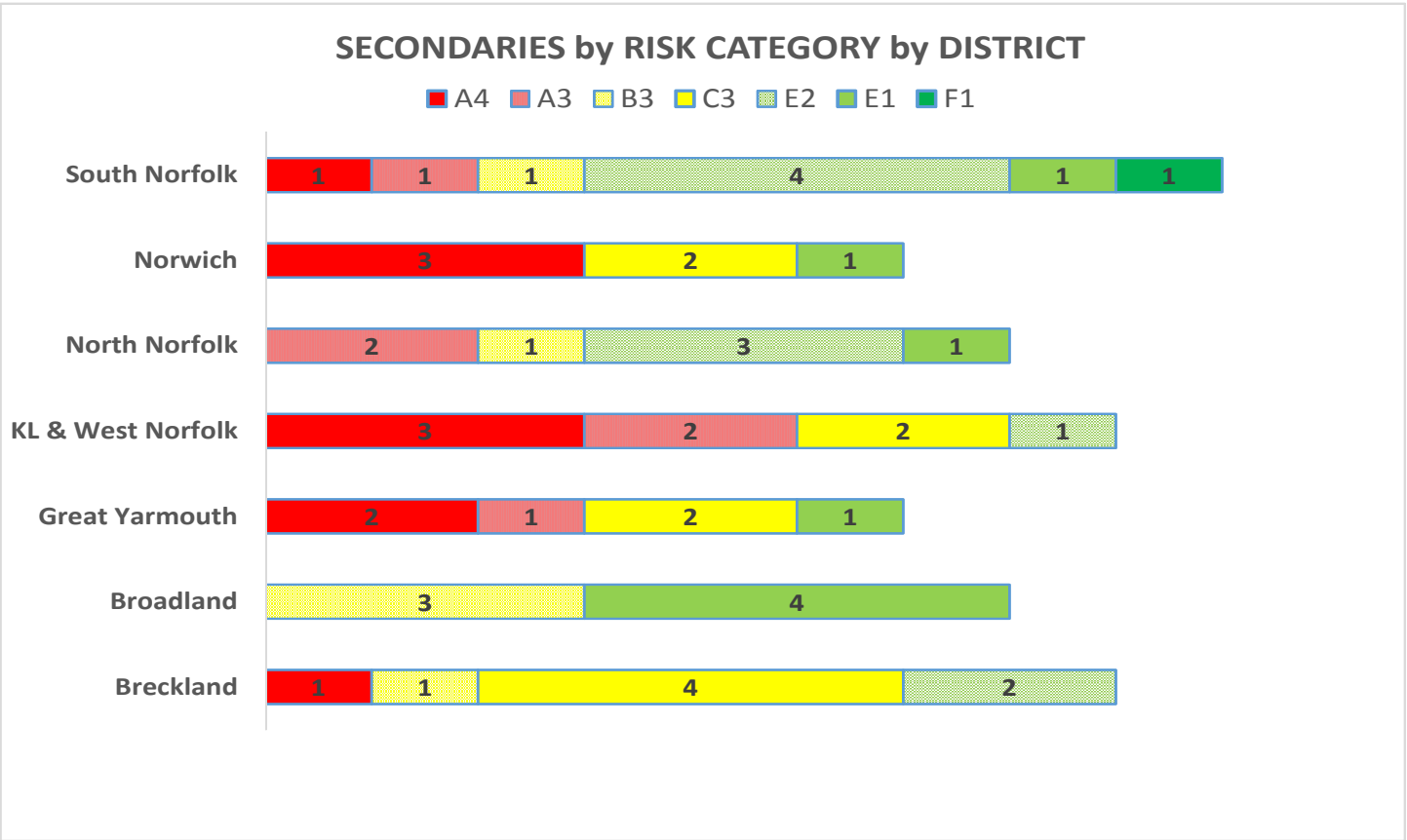
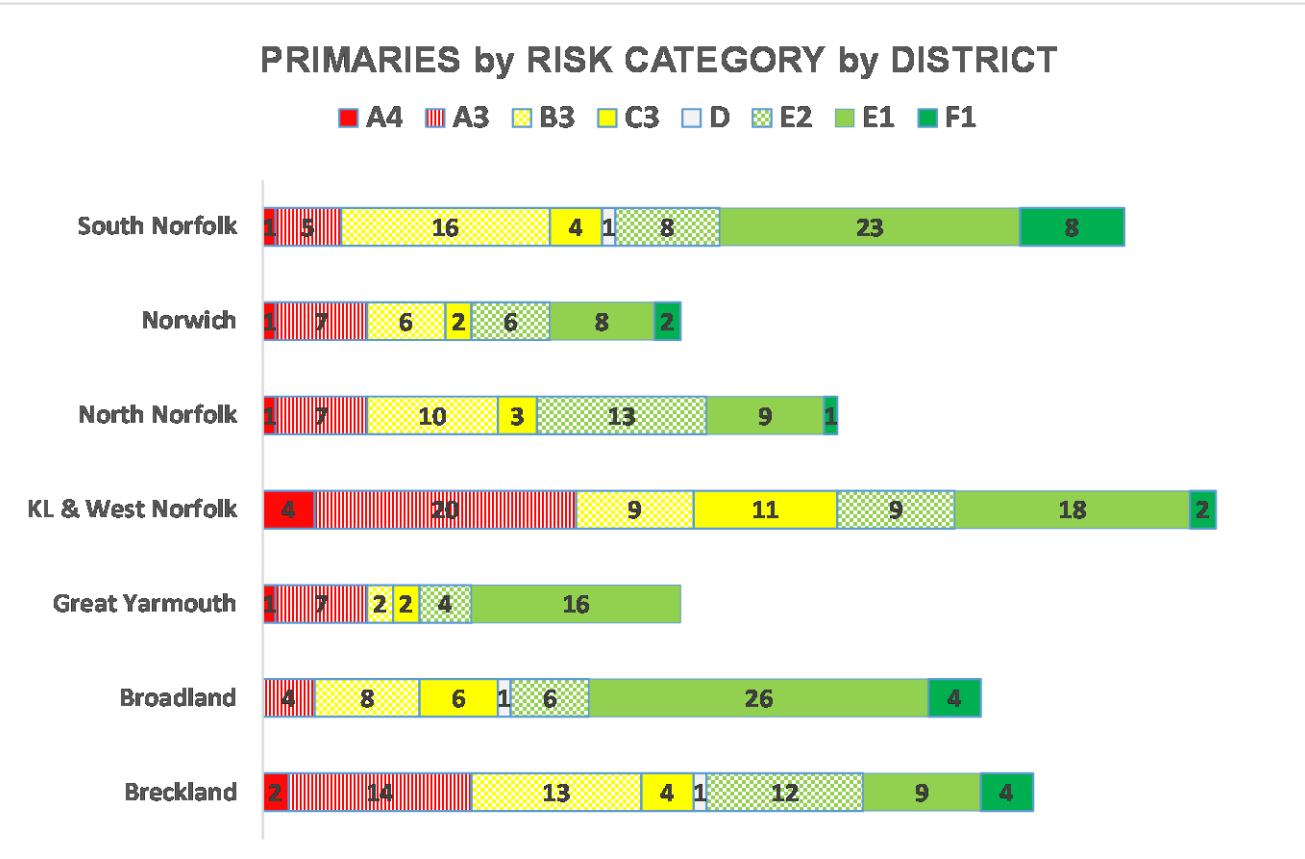
		July 2012		July 2013		July 2014		December 2014			April 2015			July 2015			Latest Norfolk
		Norfolk Actual	National (June 2012)	Norfolk Actual	National (June 2013)	Norfolk Actual	National	Norfolk Actual	Norfolk Target	National	Norfolk Actual	Norfolk Target	National	Norfolk Actual	Norfolk Target	National	
% should increase	%Early Years settings judged good or better	83%	78%	81%	82%	85% +↑	83%	87% +↑	78%	86%	89%	80%			82%		89%
	%Childminders judged good or better	74%	71%	76%	75%	80% +↑	78%	84% +↑		82%	89%	80%			85%		89%
	%Children's Centres judged good or better	82%+	69%	73%+↓	69%	71% +↓	67%	71% +↓		67%	65%	70%			72%		65%
	%Primary phase schools judged good or better	60%	69%	64% ↑	78%	70% ↑	81%	72% ↑	75%	82%	74%↑	77%			80%		74%↑
	%Secondary phase schools judged good or better	47%	66%	63% ↑	72%	62% ↓	70%	60%↓	65%	71%	65% ↑	67%			69%		65% ↑
	%Special schools judged good or better	91%	81%	82% ↓	87%	91% +↑	90%	91% +	91%	90%	91% +	91%			91%		91% +
% should decrease	Reduce % of schools in an Ofsted category	3%	3%	4% ↑	3%	4%	3%	4%	3%	2%	3% ↓	3%			2%		3% ↓
	Reduce % of schools judged to Require Improvement	37%	28%	32% ↓	19%	25% ↓	17%	26% ↑	23%	17%	23%↓	21%			19%		23% ↓

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

	Autumn 2013	July 2014	December 2014	April 2015	July 2015	Norfolk Latest
Norfolk	66% (270/409)	70% (287/403) ↑	71% (282/396)	74% (285/399) ↑		74% (285/399) ↑
Breckland	64% (41/64)	69% (44/64) ↑	66% (42/64) ↓	68% (43/63) ↓		68% (43/63) ↓
Broadland	77% (46/60)	75% (45/60) ↑	77% (46/60) ↑	75% (45/60)		75% (45/60)
Great Yarmouth	56% (20/36)	65% (22/34) ↑	67% (22/33) ↑	69% (22/32) ↑		69% (22/32) ↑
Kings Lynn & West	52% (51/79)	63% (49/77) ↑	64% (47/73) ↑	69% (49/71) ↑		69% (49/71) ↑
Norwich	66% (27/41)	70% (28/40) ↑	69% (27/39) ↓	74% (28/38) ↑		74% (28/38) ↑
North	65% (35/54)	73% (39/54) ↑	75% (40/53) ↑	79% (41/52) ↑		79% (41/52) ↑
South	80% (59/74)	81% (59/73) ↑	81% (59/73)	81% (59/73)		81% (59/73)
National (Data View)		81%	81%			

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

The LA risk assessment of schools is designed to provide the appropriate relationship between the LA and a school in order to challenge achievement, target service activity, intervene and broker relevant support. This risk assessment is revised termly (or sooner if a school becomes of concern to the LA). It is not a prediction of an Ofsted outcome, but a judgement on published achievement outcomes – which could put the school at risk of a similar judgement in an Ofsted inspection. (In a small number of cases schools are risk assessed as of concern to the LA for reasons other than achievement – e.g. significant staffing issues including poor leadership and governance which has capacity to affect provision and outcomes for pupils).



Key - Schools are risk assessed into 3 broad bands, made up of 6 categories shared with schools, and 8 internal LA categories for differentiated intervention, challenge and support.

3 broad bands of schools	Confidential risk shared with school	LA internal risk categories
A = School of Concern	A schools	A4 = school of concern
		A3 = school of concern – and improving1
	D schools	D = temporary school of concern
B / C = Requiring Improvement	B schools	B3 = Requires Improvement (RI) or risk of RI but stuck and declining)
	C schools	C3 = Requires Improvement (RI) or risk of RI but improving)
E /F = Good and Outstanding schools schools	E schools	E2 = Good , but some minor issues which might affect good judgement
		E1 – solidly good
	F schools	F1 - Outstanding

Children's Services Committee

Item No 15

Report title:	Annual Report of the Independent Chair of Norfolk Safeguarding Children Board
Date of meeting:	12 May 2015
Responsible Chief Officer:	Sheila Lock
Chair NSCB	David Ashcroft

Executive summary

This Annual Report from the Norfolk Safeguarding Children Board reports on activities for the year 2013-14, and is presented to the Children's Services Committee as part of the accountability of the NSCB in discharging its responsibilities to co-ordinate safeguarding work and to ensure the effectiveness of partnership arrangements.

It records a challenging year when considerable progress was made to strengthen the Board. We can be confident that the NSCB is now working more effectively and can evidence the impact it has on the well-being and safety of children and young people across the County.

Since the end of the year covered by this Annual Report there has been further substantive and measurable progress which provides a foundation for continuing improvement.

Recommendations:

The Committee is asked to:

- **Note the report and that it has also been reported to the Norfolk Health and Wellbeing Board, Norfolk County Council's Managing Director, the Police Crime Commissioner and to partner agencies.**

1. Background

- 1.1 This Report is for information. The Independent Chair of the NSCB will be attendance to answer questions or respond to points raised.

2. Annual Report 2013-14

- 2.1 Under statutory guidance and Working Together 2013 the Independent Chair of the NSCB is required to prepare an Annual Report on the work of the Board. The Annual Report 2013-14 is at Appendix A.

3. Key issues

- 3.1 In summary, there are a number of areas where the Board is continuing to strengthen its work and ensure continuous improvement. In addition to the improvements made specifically within Children's Services, the Board has:
- Strengthened its governance and leadership arrangements
 - Established clear priorities with sign up across the partnership to identify and tackle neglect, child sexual abuse and child sexual exploitation
 - Published a business plan and a learning & improvement framework to support continuous development
 - Clearly identified the risks and opportunities in place.
- 3.2 The risks as reported to the Department for Education are:
- Recruitment of new senior Children's Services management team
 - Scale and pace of leadership demands on new postholders
 - Implementation of new structure for Children's Services
 - Capacity to sustain effective joint working at both local and county levels
 - Level of health engagement in children's services
 - Significant reform required of key services, including LADO, MASH
- 3.3 The opportunities are:
- Signs of Safety
 - Whole system leadership groups and reestablishment of Children's Strategic Partnership
 - Clear political and management leadership commitment across partners to tackle key issues
 - Effective learning from serious cases and other audit and quality assurance processes
 - Regular communication to all Children's Services staff through newsletter, emails and face to face events about progress on the improvement agenda.
 - Section 11 audit and performance challenge for all LSCB partners
 - Key strategies and practice tools on priority areas such as neglect

4. Action

- 4.1 The Committee is asked to:
- Note the report and that it has also been reported to the Health and Wellbeing Board, Norfolk County Council's Managing Director, the Police Crime Commissioner and to partner agencies.

Officer Contact

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

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Annual Report

1 April 2013 - 31 March 2014



www.nscb.norfolk.gov.uk

September 2014

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Foreword from Chair

I am pleased to present this Annual Report on the work of Norfolk Safeguarding Children Board. It records a challenging year when considerable progress was made to strengthen the Board. We can be confident that the NSCB is now working more effectively and can evidence the impact it has on the well-being and safety of children and young people across the County.

Since the end of the year covered by this Annual Report there has been further substantive and measurable progress which provides a foundation for continuing improvement. The NSCB has contributed to:

- Encouraging improvements in front-line practice through a strong training and development programme;
- Disseminating the lessons from serious case reviews, audits and good practice across the county;
- Developing the Early Help offer;
- Consolidating and reporting the evidence of improved performance;
- Introducing strategies for responding to neglect, child sexual exploitation and the impact of obesity on safeguarding;
- Developing clear leadership across the whole children's system.

I would like to record my thanks to Colin Chapman as previous NSCB Chair, and to all colleagues and partners who have contributed to the work of the Board over the past year.

1: Introduction

Norfolk has undergone a period of change and challenge in 2013 – 14. The Board and its partners started the financial year addressing the weaknesses identified in the Ofsted inspection of local authority arrangements for the protection of children, which judged safeguarding as inadequate. This was followed by inspections of Norfolk County Council's arrangements for supporting school improvement in June 2013 and looked after children services in July 2013, which were judged as ineffective and inadequate, respectively.

The Department for Education issued Norfolk County Council a Directions Notice and an Improvement Board was established to address some of the serious issues that emerged from the collective inspection findings. With this, there was a change of leadership within Children's Services and a corresponding change of chairing arrangements for the Norfolk Safeguarding Children Board (NSCB).

This has been a challenging year for Norfolk, however, the Board has embraced the challenge and is committed to improving the partnerships' safeguarding arrangements and outcomes for children and young people. With change comes opportunities to build on our strengths and address our weaknesses. The Board now benefits from stronger leadership focus and direction and is supported by improved intelligence. Clear priorities have been established and the governance and impact of the Board's work has improved.

2: NSCB Change Programme (2013 - 14)

By the time the Directions Notice was received, the Board had implemented a change programme under the leadership of the then Chair, Colin Chapman. The proposal for the change programme was brought to Board in September 2013 in a paper which set out proposals to improve the structure and governance arrangements for the NSCB, with a view to ensuring that the NSCB provides an increased level of scrutiny and challenge to safeguarding children arrangements in Norfolk. This was a direct response to the Ofsted judgements of safeguarding arrangements which stated

“The work of the NSCB is underdeveloped.....Progress in ensuring a cohesive multi-agency approach and response to safeguarding has been slow; governance arrangements have taken a long time to become embedded and some partners report poor accountability and inefficient working, which is leading to inactivity.”

The proposal was set out alongside the work being undertaken with the Improvement Board to ensure that all partners were committed to the improvement journey and clear about their roles and responsibilities.

The change programme was implemented in Sept 2013 and with it a review of all the subgroups and the Board's structure.

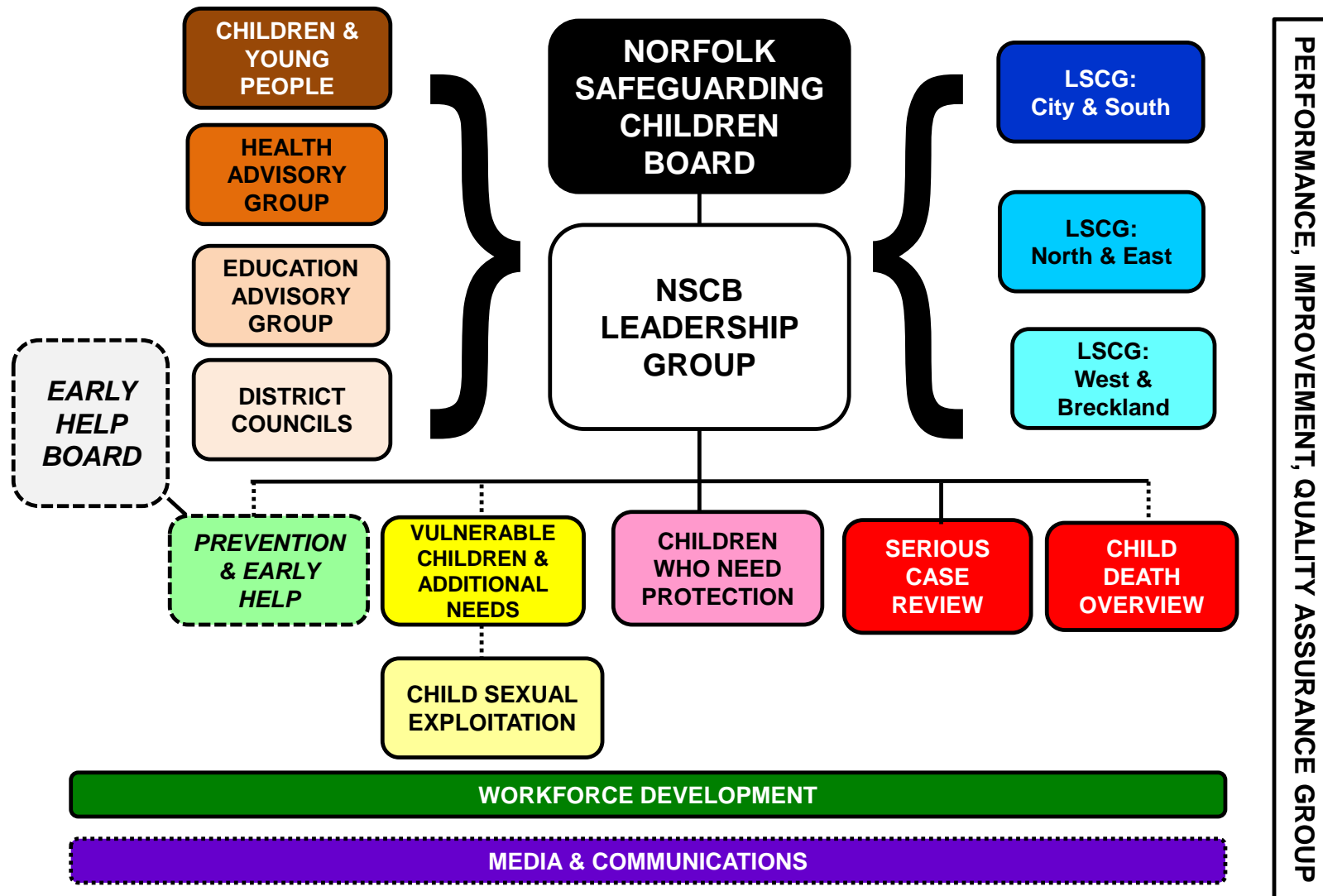
2.1 The NSCB Board Structure

One of the key elements of the change programme was to review the Board structure to better align its strategic objectives with business management. This has led to a much improved focus on partnership arrangements, including setting Board priorities and improved governance and performance management arrangements.

The significant changes to the new structure are:

- An established leadership group that meet on a regular basis between Board meetings
- The review of the Monitoring and Evaluation Group, which is now rebranded as the Performance, Improvement and Quality Assurance Group (PIQAG).
- The establishment of discrete advisory groups covering Health, Education and District Councils

The Board Structure



NSCB Governance Arrangements from 2013 - 2014

In addition to the Board's quarterly meetings, two extraordinary meetings were held in May 2013 and March 2014. The May meeting was arranged to co-ordinate the partners' response to the Ofsted inspection findings from the Board's perspective and to begin the planning for the revised structure, above. From the outset, it was clear that the governance arrangements needed to be strengthened, with greater clarity about partners' roles and responsibilities as well as challenging their commitment and capacity to make the necessary changes to improve safeguarding arrangements for children.

The Leadership Group has been an extremely effective mechanism for supporting the change programme and developing governance arrangements. Sitting on this group are:

- The Chair of the NSCB
- The Director of Children's Services
- The Norfolk Constabulary's Head of Vulnerability and Partnerships (from April 2014 Head of Safeguarding and Harm Reduction)
- Norfolk & Waveney Clinical Commissioning Group's Director of Quality Assurance - Chair of Health Advisory Group
- Norwich City Council's Head of Local Neighbourhood Services - Chair of District Council Advisory Group
- Primary School Headteacher – Chair of Education Advisory Group
- Chief Executive of Momentum, Norfolk's umbrella organisation for Voluntary and Community sector organisations that work with young people
- The NSCB Business Manager

The Leadership Group's first task was to ensure that the subgroups were working effectively, with appropriate chairing arrangements and membership. It was agreed that all subgroups would be chaired by Board members, or appropriate deputies, such as Children's Services Assistant Director. The exceptions to this are the Workforce Development Group and the Media and Communications Group, which are chaired by experts in those fields.

The other significant shift is the reporting arrangements: the Leadership Group are responsible for setting the agenda and take direction from PIQAG on the issues arising from data and audit/case review activity. As a result, all partners have fed back that the Board meetings are much more business-focused and productive, which in turn reinforces their commitment to the Board.

Colin Chapman took up post as Chair in April 2013 and came to Norfolk with a strong background in chairing multi-agency partnerships, performance management and equality and diversity. Between April 2013 and January 2014, his leadership skills brought new direction to the Board and partners welcomed his refreshing and challenging approach. However, throughout this period Colin was conscious of his relative lack of experience in the safeguarding arena, particularly in light of the significant challenges faced by Norfolk. After leading the Board successfully through its governance review, Colin recognised that Norfolk needed a different set of skills and increased capacity for the next stage of the journey to outstanding. The priority

for the Board is to ensure that we get it right for the children and young people. Colin, therefore, took the difficult decision to stand down as Chair in order to ensure that the Board moves forward under the leadership of someone with a proven track record in improving safeguarding performance and standards.

Arrangements for an Interim Chair were put in place and David Ashcroft, current chair of South Tyneside Local Safeguarding Children Board, was appointed. David has worked with several Boards in Local Authorities judged to be inadequate and came to the role with a track record of success in improving frontline safeguarding and child protection services.

David formally started at the end of January 2014. In the last two months of the 2013 – 14 financial year, David and Colin worked jointly during a formal handover period, which ensured that the transition arrangements were smooth and robust. One of the key focuses during this period was to further strengthen the Board's governance and an extraordinary meeting was held in March 2014. The key outcomes of this meeting were to agree the Board's priorities, publish a Governance Handbook and enable David to report to the Department for Education on the progress the Board had made in improving safeguarding arrangements in Norfolk.

NSCB subgroups – purpose and priorities

With the change programme, all the subgroups reviewed their Terms of Reference to re-establish their purpose and priorities. A brief summary of each subgroup is below. Further detail on the outcomes and achievements of each subgroup is included in Sections 3 and 4 of this report.

Leadership Group

Chair: Independent Chair of the Board

The Leadership Group sits between the subgroups and the Board. The purpose of the Leadership Group is:

- To develop and embed the Board's vision and values so that all children and young people in Norfolk can expect high standards in safeguarding
- To develop the NSCB Business Plan and Change Delivery plan for approval by the Board
- To monitor the implementation of the NSCB Business Plan and Audit Programme
- To identify national and local issues relevant to the responsibilities of the Board and progress as appropriate
- To commission additional work streams not previously included in the Business Plan
- To develop the NSCB meeting agenda
- To review & monitor single and multi agency audit activity.
- To maintain regular overview of budget and enable better decision making at Board on income and expenditure
- To enable Board partners to meet their statutory duties as laid out in Working Together 2013

Performance Improvement & Quality Assurance Group (PIQAG)

Chair: Head of Safeguarding and Harm Reduction Departments, Norfolk Constabulary

The Performance Information & Quality Assurance Group (PIQAG) is effectively the 'engine room' of the Board. The group is made up of all the Subgroup Chairs to enable the Chair to maintain an overview of all the Board's work and the impact that it is having on children.

PIQAG is responsible for developing and implementing the NSCB's audit framework and monitoring and evaluation strategy with a focus on:

- Enabling the NSCB to be confident that it is effective in meeting its statutory obligations as outlined in Working Together 2013 (Chapter 3).
- Ensuring that the Local Authority and Board partners, and the Board, have clear and mutual understandings of key information about safeguarding issues and activities.
- Ensuring that the NSCB is effective in respect of activities for which it has some coordination or monitoring responsibility.
- Ensuring that new or revised policy and guidance is effectively developed and embedded.

In addition the PIQAG is responsible for;

- Developing and implementing a SMART work plan in order to address the prioritised issues as allocated to the group by the Leadership Group or those identified by the group through analysis of data
- Monitoring the implementation of the recommendations (recorded in the Composite Action Plan) developed in the context of Serious Case Reviews and Multi Agency Reviews in coordination with the Serious Case Review Group.
- Evaluating the impact of these recommendations and review the sustainability of any improvements as a result.
- Improving countywide cohesiveness in NSCB's work through commissioning, guidance and close working relationship with LSCGs
- Establishing performance monitoring arrangements for NSCB, including
 - developing and finalising a set of key performance indicators
 - identifying areas of performance where there are concerns and directing audit activity to review them
- Evaluating multi-agency working identifying the quality of practice and lessons learnt in terms of both multi-agency and multi-disciplinary practices
- Presenting recommendations and findings from review, assessments and audits to the Leadership Group and to highlight any activity required
- Identifying best practice, and make information available on this to the NSCB and its sub-groups and committees.

PIQAG reports directly to the Leadership Group who use the information provided to set the agenda for Board meetings.

Workforce Development Group

Chair: Independent Chair, UEA

The WDG supports the NSCB fulfilling its responsibilities to ensure that the workforce is well trained in safeguarding arrangements and legal requirements. The WDG is responsible for ensuring:-

- both single and inter-agency training is delivered to a consistently high standard, and that a process exists for evaluating the effectiveness of training and
- that all individual members of the workforce who have contact with children, families or parents are recruited and trained to a standard that facilitates effective safeguarding of children, and
- that partner agencies have robust processes and procedures for addressing concerns about the suitability of employees to work with children.

Currently the NSCB delivers three types of training:

- Multi-agency training – There are a range of courses being delivered and the main contractor for this is Barnardo's. Within this arrangement, the WDG can commission additional training in response to recommendations from serious case reviews, multi-agency audits and national trends.
- The Safer Training programme is for personnel working either in the voluntary and private sector or for statutory organisations who come into infrequent contact with children and young people such as the Fire Service. There are a range of courses offered and the WDG monitors the training outcomes and oversees the quality assurance for this programme.
- The Early Years programme has been commissioned by the Norfolk Early Years team to provide a range of courses specifically aimed at practitioners working in the Under 5s sector. Again the WDG oversees and monitors this.

NSCB Best Practice Group (sitting beneath WDG)

Chair: NSCB Workforce Development Officer

Sitting beneath the WDG is the Best Practice Group. The NSCB holds quarterly workshops on particular safeguarding issues with multi-agency operational and strategic managers to consider key safeguarding issues and new legislation and guidance. Workshops topics relating to the Board priorities, with a focus on learning from serious case reviews.

In addition to Best Practice workshops, the group also runs smaller roadshow programmes across the county normally in response to a training need identified through case reviews.

Media and Communication Group

Chair: Customer Service and Communications Manager, Norfolk County Council

Media and Comms supports the NSCB in fulfilling one of its key functions in raising awareness of safeguarding issues by communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising awareness of how this can best be done, and encouraging them to do so.

Future developments to this group include closer working with the Adults Safeguarding Board for a more joined up approach to raising awareness around community safety

Vulnerable Children Group

Chair: Head of Norfolk Youth Offending Team

In March 2012 the Board approved the creation of a new sub-group focusing on particularly vulnerable children, to include:

- Privately Fostered children
- Children whose Parents Misuse Substances
- Children Missing From Education
- Young Offenders
- Children who have been exposed to Domestic Abuse or Violence

Each meeting has a lead professional who produces a report for discussion, based on 'Turning the Curve' methodology.

Children at risk of sexual exploitation and abuse (CSE)

Chair: Head of Vulnerability and Partnerships (from April 2014 Safeguarding and Harm Reduction), Norfolk Constabulary

Children at risk of Sexual Exploitation (CSE) subgroup form a distinct category of vulnerable children, although many of them will also fall within the groups identified above. This subgroup meets bi-monthly to consider prevention, education and different approaches/responsibilities to protecting children at risk of sexual exploitation in Norfolk. There are four distinct workstreams to this subgroup including: data & mapping; referral and assessment; training and awareness raising; developing practical intervention.

Child Protection Group

Chair: AD Social Care, Children's Services

This subgroup did not meet in 2013 – 14, however, the focus of the subgroup was agreed in response to the need to improve multi-agency working around children in Section 47, including initial child protection conferences, review conferences and core groups. The subgroup will also monitor the rate of re-referrals and the length of time children spend on CP plans.

Serious Case Review Group

Chair: Independent Chair of NSCB

The SCRG makes all decisions regarding conducting serious case reviews under Chapter 4 of the guidance Working Together to Safeguard Children 2013, where

children have died or been seriously injured as a result of abuse or neglect. Where criteria to undertake a Serious Case Review are not met, the SCRG may agree to conduct single and multi-agency management reviews.

The primary purpose of undertaking these reviews is to ensure that lessons are learned and safeguarding practice is improved. The recommendations from the reviews are incorporated into a single Composite Action Plan, which is reviewed by all agencies, both as individual organisations and at PIQAG. Actions are RAG rated to monitor progress towards improved safeguarding practice.

Child Death Overview Panel

Chair: Designated Doctor

The CDOP undertakes an overview of deaths of all children up to the age of 18 in Norfolk. It also has responsibility for the Rapid Response Team which provides support and scrutiny when a child dies unexpectedly at home. This is a paper based review, based on information available from those who were involved in the care of the child, both before and immediately after the death, and other sources including, perhaps, the coroner.

CDOPs are subject to guidance in Chapter 5 of Working Together to Safeguard Children, 2013, including:

- reviewing all child deaths up to the age of 18, excluding those babies who are stillborn and planned terminations of pregnancy carried out within the law
- collecting and collating information on each child and seeking relevant information from professionals and, where appropriate, family members;
- discussing each child's case, and providing relevant information or any specific actions related to individual families to those professionals who are involved directly with the family so that they, in turn, can convey this information in a sensitive manner to the family
- determining whether the death was deemed preventable, that is, those deaths in which modifiable factors may have contributed to the death and decide what, if any, actions could be taken to prevent future such deaths;
- making recommendations to the LSCB or other relevant bodies promptly so that action can be taken to prevent future such deaths where possible;
- identifying patterns or trends in local data and reporting these to the LSCB;
- where a suspicion arises that neglect or abuse may have been a factor in the child's death, referring a case back to the LSCB Chair for consideration of whether an SCR is required;
- agreeing local procedures for responding to unexpected deaths of children
- co-operating with regional and national initiatives – for example, with the National Clinical Outcome Review Programme – to identify lessons on the prevention of child deaths.

Advisory Groups

As part of the governance review in 2013 – 14, it became clear that the Board need to improve communication in three sectors: Health, Education and District Councils, which was an issue highlighted in Ofsted inspection report published Feb 2013. In

each of these areas, there is often variation in the way services are delivered and/or lack of understanding from partner agencies to the significance of the variations. It was also recognised that in a county the size of Norfolk requires additional co-ordination to ensure that the large and geographically challenged workforce are supported with clear and consistent messages around safeguarding priorities.

Health Safeguarding Advisory Group

Chair: Great Yarmouth & Waveney CCG, Director of Quality & Safety

The Health Safeguarding Advisory Group (HSAG) meets quarterly and includes all the local and regional health partners:

- 5 CCGs and the Designated Team
- NHS England: regional commissioner
- 3 Acutes
- 2 Community Health Care Providers
- Norfolk & Suffolk Foundation Trust (Mental Health)
- Public Health
- Ambulance Services

The HSAG is an opportunity for the health professionals, both providers and commissioners, to convene and discuss safeguarding issues from a purely health perspective and advise the Board on themes emerging, such as increased incidents of self harm. Representation on the Board can be streamlined as the number of providers and commissioners can give assurances that the views of all in their sector are represented through HSAG.

Education Advisory Group

Chair: NSCB Norfolk Primary Headteacher Association (NPHA) representative

The Education Advisory Group (EAG) meets termly to review actions specifically for schools and develop strategies for ensuring that the safeguarding agenda is taken forward by their colleague headteachers and governors. The EAG has representatives from:

- Primary schools
- Secondary Schools
- Special Schools
- Independent Schools
- Where appropriate, managers from Children's Services also attend.

There are 450 schools and academies in Norfolk. The EAG are key to supporting effective communication with this largely autonomous universal service, ensuring that the Board has a mechanism through which to reach them and get their feedback on issues such as children missing education and promoting awareness of child sexual exploitation.

District Council Advisory Group

Chair: Head of Local Neighbourhood Services, Norwich City Council

The District Council Advisory Group (DCAG) convened in Nov 2013 and includes representatives from all seven district councils. The purpose of the group is to recognise the variations, for example, housing arrangements and ensure consistency in safeguarding children. The DCAG is committed to ensuring that all Norfolk's District Councils are meeting their duties and obligations under the Children Act 2004 and Working Together 2013 and increasing the visibility of the district council functions in the work of the NSCB.

Children and Young People Shadow Board

The Board is also supported by a Children & Young People Shadow Board. They report regularly to Board and are key to highlighting safeguarding issues that matter to them. Their feedback is crucial for all members to know that we are getting it right across the spectrum, from direct service delivery to the production of literature and promotional material. This group was established in 2013 – 14 and will in the future take an active role in LSCB business planning events.

Local Safeguarding Children Groups

There are three LSCGs, reflecting the operational divisions within Norfolk County Council. These are North & East, City & South and West & Breckland Local Safeguarding Children Groups. LSCGs operate within the broader remit of the NSCB and promote the safeguarding agenda within their respective areas.

Chairs

North & East	Cathy Mouser, Children's Services Operational Manager Ali Jennings, Named Nurse East Coast Community Health Jane Worsdale, Headteacher (Primary)
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City & South	Paul Corina, Children's Services Operational Manager
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West & Breckland	Ann McKendrick, Children's Services Operational Manager
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LSCGs deliver the strategic vision and objectives of the Board at a tactical level, that is:

- promoting and enabling co-ordination and co-operation between agencies working with children and families
- undertaking local level evaluations of effectiveness
- proactively taking the lead on safeguarding issues to promote the welfare of children in the respective local areas

LSCGs ensure effective front line coordination of agencies to safeguard and promote the welfare of children and act as a key link in ensuring that knowledge and intelligence from the local groups informs Board policy making and decisions.

3: Working Together to Safeguard Children

Working Together was reissued on 21 March 2013, so this financial year the changes were embedded into practice. The Board's effectiveness in working together can be summarised in terms of:

- Engagement and Participation
- Section 11 compliance
- Learning and Improvement
- Multi-Agency Training and Workforce Development
- Policy and procedure
- Financial arrangements

3.1- Engagement and Participation

This year marked the establishment of an NSCB Shadow Board to better enable children and young people to get involved with the work of the Board. The Shadow Board is made up of a range of young people with direct experience of safeguarding practice, including:

- teen disability with reference to the CAFs – now Family Support Process of FSP - and social work involvement)
- the Norfolk In Care Council (NICC)
- the Mancroft advice project, including experience of child protection conferences and teenage parenting
- young people from the disabled parents' network with reference to CAF/FSP

In August 2013, the group undertook a structured training programme around:

- The function of the NSCB
- What is safeguarding
- Confidentiality and personal boundaries
- A shortened version of the Safer training course
- A session around resilience and personal wellbeing

Phase two of the implementation of the Shadow Board started in September 2013, when it became operational. This involved continued training around co-production, presentation skills and other practical skills relevant to the work. These were practical pieces of work and did not require separate training sessions. The outcome of this was a Shadow Board presentation to the board in December 2013, where the group addressed the issue of child sexual exploitation (CSE). The young people reported on progress with their practical sessions and requested feedback from Board members on how they can contribute in the future.

There are ongoing challenges about recruitment and retention of Shadow Board members, however, with a set project on raising awareness of CSE in 2014 – 15 and other projects proposed, the forecast is good for continuing engagement.

The value that the young people place in this work was recognised when the Norfolk In Care Council (NICC) awarded the NSCB Business Manager, Abigail McGarry, an Inspirational Adult Award in April 2014. They said:

Abigail has complete faith in us and for our first piece of work asked us to look at child sex exploitation. Few managers would have thought that we could deal with such a horrible subject but actually we did and we think we did well. We as part of the shadow board have offered advice on how to handle a marketing campaign, how and who it should be targeted at. We have also been able to look at it from a looked after child's perspective and identify some things we believe makes us more vulnerable and have offered recommendations on how to address some of these... She made sure we were well protected during this work and is one of the few managers that is not scared to give constructive criticism. This alone shows she values us; so many managers are scared to criticise our work but she gets that that is how we learn and that is how discussions happen and that is how mutually respectful relationships are made.

Engagement at senior leadership level has improved, particularly with the establishment of the Advisory Groups, however, further work is required. Attendance at Board remains variable.

Organisations/ Agencies	Total attendance	Total meetings
NSCB Independent Chair	3	4
Children's Services	4	4
Adult Social Care	2	4
King's Lynn District Council	0	4
Breckland District Council	1	4
North Norfolk District Council	2	4
Great Yarmouth District Council	2	4
Broadlands District Council	1	4
Norwich City Council	4	4
South Norfolk District Council	1	4
Special Schools rep	3	4
Primary Schools rep	4	4
Secondary schools rep	3	4
NCC YOT	4	4
Norfolk Constabulary	4	4
Norfolk & Suffolk Probation Trust	3	4
CAFCASS	4	4
NHS England	1	2
Acute Hospital Trusts	4	4
Community Health Care Providers	3	4
East Coast CCG: children safeguarding CCG lead	3	4
Norfolk & Suffolk Foundation Trust (Mental Health)	4	4
East of England Ambulance Service NHS	1	4
Public Health Services	0	1
Momentum – Voluntary Sector	2	4

On average 66.3% of statutory partners attended over the course of the year. Attendance continued to be an issue in 2013 – 14, largely due to the significant number of District Councils in Norfolk and low attendance from some areas. This issue was addressed towards the end of the financial year, with the establishment of the District Council Advisory Group. Partners from District Councils have fed back that this structure improves their engagement as they can give and receive messages to Board, while at the same time focusing on safeguarding issues, such as homelessness, welfare reform and licensing, in a more meaningful way with the DCAG. The Chief Executives fully endorsed this as a way forward and have renewed their commitment to the NSCB by supporting the development of the DCAG.

Attendance is an area that the Chair will be addressing in 2014 – 15. Some apologies were noted due to changes of leadership, for example, in the voluntary sector.

The structure and agendas of meetings have improved and partners have reflected that the Board meetings are more focused, which has contributed to increased commitment to attend Board, with partners taking more active roles.

Attendance at Leadership Group has been 100% since it was established. Advisory Groups are well attended to support communications to and from the Board to the sectors represented, i.e. Health, Education and District Councils.

Leadership Group has also reviewed the membership, roles and responsibilities of agencies at subgroups.

3.2 Agency Section 11 compliance

The Section 11 returns showed that all agencies' compliance with safeguarding has improved between 2012 – 13 and 2013 – 14. Comparator diagrams and agencies' RAG rating is included as Appendix 1.

Over the last three years, the direction of progress for most of the statutory agencies appears to be positive. Partners' self-assessment against staff training, inter-agency working and involvement of children and families, is reported as progressing. Developing appropriate policy procedures, and ensuring safe staffing via recruitment and training have been prioritised and improved. There have also been greater efforts towards effective inter-agency working practice and information sharing.

Progress across partner agencies, however, is inconsistent: Some agencies have used the S11 self-assessment process extremely effectively and have focused on areas of improvement and made excellent efforts to improve. The improvement plans have been monitored by senior level staff within the agency and have been internally reviewed by single executive committees. For some others it has not been given appropriate significance and the improvement action plans have not been implemented effectively.

In February 2014, the PIQAG agreed that the NSCB approach to S11 needed developing to make it more challenging: From the beginning the role of the NSCB

S11 in the self-assessment process stressed facilitating improvement by agencies' self-scrutiny and taking on the role of 'critical friend'. Though the NSCB can drive improvement it does not sufficiently allow the opportunity to hold partner agencies accountable to each other. Currently, a sense of accountability is not in evidence. Therefore, there is a need for a stricter approach to the process of self-assessment and for the NSCB to scrutinise organisations' self-assessments and to hold agencies accountable when improvement is not made. Changes to the way the S11 process is proposed to be carried out in the future include:

- Developing a S11 assessment tool so that, in addition to a more comprehensive 'single agency compliance', a supplementary section on evidence of improvement on SCR and other multi-agency audit recommendations is also included
- The NSCB will carry out S11 standards audits across agencies to triangulate self-assessments as well as independently verify and establish levels of standards across agencies
- The NSCB Chair will hold the agencies to account based on the evidence provided in the S11 returns through structured "challenge" meetings. The outcome of these meetings will be reported to Board so that the statutory partners can maintain an overview of the self-assessment process and provide further challenge as appropriate

3.3 Learning and Improvement

A Learning and Improvement Framework went to the then Monitoring and Evaluation Group (now PIQAG) in Jul 2013 and was agreed at Board in Sept 2013. This document outlines the NSCB's approach to learning and improving across the safeguarding system, which is to:

- Create a 'learning' culture
- Define ways of knowing
- Establish the types of information the NSCB gathers, including how and what it is used for
- Establish performance management arrangements across the partnership
- Outline processes for disseminating learning
- Outline the Board's process for monitoring and evaluating the impact of learning and improvement on safeguarding arrangements

The challenge for the NSCB was – and still is - to establish mechanisms for sharing information around both good practice and challenging poor practice to and from the Board consistently. The work of the sub groups was recognised as an opportunity to gain a wider perspective on the system. Clearly many lessons can be learned through serious case reviews, but the Board has a wealth of data, case audits and local intelligence to draw from and the voice of the child must be central to all our learning.

The NSCB needs to demonstrate how well partners work together to safeguard children. The ways of knowing, i.e. the evidence the Board requires, include:

- quantitative information, underpinned by an agreement which identifies what data will be shared, by whom and how often
- qualitative information, drawn from serious case reviews and audits
- outcomes from feedback and surveys of both children and their families as well as the workforce on the frontline
- reference to national research

Quantitative Information: Data

The Board's progress in terms of gathering and using data has been slow. In Jul 2013, a workshop was held with key partners from Children's Services, Health and the Police, including the relevant data officers, to agree a performance scorecard. This was identified as a key weakness in the Ofsted inspection. Progress has been hampered, initially by Children's Services and subsequently by some partners' inability or unwillingness to share information against the agreed indicators.

Towards the end of the 2013 - 14, the Board made a significant step change in the quality of data it had access to, when Children's Services Interim Senior Leadership Team resolved their internal performance management issues. By March 2014, the Board had high quality, reliable data relating to Children's Social Care, which has enabled the Board to identify a number of core issues relating to contacts, referrals and the application of threshold guidance. With the emergence of this information, come challenges to partners, not only in terms of how the safeguarding arrangements and risks are managed, but also about the way they gather and monitor intelligence within their own agencies.

Further drilldown into data in terms of the Child's Journey is included in Section 4, below. The NSCB will continue to develop its scorecard in 2014 – 15, with a view to establishing a dashboard of indicators to be tabled as a standing item at Board meetings.

Serious Case Reviews and Multi-Agency Reviews

The Board commissioned two Serious Case Reviews (SCRs) in 2013 – 14, Case L and Case M, which are due to be published in August 2014 and February 2015, respectively. Case M is of some significance as it was previously investigated as a Multi-Agency Review (MAR) as Child J; the findings from that were taken to Board in March 2013 and the MAR was officially signed off in April 2013. There are a number of reasons that the case came back to the Serious Case Review Group (SCRG), namely that an incident of abuse re-occurred despite the MAR taking place, which indicates significant challenges to the Board in terms of implementing the learning. This has been picked up in the current SCR's Terms of Reference.

In addition to Child J, two further Multi-Agency Reviews (MAR) were signed off in 2013 – 14, Child I and Child K. Child K was completed within nine months, which is an improvement from previous MARs, and was presented to Board in Sept 2013. More work is required in the timeliness of conducting the reviews. The NSCB Business Manager rewrote the guidance for SCR processes, which were signed off by SCRG in Sept 2013.

The common themes for these MARs were:

- neglect and sexual abuse remain ongoing issues for Norfolk (see Section 5 below on Board priorities)
- poor understanding of thresholds and when to refer/re-refer
- poor information sharing places barriers on partners working effectively together
- losing sight of the child

Dissemination of this learning was undertaken through a series of roadshows (see 3.4 below). As much of the review process undertaken in recent years has been discretionary, i.e. conducted as Multi-Agency Reviews rather than SCRs, the reports have not been published and this has inhibited effective sharing. This issue is being addressed in the current Case M SCR.

The SCRG regularly monitors the progress against the recommendations from previous SCRs and MARs in its Composite Action Plan (CAP). A significant number of recommendations were evidenced as implemented and embedded during the course of 2013 – 14. The quantity has fluctuated as more recommendations were added, but overall there has been a reduction from 61 to 44. The recommendations marked as amber in the traffic light system have not shifted as quickly and the multi-agency recommendations have increased.

The tables below show where the activity has shifted in terms of agency's ownership and themes emerging. There has been a significant shift within themes: historically, there has been a pattern that at between a third and a half of all recommendations are related to policies and procedures. At the end of this year, that had reduced to just over a quarter (27%), while there has been a significant increase in recommendations around practice standards moving from 16% (10/61) in April 2013 to nearly 39% (17/44) at year end.

Current CAP recommendations by agency								
	Apr-13	Mar-14	Apr-13	Mar-14	Apr-13	Mar-14	Apr-13	Mar-14
	RED	RED YEAR END	AMBER	AMBER YEAR END	GREEN	GREEN YEAR END	TOTALS	TOTALS YEAR END
City Council	1	0	1	1	2	0	4	1
Children's Services	6	0	1	7	7	3	14	10
Education	0	0	2	1	3	0	5	1
Health	0	0	1	0	1	2	2	2
LSCB/NSCB	1	0	14	2	4	0	19	2
Multi-Agency	5	5	9	9	1	4	15	18
Police	0	0	0	7	2	1	2	7
CPS	0	1	0	0	0	0	0	1
DASVB	0	0	0	1	0	0	0	1
TOTALS	13	6	28	28	20	10	61	44

Current CAP recommendations by theme								
	Apr-13	Mar-14	Apr-13	Mar-14	Apr-13	Mar-14	Apr-13	Mar-14
	RED	RED YEAR END	AMBER	AMBER YEAR END	GREEN	GREEN YEAR END	TOTALS	TOTALS YEAR END
Policy/ Procedures	6	3	14	7	4	2	24	12
Practice Standards	5	2	1	12	4	3	10	17
Early Intervention/FSP	0	0	0	1	6	1	6	2
Learning and Improvement	0	1	2	1	2	0	4	2
Training	2	0	7	3	2	1	11	4
Audit	0	0	4	2	2	3	6	5
Audit (single -agency)	0	0	0	2	0	0	0	2
TOTALS	13	6	28	28	20	10	61	44

By year end, we had reduced our red traffic lights by over a half, from 13 to 6, however the amber traffic lights have remained static. The challenges for the Board are to improve our response to multi-agency recommendations and agree actions to move the amber traffic lights forward at a greater pace.

The CAP has gone regularly to Board and each agency has been asked to continue to provide evidence of progress. This will be further supported with the development of the S11 self-assessment process.

Qualitative Information: Audit and Evaluation Activity

Audit and evaluation activity focused on four key areas:

- audit of child protection conferences: organisation, administration, reports and attendance
- evaluation of the effectiveness of the pre-birth protocol
- audit of the Journey of the Child, focusing on cases of re-referrals
- audit of Child Sexual Abuse investigations that ended in No Further Action (NFA)

The audit of child protection conferences resulted in four key recommendations linked to: agencies taking responsibility for quality assuring the reports that go to conference; ensuring that the social work reports capture the voice of the child; ensuring that the independent chairing service is consistent across the county; and evaluating the attendance of multi-agency partners at conference. The recommendations were picked up by the Independent Chairing Service Manager and a subsequent audit is planned to monitor how effectively they have been implemented.

The pre-birth protocol was picked up as an issue in the Ofsted inspection. The evaluation activity focused on how well the protocol was understood by staff, rather than the quality of its implementation. The evaluation was positive on three counts: dissemination, awareness raising and facilitating good practice. This is an area that will need to be revisited as part of ongoing audit planning.

The Journey of the Child audit was a significant piece of work. The audit was commissioned as a result of ongoing monitoring and analysis of the rate of re-referrals in Norfolk, which has increased steadily, in contrast to the statistical neighbour average which is decreasing. This trend raised questions about the effectiveness of multi-agency interventions to safeguard and protect in relation to

achieving sustainable positive outcomes for children and young people in Norfolk. The multi-agency audit was carried out to explore what can be learnt from these cases to improve practice.

The audit resulted in a number of recommendations:

- improving the way we identify high risk re-referral cases which will alert workers to deal with complex cases
- Social workers' reports should incorporate full chronology, including identified risk factors in the past and how many times particular types of interventions were tried, not only for the child under concern, but also others in the family. Also the number of times CP was carried out and what outcomes were achieved
- The NSCB template which is used by other agencies to provide single agency conference reports should be revised
- Timeliness of sending reports to the conference chair needs to improve
- CP conference should be more focused on risk factors
- The CP plan must be a SMART document with specific time scales and expected outcomes. It must also include dates of the meeting, identified risks, children's needs and expected outcomes, and not just list a number of actions. Dates should be specific to achieve expected outcomes.
- Use of written agreements must be reviewed by Children's Services and used only when they can be monitored
- Categorisation of complex cases should be reviewed
- An effective step down must be ensured before children are de-registered. At the first review conference for complex cases (which repeatedly comes back to the social services) exceptions should be made to consider sustainability before deregistering
- NSCB should provide guidance for managing complex cases to allow some exceptional practice for sustaining positive outcomes for children
- There should be more effective and regular attempts to ascertain children's wishes and feelings and evidencing that the focus is on the child rather than on parental needs. The voice and needs of the child are paramount
- Better joint working and communication between professionals is needed throughout a child's journey and not only when a child is on Section 17 or 47. All agencies must encourage and maintain professional communication whilst keeping the child's safeguarding in focus
- Conference attendees' list must include all agencies working with the family. A record of name, agency, phone number and e-mail contact must be kept
- Work shadowing could break down the barriers between teams and agencies and lead to more shared understanding of thresholds, etc.

Implementation for some of these recommendations has already begun; they will be monitored regularly by the newly established Child Protection Group and incorporated into a Composite Action Plan for RAG rating in the future.

The audit Child Sexual Abuse investigations that ended in NFA was commissioned in response to the Multi-Agency Reviews. The audit process started in February 2014 and findings will go to PIQAG in 2014 – 15.

Local Authority Designated Officer (LADO) report

The LADO report went to Board in Dec 2013 to enable the NSCB to monitor how well we deal with allegations against professionals. This was a retrospective report relating to 2012 – 13.

Out of 385 referrals, the number of all LADO allegations which resulted in initial meetings (160 strategy and Management Evaluations Meetings or MEM meetings) is 41.6%. Nearly half of all the referrals that met the criteria may have been dealt with by the agency/employers dealing with the allegations through their internal management processes, and some may have been No Further Action

In 2013 – 14, the staffing team have worked together to develop an effective electronic case management system, however, challenges remain around capturing collection of digital information, which would give easy identification of themes, i.e. types of employment, allegations of harm, categories of harm.

The LADO team has raised their profile by providing training for other agencies, both statutory and third sector agencies. They have made links with the Early Years Senior Management Team, which led to improved outcomes for young children in Early Years settings by increasing the understanding of the LADO role. Co-working with Education Safeguarding Adviser has enabled schools to feel more confident in the role of the LADO, evidenced by some of the positive comments received from Heads who contacted the team. It also allowed for informed discussions on the more complex cases where a discussion is required as to the “best way forward” for both the young person and adult subject to an allegation.

Working with Human Resources has improved and there is now on-going dialogue between disciplinary issues and the LADO, using the Guidance for Safer Working Practice for Adults who work with Children and Young People as the framework for discussion. This was supported by the Board’s revisions to Safer Staffing.

Links with the Roman Catholic Diocese of East Anglia Safeguarding Commission resulted in a number of referrals relating to those working within the church community.

In 2013 – 14, the LADO team started making greater use of teleconferencing, thus allowing participants to attend meetings without having to travel great distances, and enabling a greater participation and subsequent protection of young people.

The LADO report also detailed ongoing challenges around:

1. Chairing of Strategy meetings by Senior Managers has, at times, been difficult to organise due to their competing demands. This was resolved in January 2014 when LADOs started chairing their own Strategy meetings.
2. A small number of allegations regarding foster carers have been very complex and time consuming due to the need for legal advice or to contribute to Court proceedings.
3. A number of issues were identified around private health resources, who provide resources to very vulnerable young people, both from with Norfolk and from other counties across the country. By working closely with

colleagues within health, these issues are being challenged together and outcomes for young people are improving. Issues related to inappropriate restraints and restrictions on young people movements within the establishments.

4. Historical allegations: There was an increase in the number of historical allegations of abuse where the alleged perpetrator does or did work with children and young people. These cases generally involve police investigations and take longer to resolve.
5. Young adults: There was a small increase in the number of young people who leave education and then immediately return to the establishment as a member of staff. These difficulties led to advice and work with schools to ensure that they have appropriate induction courses for staff and clear expectation about all staff behaviour with pupils. Staff need to be aware of the potential consequences of breaching some guidelines.

The Board has requested that the data from LADO investigations is improved and brought back in 2014 – 15 to enable partners to assess whether the issues noted above are being addressed effectively.

3.4 Multi-Agency Training and Workforce Development

There are four broad areas relating to multi-agency training and workforce development as follows:

- NSCB commissioned multi-agency training courses
- Best Practice events, including roadshows to disseminate learning from Serious Case Reviews and Multi-Agency Reviews
- The impact and reach of the NSCB's Safer Training Programme
- Learning events organised by the Local Safeguarding Children Groups

In addition, the NSCB joined forces with the Family Justice Board in March 2014 to hold a joint conference on safeguarding children at home and in the courts. Feedback from this event was extremely positive. One delegate commented that it was an *'excellent partnership event, demonstrating Norfolk's commitment to safeguarding best practice'*. Further events of this kind are planned for 2014 – 15.

NSCB training

The NSCB commissions the majority of its multi-agency training through Barnardo's. Throughout 2013 – 14 the Workforce Development Group (WDG) monitored the attendance and feedback of this training at its quarterly meetings. A full summary of attendance can be found at Appendix 2. There is a slight increase from 2012-13 to 2014, from 1201 to 1339 places filled, however, with an increase of training on offer the overall number of places available has reduced from 74% to 73%.

Barnardo's provided the WDG with feedback from training, starting from the type and number of training courses and linking this information with training evaluation. In total, there were 13 subject areas totalling 64 training courses delivered across the year; including additionally commissioned training around Graded Care Profile

(GCP). The full rollout of the GCP training was deferred to 2014 – 15 to align with the implementation of the Neglect Strategy. (See Section 5, Board priorities, below).

Course Title	Duration (days)	No. of courses delivered
Awareness of Challenges when working with parents	1	3
Child sexual exploitation	1	6
Domestic Abuse	1	6
Emotional Harm	1	6
Graded Care Profile (GCP[1])– No evaluations	1	1
GCP Train the Trainer – No evaluations	1	2
Making multi agency assessments work	1	12
Neglect	1	6
Physical Harm	1	3
Safeguarding Disabled Children (Non specialist professionals)	1	3
Sexual Abuse	1	6
Understanding Children & Young People who engage in sexually abusive behaviour	1	6
Supervision Skills	3	4

Collective analysis of evaluation samples

Item	% Participants who were confident or very confident	
	Pre training	Post training
Learning Outcomes	25%	91%
Relevance to role	7%	93%
Further professional development needs	6%	94%
Level training pitched	5%	95%
Knowledge of trainer	9%	91%
Materials and handouts	5%	95%
Booking and administration	8%	92%
Location of venue	4%	96%
The facilities at venue	11%	89%
Percentage of all courses rated as Good or Excellent	89%	

Overall, the training has had very positive feedback, with a significant rise in confidence with people who attended, although consideration must be given as to whether or not the pre-training aspect of the evaluation forms was completed in full. There are a number of challenges that the Board must still address, however, including:

- Unfilled training spaces: at 73% we are not training to capacity and need a better understanding of why spaces are not being taken up.
- Linked to the above, the WDG continue to struggle to get an accurate training needs assessment and workforce sufficiency data from key partners.
- The longer term impact of multi-agency training, combined with staff churn, requires ongoing monitoring
- The Barnardo's contract comes to an end in 2014 – 15: the tendering process is in place but a change in provider may bring additional challenges.

The chairing of the WDG changed early in 2014 – 15 and with it, we now have the expertise of the University of East Anglia, to provide greater direction to workforce development moving forward.

NSCB Best Practice events & SCR Road Shows

The NSCB continues to hold quarterly events for middle managers on key safeguarding issues. This year, the events focused on multi-agency assessments, Child Sexual Exploitation and Private Fostering. The focus in the final quarter was disseminating learning from Serious Case Reviews and Multi-Agency Reviews. The Board recognised that these messages needed to go beyond middle managers and reach the frontline so a series of five roadshows was organised across the county to support the learning. Attendance by agency is laid out in table below.

	MA Assessments	Child Sexual Exploitation	Private Fostering	learning from SCRs & MARs	TOTAL
Acute Hospitals	2	4	1	14	21
CAFCASS	1	1	0	8	10
Children Centres	3	0	0	12	15
Children's Services	20	23	17	57	117
Community Health	11	8	5	73	97
District Council	5	4	0	8	17
Early Years	0	0	0	12	12
Faith Groups	1	1	0	1	3
Further Education	1	0	0	0	1
Health	1	1	2	4	8
Home Office	0	1	1	0	2
Housing	3	0	0	10	13
Mental Health	3	1	4	6	14
Police	1	6	2	8	17
Probation	4	2	1	4	11
Schools	2	1	1	13	17
Voluntary Sector	5	8	3	58	74
YOT	0	1	1	14	16
TOTALS	63	62	38	302	465

All of the Best Practice events include presentations from relevant agencies and workshop exercises to promote learning and discussion. The PowerPoints are posted on the NSCB website so attendees can take the learning back to their teams and organisations for further dissemination.

All events have clearly defined learning objectives, for example, the objectives for the Best practice events and roadshows were to:

- Understand the Serious Case Review and Multi-Agency Review Process
- Have knowledge of the current Child Protection situation issues in Norfolk
- Understand the key learning points from recent Norfolk Multi-Agency Reviews
- Have considered the implications of this learning on practice
- Have considered how 'systems' impact on practice and the potential consequences of this impact
- Have an awareness of how NSCB Policies and Procedures relate to good practice

Up until spring 2013, the NSCB sought feedback using survey monkey, however, attendees often did not use this facility so we were not capturing the information. From Jul 2013, the NSCB improved its evaluation processes and started collecting feedback manually. Attendees were invited to complete an evaluation form at the end of the session and provide comments on the content. The NSCB uses this information for future planning. Feedback in 2013 – 14 was very positive.

The Session:	MA Assessments	CSE	Private Fostering	learning from SCR & MAR
met its learning outcomes	not collected	100%	100%	97.3%
was well organised		100%	100%	98.9%
included relevant information		97.7%	100%	98.2%
encouraged my participation		97.8%	100%	97.8%
increased my confidence in applying learning points to practice		97.8%	100%	98.1%
group discussions were focused		91.4%	100%	98.1%
RESPONSES OVERALL		96.3%	100%	97.9%

The NSCB's Workforce Development Officer now regularly follows up three to six months after the Best Practice events to assess what longer term impact the session had on practice.

In addition to the CSE Best Practice event, four further sessions were held for schools in Sept 2013. These sessions were tailored to ensure that schools awareness of the warning signs and indicators was raised as well as their understanding of resources available to promote health relationships. In total 117 people attended. Feedback on the effectiveness of the learning showed the sessions were 'very clear and informative'. Particular mention was made in relation to:

- The changes to the PSHE curriculum
- Young people's perceptions of relationships.
- Understanding where to go to access support and help.

Plans are in place for further awareness raising in schools in 2014 – 15.

NSCB Safer Programme

The NSCB Safer Programme continues to develop and meet the safeguarding procedural, policy and training needs of the voluntary, community and private sector of Norfolk. The Board considers the work of the Safer Programme to be a vital part of its overall commitment to the safeguarding and welfare of all children and young people in Norfolk, and will continue to ensure its successful operation. Since 2010, the programme has generated income to ensure that it is self sufficient.

The voluntary, community and private sector is very active in working to safeguard children and young people with whom they work and provides a key role in providing information and resources to the wider public about the needs of children. Safer is an inclusive programme aimed at all groups and organisations in the wide and diverse area of the voluntary, community and independent sector. The programme works closely with partner agencies in the statutory and voluntary sector to publicise resources and training. Information sheets are distributed throughout the County by a variety of means.

Organisations recognise their roles and responsibilities to children and young people in their care via a number of routes. They acknowledge the need to implement policies and procedures to safeguard children and promote their welfare. These organisations contact the Programme and register for an annual membership fee of £30.00. Once registered the group receives a free comprehensive resource Safer Pack. This covers all aspects of risk assessment for child protection issues. The pack includes a certification process, after the group has met pre-set standards through proof of documentation and verification; this is key to quality assuring safeguarding arrangements. The initial membership fee also carries two free initial training places and a further two free places after three years of continuous membership.

The Safer Certification process offers reassurance to parents/carers knowing the group has actively engaged with the Norfolk Safeguarding Children Board to ensure their setting is a safer environment.

The training offered by the NSCB Safer Programme has expanded significantly in the past four years. It now offers introduction level (group 1 and 2) courses around Designated Child Protection Officer, E-Safety, Safeguarding Children and Mental Health, Substance Misuse and Safeguarding and Understanding Domestic Abuse and Safeguarding.

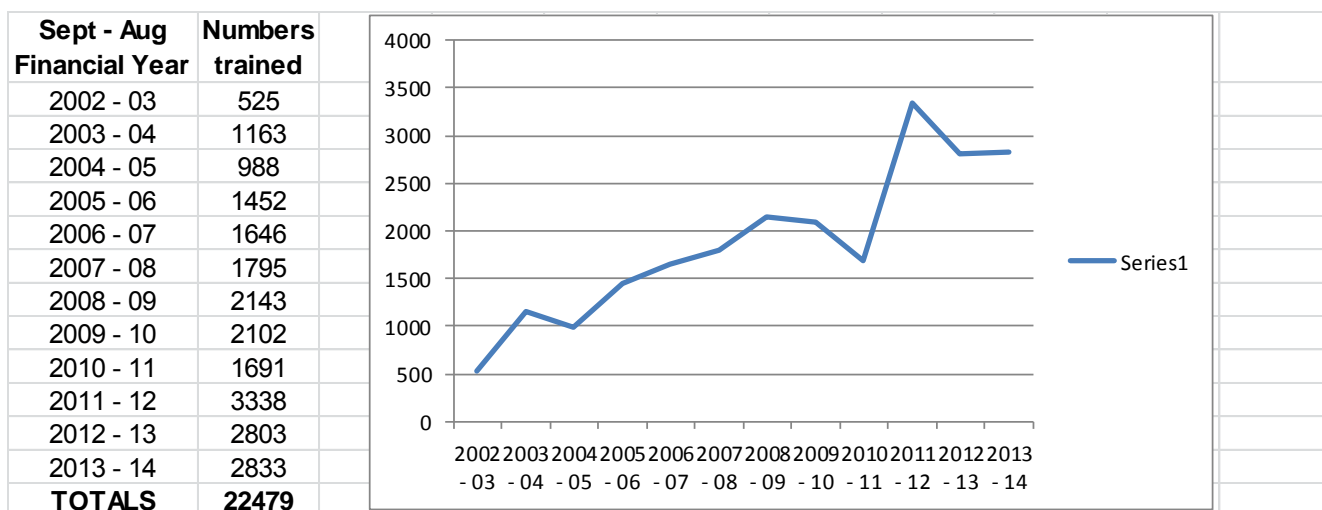
Other training offered includes Core Programme level Child Protection training (group 3) for voluntary and independent agencies. This must be completed to access the further NSCB multi agency courses.

The NSCB Safer Programme has also delivered bespoke training packages, such as the Safeguarding Lead Practitioner training to all Early Years settings in Norfolk. This was developed in partnership with Early Years, Norfolk County Council and is delivered according to agreements with Early Years. This amounts to on average 10 two day sessions per term.

The impact of the NSCB Safer Programme can be measured by the effective partnership working with Momentum, Voluntary Norfolk, Norfolk Voluntary Sector Forum and its satellite groups, as well as statutory and private agencies. It is accessible to the whole voluntary, community and private sector whatever the size or nature of the group/organisation and, in addition, providing the vital training and resources required, it follows the guidance set out in Working Together to Safeguard Children 2013.

The NSCB Safer Programme, contributes to capacity building in the voluntary and community sector. This enables those groups and organisations in Norfolk working with children to develop the necessary skills and knowledge in child protection and policy production that will better place them to deliver preventative services. It also empowers them to achieve a quality threshold that they lack and which would prevent them entering into a service level agreement.

In the last 12 years, Safer has trained 22,479 people, of which 2833 were trained in their financial year, Sept 2013 – Aug 2014.



Local Safeguarding Children Groups events

The NSCB funds the LSCGs to hold learning events each year. They determine the topic(s) based on local need. A summary of their activity:

LSCG	Date	Learning focus	Number attended
City & South	Oct 13	Early Help Workshops x 2	110
North & East	Nov 13	Safeguarding Week- 6 x workshops on: <ul style="list-style-type: none"> Eating disorders x 2 CEOP: "Think you know" for professionals x 2 CEOP: Internet Safety for parents and carers x 1 Sexual Abuse x 1 	134
West & Breckland	Jan 14	Domestic Abuse Workshops x 3	180

Each LSCG evaluates the impact and effectiveness of these events by seeking feedback from the attendees. The information is used to plan future learning activity.

The LSCGs also support general communication by disseminating information on national and local updates and promoting training opportunities.

3.5 Multi-agency policy procedures

The Norfolk Threshold Guidance was produced in accordance with Working Together 2013 and signed off by Board in September. This document replaced the Norfolk Priority Matrix and was well received by partners as an improvement to the way we understand and assess need. Hard copies were provided for all schools and the LSCGs. The guidance was included in all multi-agency training, including the Safer programme.

Over the course of the year, however, the evidence from data and case reviews has challenged the Board and the guidance requires further development to better support frontline practice and partnership working. In 2014 – 15, the Board plans to not only review the guidance but also to improve the way it is rolled out and

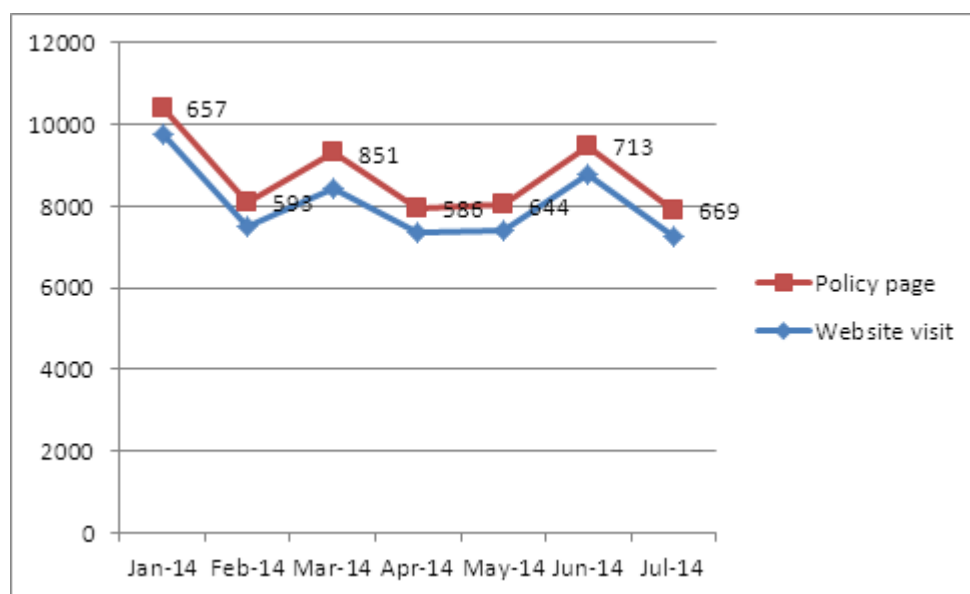
embedded. All partners agree that the best way to safeguard children is to have a consistent understanding of the thresholds. Moving forward, frontline staff and decision makers will be included in discussions about how we assess need and appropriate step up and step down procedures. This will be supported by road show type events where partners will be asked to consider the thresholds, not as barriers, but as vantage points to make the best decisions about how we keep children safe.

Alongside the Threshold Guidance, a multi-agency Practice Standards document was tabled at Board in Dec 2013. This document clearly sets out the standards expected of all practitioners on the child's journey. The formal publication was deferred so that it coincides with the revisions to the Threshold Guidance.

2013 – 14 also saw an intensive overhaul of all the multi-agency policies and procedures. In March 2013, the Board agreed to commission Tri-X to host its policy manual and from Apr to Jul 2013 a small multi-agency task and finish group reviewed 67 policies. The online manual went live in Sept 2013 and is now regularly reviewed and updated.

The policy manual was promoted to frontline staff during the roadshows that focused on learning from SCRs and MARs. At that point in time over a third of the recommendations from our SCRs and MARs related to policy and procedure so it was a good opportunity to stress the importance of following the policy and feeding back on how well they worked. Particular emphasis was placed on the Resolving Professional Disagreement policy to encourage staff to challenge each other in their practice and to signpost them to the procedures to support effective challenge.

Since the manual went live, the Board has been monitoring the website more closely to track hits. From the roadshows in Jan 2014, the activities and visits on the NSCB webpage has been monitored. There is no significant changes recorded and an average time visitors have been spending on the site is 1 min 20 secs.



Source: Google analyst

A survey link is also placed for feedback and to date a small number (12) of feedback have been received. All of this feedback has been positive, however, at

Board it was agreed to invest in improving the layout of the website to ensure it is user friendly. This work is planned for 2014 – 15.

3.6 Financial information

The Board's financial position remains stable and is supported by income generated through the Safer Programme. Some monies from previous underspends have been reviewed at Leadership Group. It was agreed to hold some in reserve in anticipation of future SCR activity and to invest in the future in improvement activities linked to the Board's agreed priorities.

There was significant spend this year against SCR activity, with final invoices for two MARs conducted in 2012 – 13, the Child K MAR and payment for Case L SCR up to the end of the financial year.

Staffing costs remain stable, however, with some maternity cover there was a minor overspend. There was also minor overspend to Chair costs, due to the changes in leadership.

A full breakdown is included in the tables below.

Income

NSCB Position 2013/14					As at March 2014	
Funded by:	Income Budget	% Income budget	Income To Date	Forecast	Variance	Narrative
Norfolk County Council	£119,048	24.21%	£120,148	£120,148	-£1,100	Includes Children's Services £78,710, Children's Services Training £8,000, SEN £18,952 and YOT £5,386 services in Norfolk County Council, £8,000 ASD contribution
Health	£80,621	16.39%	£80,621	£80,621	£0	
Police	£48,611	9.88%	£48,611	£48,611	£0	
District Councils	£35,525	7.22%	£35,525	£35,525	£0	
CAFCASS	£550	0.11%	£550	£550	£0	
Probation	£3,945	0.80%	£3,945	£3,945	£0	
Training Income	£193,500	39.35%	£177,034	£177,034	£16,466	Training Income Generated by NCC for external safeguarding courses
Annual Membership	£10,000		£11,520	£11,520	-£1,520	SAFER subscriptions Generated Externally
Use of reserves	£0		£3,863	£3,863	-£3,863	
Income	£491,800	100%	£481,817	£481,817	£9,983	

Expenditure

NSCB Activities	Expenditure Budget	Spend to Date	Forecasted Spend	Variance	Narrative
<u>Staffing Costs</u>					
Management Support	£153,500	£123,449	£123,449	£30,051	Monitoring & Evaluation Officer post, Workforce Development Officer post and other Management Support (via Dreamkey).
Business Support	£68,000	£67,375	£67,375	£625	Business Support for NSCB, Child Death Overview, SAFER and Training.
Training staff	£63,500	£70,714	£70,714	£7,214	Part of SAFER Training Programme. Posts include a Training Officer and Programme Coordinator
Employee Transport and Subsistence	£6,500	£10,592	£10,592	£4,092	
Staffing Costs	£291,500	£272,129	£272,129	£19,371	
Chairperson	£45,000	£47,500	£47,500	£2,500	
Training, Media and subgroup conferences	£95,000	£73,569	£73,569	£21,431	Multi-Agency Training Programme agreed with Barnardo's for c£60k pa signed Feb 12
Legal	£2,500	£2,436	£2,436	£64	
Serious Case and Multi Agency Reviews	£25,000	£49,566	£49,566	£24,566	
Office Expenses	£7,500	£8,676	£8,676	£1,176	Includes printing, stationery and other office expenses
Meetings	£25,300	£27,940	£27,940	£2,640	Primarily for Multi-Agency Training venues
Overall Expenditure	£491,800	£481,817	£481,817	£9,983	
Current Forecast Overspend/(Underspend)			£0		

Section 4: The Child's Journey

4.1 Norfolk Demographic Information and Background (from JSNA)

The information from the Joint Strategic Needs Assessment (JSNA) continues to provide valuable information to the Board. The JSNA is written in two parts looking at 0 – 10 year olds and 11 – 19 year olds. The information below is based on the 2012 – 13 data and focuses on family related issues:

- **Domestic abuse:** There were 6,305 incidents of domestic abuse which involved 7,709 different children: most incidents were in Norwich, Great Yarmouth and King's Lynn.
- **Parental substance and drug misuse:** Around 12,000 children and young people (0-19) in Norfolk are affected by parental drug use or are living with dependent drinkers. Approximately 1,900 children live with adults in substance misuse treatment but many more live with adults who are not in structured treatment programmes and so the full picture remains unknown.
- **Parental mental health:** It is not known how many children and young people in Norfolk live with parents experiencing mental health problems.
- **Young carers:** 2001 Census figures indicate there were approximately 400 carers aged under 11 in Norfolk and this figure is expected to rise to around 460 when the 2011 Census figures are released. There are approximately 329 under-11s providing 1-19 hours of care a week, 21 providing 20-49 hours and 47 spending more than 50 hours a week caring for dependents.
- **Teenage parents:** In Norfolk, the under-18 conception rate is 35.1 compared to the average for England which is 38.1: the figure for Norfolk is significantly better than the England average. Data is not routinely collected about teenage parents so the most detailed information derives from the Family Nurse Partnerships which shows that young parents often experience multiple social, economic, health and education disadvantages.
- **Safeguarding:** There is evidence of increases in referrals and children becoming the subject of a child protection plan. The range of reasons for increases including increased public and professional awareness, implementation of the Common Assessment Framework, better promotion of safeguarding, rise in domestic abuse, economic downturn, substance misuse and mental health issues. Additional agency hours required to resource undertaking Child Protection meetings. The effect of the forecasted population increase.
- **Looked after children:** There is evidence of increases in the number of looked after children, especially those aged 16 and 17. The range of reasons for increases include rise in domestic abuse, economic downturn, substance misuse and mental health issues. Additional agency hours required to resource undertaking placements for LAC. The effect of forecasted population increase.

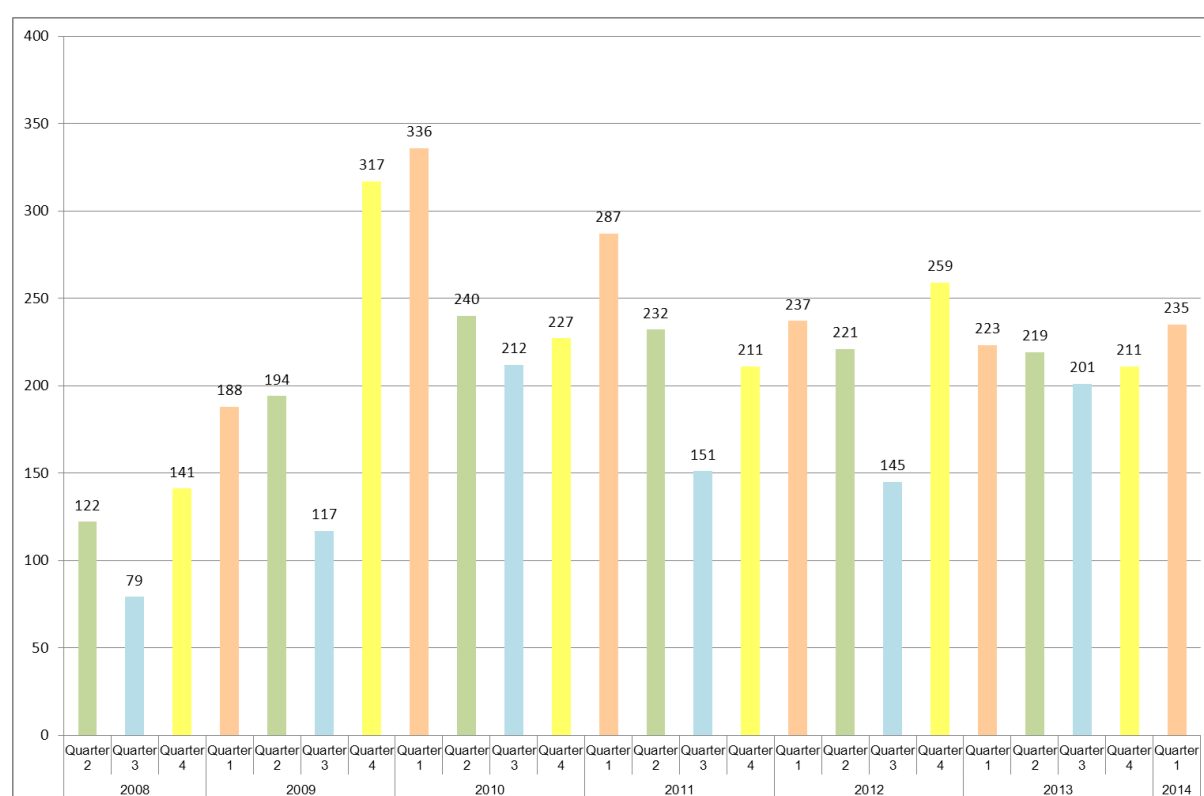
4.2 Early Intervention and Prevention

In 2012 – 13, an Early Help Programme Board (EHPB) was established to develop operational arrangements. In the Feb 2013 Ofsted inspection report it was recommended that the receipt of timely early intervention services for vulnerable children and their families should be implemented within six months, by accelerating the development and dissemination of a coherent and shared early help offer. The NSCB has monitored this development, for example, the Business Manager sits on the EHPB and ensures that the information on early help is fed back to the Board on a regular basis.

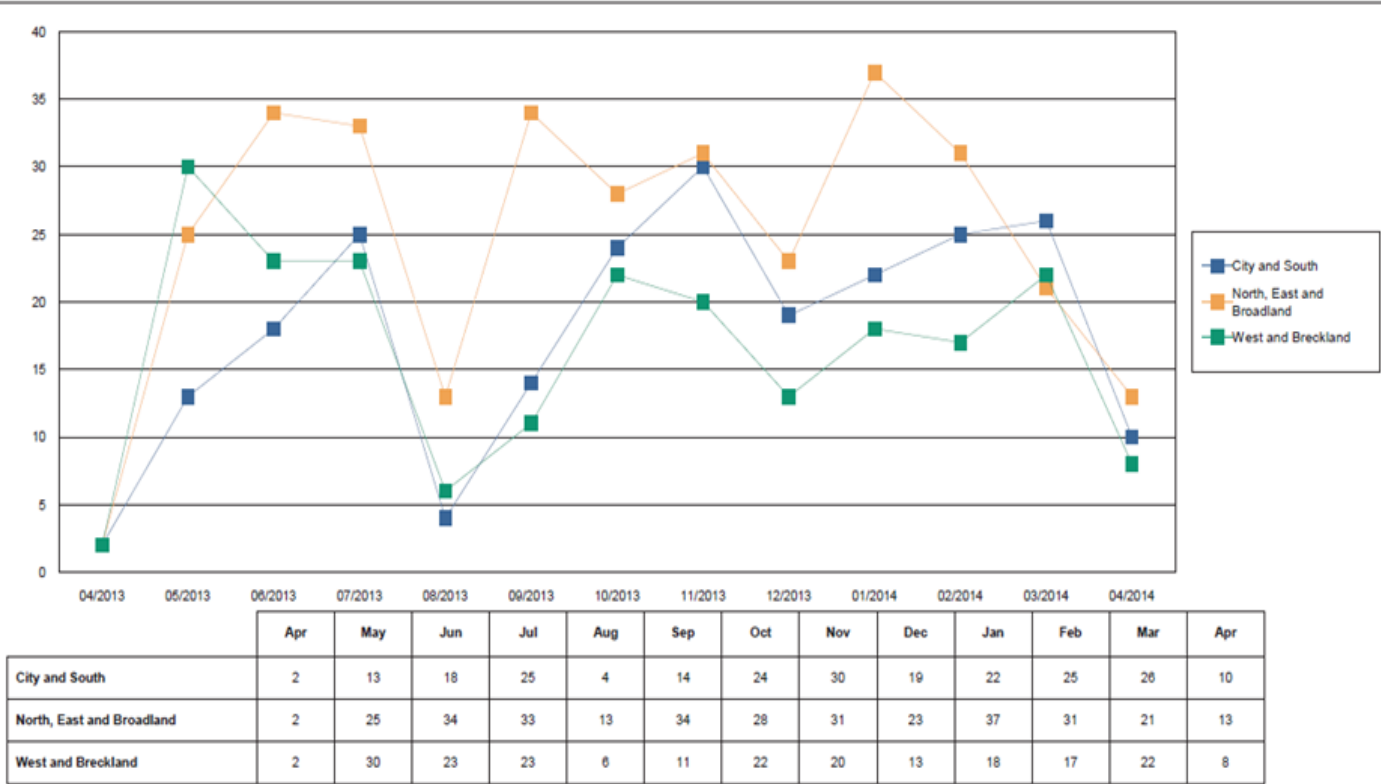
In 2013 – 14, the EHPB took the decision to rebrand the Common Assessment Framework (CAF) and relaunch it as Norfolk's Family Support Process (FSP). This was achieved by Sept 2013 and the Board funded the publicity material for children and families to support their understanding of the offer.

FSPs initiated in Norfolk year on year

The table below shows the year on year and quarterly (Jan-Mar = Quarter 1) FSP figures since 2010. Quarter 3 2013 shows a 9.94% increase in FSPs initiated compared to the same period in 2012, and a 6.8% increase compared to Q3, 2011

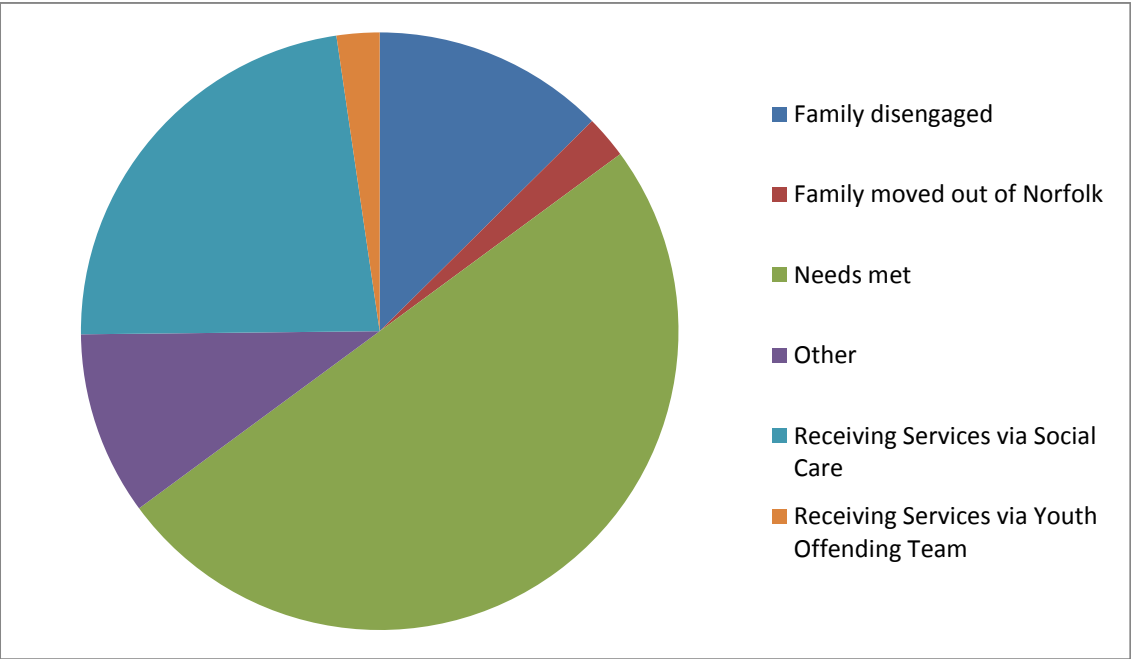


FSPs initiated Countywide by month and Operational Division



FSPs closed and outcomes achieved

IN 2013 – 14 a total of 302 cases were closed across the county, of which exactly 50% (151) record that the family’s needs were met.



This figure was consistent in most of the county, however, there was a higher rate of disengagement in the North & East.

Outcome recorded	City & South	North & East	West & Breckland	NORFOLK TOTALS
Family disengaged	7	26	5	38
Family moved out of Norfolk	2	3	2	7
Needs met	39	53	59	151
Other	11	13	6	30
Receiving Services via Social Care	22	26	21	69
Receiving Services via Youth Offending Team	1	1	5	7
TOTALS	82	122	98	302

Norfolk recognises that more work needs to be done to ensure that the early help offer is accessible and effective. In 2014 – 15, the pace of improvement has been stepped up with the opening of two Early Help Hubs, where innovative early help programmes are being piloted. Early indications show that children and families are benefitting from these arrangements. Plans are in place to conduct an audit to assess the effectiveness of these new arrangements.

In the last quarter of 2013 – 14, Children’s Services analysis of Family Support Plans resulted in the needs of the family being met, with less than a fifth escalating to the threshold of social care. While the numbers of Family Support Plans being initiated may appear to be falling, much of the apparent decline can be attributed to a delay in recording FSPs on the central database.

4.3 Children’s Social Care

The Interim Children’s Services Leadership Team (CSLT) have worked hard to address the serious issues in performance management arrangements reported by Ofsted in its 2013 inspection report. With the appointment of an Interim Assistant Director for Performance and Quality Assurance, there has been a significant culture shift across the service, with regular scrutiny and challenge meetings to drill down into performance information. This was supported by a complete overhaul of the data collection mechanisms, for example, revising the forms on CareFirst. As a result, Children’s Services had robust data from Dec 2013 against which it could assess its own performance and ask questions of partner agencies. This information is presented every month to the Improvement Board and feeds into the NSCB scorecard. From 2014 – 15, the presentation of social care data has further developed with the production of a succinct dashboard.

Some of these developments happened relatively late in the financial year, however. While future arrangements are secure and robust, the overall data from 2013 – 14 was patchy due to the inadequacies picked up by Ofsted. For example, the council did not complete its Children in Need census last year. Notwithstanding, the CSLT did a retrospective analysis of the CiN cohort and through regular internal challenge have addressed their needs. In the last quarter, the CiN data showed:

Section 17 Children in Need in CIN & CWD Teams with an up-to-date* CIN Plan:

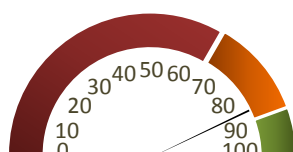
	Jan-14	Feb-14	Mar-14
No. s17 Children in Need	1,336	1,385	1,354
No. s17 with CIN Plan	663	1,005	990
No. s17 without a CIN Plan	673	380	364
% with a CIN Plan	49.6%	72.6%	73.1%
No. CWD Children in Need	345	350	346
No. CWD with CIN Plan	48	116	123
No. CWD without a CIN Plan	297	234	223
% with a CIN Plan	13.9%	33.1%	35.5%

* To count as having a CIN Plan, any existing plan must have been started or reviewed within the last 30 working days

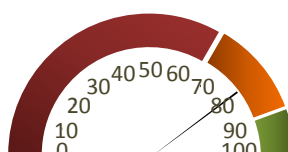
Children in Need Allocated to a Qualified Social Worker:

	Jan-14	Feb-14	Mar-14
No. Children in Need (not CP or CLA)	3299	3371	2745
No. Allocated to Qualified Worker	2842	2702	2463
% Allocated to Qualified Worker	86.1%	80.2%	89.7%

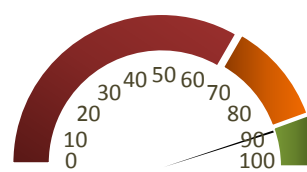
Children in Need Allocated to a Qualified Social Worker, cont.



Jan-14 = 86%



Feb-14 = 80%



Mar-14 = 89%

Rate of Children in Need per 10,000 Under-18 Population:

	Jan-14	Feb-14	Mar-14
Norfolk (Current)	354.6	336.8	316.7
England 12/13		332.2	
Statistical Neighbours 12/13		304.0	

At year end, 1,079 CiN cases were not held in S17 CiN or CWD teams. 557 were being assessed in Duty teams, and 401 were in Child Protection teams, over half of which were recently stepped-down from Child Protection Plans. Sixty are receiving services from Adoption Support, 30 are allocated to Looked-After Children teams

with the final 19 cases held in the Specialist Social Work, Diverse Communities team.

Children's Services are planning a restructure in 2013 – 14 to ensure that the right cases are held in the right teams.

The number of S17 Children in Need who do not have a current CiN Plan almost halved in the last Quarter. Of the 364 CiN without an up-to-date plan, over 150 had their plan reviewed between 31 and 40 working days ago. There are currently 80 Section 17 CiN with no CiN Plan.

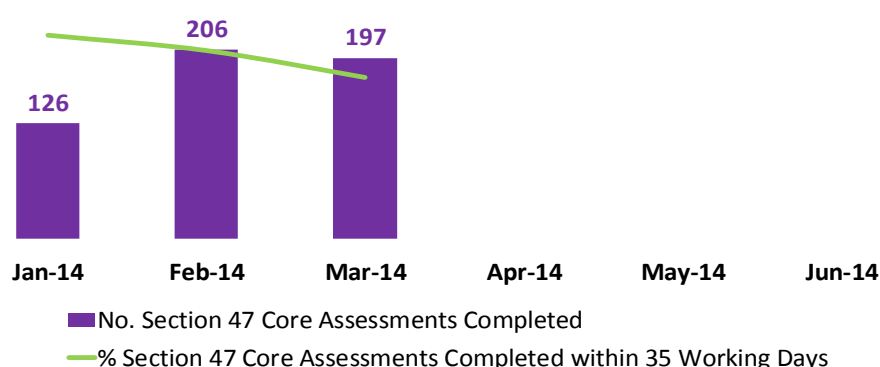
CiN in Children with Disabilities teams were required to review plans on a 30 working-day cycle since January. While there is still considerable improvement required, it was encouraging that almost three times as many CWD Children in Need had plans when comparing March data to January..

The Child Protection data is also secure for the last quarter and shows progress. For example, the percentage of children on CP plans with an allocated social worker has averaged out at 99%. The very slight drop in allocations in March shown in the chart below is related to cases being transferred to Child Protection teams at the point at which the data was sourced.

Children in Child Protection Teams Allocated to a Qualified Social Worker:

	Jan-14	Feb-14	Mar-14
No. Children on CP Plan	502	537	538
No. Allocated to Qualified Social Worker	497	537	527

Section 47 Core Assessments Completed in Timescales:

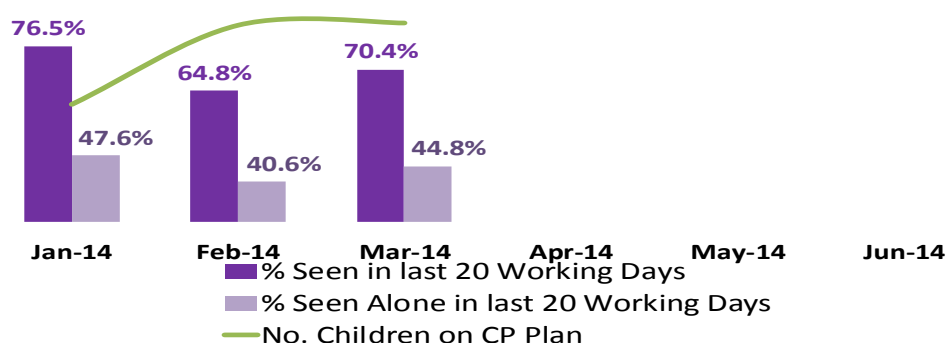


	Jan-14	Feb-14	Mar-14
No. Section 47 Core Assessments Completed	126	206	197
No. Section 47 Core Assessments Completed within 35 Working Days	116	180	156
% Section 47 Core Assessments Completed within 35 Working Days	92.1%	87.4%	79.2%

Rate of Children on a CP Plan per 10,000 Under-18 Population:

	Jan-14	Feb-14	Mar-14
Norfolk (Current)	30.3	32.4	32.4
Norfolk 12/13		33.1	
England 12/13		37.9	
Statistical Neighbours 12/13		35	

Social Worker visits to Children on a Child Protection Plan in Timescales:



	Jan-14	Feb-14	Mar-14
No. Seen in last 20 Working Days	384	348	379
No. Seen Alone in last 20 Working Days	239	218	241

Children on a CP Plan for 18 months & Over and Children Starting a CP Plan for a Second/Subsequent Time:

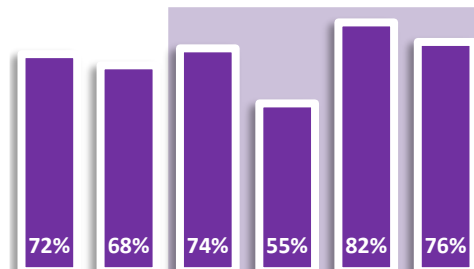
	Jan-14	Feb-14	Mar-14	England 12/13	Statistical Neighbours 12/13
No. on CP Plan for 2+ Years	12	12	13		
% on CP Plan for 2+ Years	2.4%	2.2%	2.4%	3.2%	3.5%
No. on CP Plan for 18 months - 2 Years	6	15	12		
% on CP Plan for 18 months - 2 Years	1.2%	2.8%	2.2%		Not Available
No. Children Starting CP Plan for 2nd/Subsequent Time	13	13	9		Not Available
% Children Starting CP Plan for 2nd/Subsequent Time	20.3%	18.3%	12.9%	14.9%	15.6%

Percentage of Re-Referrals:

Re-Referrals	Mar-14	Apr-14	May-14
Norfolk	27.6%		
England 2012/13		24.9%	
Statistical Neighbours 2012/13		20.8%	
East of England 2012/13		23.4%	

ICPCs within 15 Working Days of Strategy Discussion:

The shaded area of the chart shows performance since the implementation of the new forms in CareFirst



	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Total ICPCs	95	78	68	76	78	78
Within 15 Working days	68	53	50	42	64	59
Over 15 Working Days	27	25	18	34	14	19

4.4 Vulnerable children

Other data on vulnerable cohorts and child deaths is included in the table below:

Measure	Performance		
	2011/12	2012/13	2013/14 YEAR END
Number of LAC missing from care for over 24 hours	19	21	14
Number of children missing in local area	539	895	1167
Number of children identified as at risk of CSE, referred through the MASH (cumulative)	N/A	N/A	131
Number of recommendations from 'Who's Looking Out For the Children' RAG rated as green	Not published	Not available	12 Green
Children Missing Education: total number of referrals (end of academic year)	5113	4531	5253
Children Missing Education: total number of Children with no educational destination (end of academic year)	146	143	151
Domestic violence and abuse incidents where children are present.	1562	1529	1743
Domestic violence and abuse incidents (non crime) where children are present.	4901	4952	5437

Measures on vulnerable cohorts, cont.	2011 – 12	2012 – 13	2013 - 14
Rate of violent and sexual offences against children 0-17 per 10,000 U18 population	110.2	88.4	104.3
Number of notifications of new private fostering arrangements received during the year	30	48	48
Rate of hospital in patient admissions caused by unintentional and deliberate injuries by CYP aged 0 -17 per 10,000	124	118	129.9*
Number (%) of recommendations from SCRs/MARs RAG rated as red	Not available	27.2% (year end)	6 (16%) (year end)
Number (%) child deaths from child death overview panel that had modifiable features (preventable or potentially preventable)	12.0%	17.9%	11.1%
Number of children killed or seriously injured in road traffic accidents in the period	34 (0-15) and 46 (16-19) in 2011	22 (0-15) and 39 (16-19) in 2012	27 (0 - 15) and 43 (16-19) in 2013

*Estimated from proxy a proxy indicator of all admissions for injury and poisoning

Vulnerable Children Group

The Vulnerable Children Group (VCG) and the Child Sexual Exploitation Subgroup monitor the vulnerable cohorts regularly. The VCG met four times in 2013 – 14 to drilldown into data and intelligence relating to:

- Parents with substance misuse issues;
- Young Offenders and Children in Custody;
- Children Missing Education (CME); and
- Domestic Violence

The topics covered the impact of the presenting issues on outcomes for children and recommendations for improvement. Some of the actions completed were:

- Feedback to commissioners on drug and alcohol misuse programmes to better ensure that the treatment plans are joined up and child focused as appropriate (data on number of parents in programmes not yet available).
- Improved links between the Youth Offending Team and the police to implement the recommendations for safeguarding young people in custody: these arrangements were judged to be outstanding in a subsequent inspection of the Constabulary.
- Inclusion of CME data on the scorecard, linked to the work of the Education Advisory Group. Closer monitoring of persistent absenteeism and exclusions has since been agreed.
- Agreed buy-in with Countywide Community Safety Partnership to work collectively to tackle domestic abuse, resulting in more joined up working with partnership boards.

A further meeting on Private Fostering had to be cancelled due to changes in Chairing arrangements; the Private Fostering annual report went to Board in March 2014. The report demonstrated sustainable performance, however the number of notifications did not rise during the year despite the production of publicity materials and the Best Practice events. Performance in terms of private fostering arrangements that began BEFORE 1 April (previous year) that were continuing on 1 April (current year) where scheduled visits in the survey year were completed in the required timescale was 85%: a significant improvement to previous year's (64%), better than our Statistical neighbours and close the national average (67% and 91% respectively).

Child Sexual Exploitation Subgroup

The CSE Subgroup was established as a Strategic Development Group with a view to being incorporated into the VCG programme when the strategy is fully embedded. The work of the CSE was steady throughout 2013 – 14. Its main achievements were:

- Ensuring that a discrete CSE team in the Multi-Agency Safeguarding Hub (MASH) was established to triage all cases relating to children going missing, and/or assessing the risk of children indicating they were vulnerable to exploitation
- Collecting data and reporting on cases of children at risk, with the development of a comprehensive data monitoring tool; this in turn enabled Norfolk to contribute to national data collections with more robust, quality assured information
- Raising awareness through Best Practice Group events and tailored events in schools
- Revising the CSE Strategy in line with national publications such as the Office of Children's Commissioner Inquiry into CSE in Gangs and Groups.

The Chair of the CSE Subgroup reports regularly to Board. In March 2014, a summary of the achievements above was put forward to Board as well as challenges to the way we respond to CSE moving forward. There is a real and pressing need to start using the intelligence and data we have collected more proactively in order to improve the way that we problem profile in Norfolk. The report stated 'Whilst the Police have secured an officer to work on intelligence gathering and research, his ability to profile locations and 'hot spots' is limited. This is clearly work for an analyst with access to all agency systems who could overlay relevant data to ensure key locations were identified for target hardening and education / awareness raising. There is no analytical capacity within the MASH or the CSE team at present and this is identified by the subgroup as a significant gap.' As a result, the Board is looking at capacity building around data analysis.

Children missing is a standing item at all CSE subgroup meetings and the Missing Persons Co-ordinator sits within the CSE team in the MASH. The increase in numbers of children going missing is of concern, however, this is in part due to better reporting and recording.

Children With Disabilities Subgroup

A second Strategic Development Group was also in operation, under the remit of the VCG, looking at how well we safeguard Children With Disabilities. The multi-agency Subgroup met every other month throughout 2013 – 14 to review the recommendations made by the government for LSCBs in the 'Safeguarding Disabled Children' Practice Guidance (2009). There were 15 areas to review and a total of 61 recommendations. Each of these was RAG rated based on the knowledge and experience of the multi-disciplinary membership (including parents). In addition to amber, the group also rated some recommendations as yellow to indicate that they are further along the road to improvement.

32% of the recommendations were deemed to be RED, i.e. underdeveloped and requiring improvement. The most significant areas were:

- consulting with, listening to and encouraging the participation of disabled children amongst all services;
- appropriate training concerning safeguarding disabled children;
- awareness raising of the particular safeguarding needs of disabled children;
- supporting families & carers to provide the best care possible for disabled children and young people;
- strategic links between children and adult services; and
- robust monitoring, auditing and recording systems.

The majority of recommendations (36%) were yellow, i.e. there is scope for rapid improvement. However, only a very small number (5.5 out of 61 or 9%) could be confidently RAG rated as green.

It was agreed at Board in March 2014 that the work of the Strategic Development Group was complete: the actions would be taken forward with Children's Services leading and progress would be reported regularly to the Board through the VCG.

Licencing (premises)

The NSCB recognises the importance of a robust and effective licencing process to ensure the safety of children and aims to improve the current arrangements. The group plans to do this by:

- better co-ordination between the Board and the District Councils (who are the licensing authorities in Norfolk)
- improved information across agencies and between District Councils
- improved consistency of reporting
- greater understanding of staff in different agencies who are involved in the licencing application and the enforcement process
- ensure effective and robust licensing policies and procedures

The Board also intends to extend the monitoring of licencing from premises to transport (taxis) as it has critical significance for Child Sexual Exploitation (one of the key priorities of the Board).

The NSCB has been acting as one of the Responsible Authorities for child protection in the process of any licencing application to check the premises applications (new and variation). Upon receiving the applications checks are made specially of the section N and P(e) of the application 'the protection of children from harm'. A close scrutiny is done by checking the intention of the applicants about how the protection for children from harm will be done. A database is maintained which contains details of these applications.

The table below presents the details of applications by quarters in the year 2013-2014

2013 - 2014 Licence Applications Stats							
	Applications received (new or variation of existing liscencs)				Liscencs reviewed by Trading Standards	Concerns reported by Liscencing enforcement officer	Objections received from member of public
District Cou	Q1	Q2	Q3	Q4			
Breckland	5	11	5	13			
Broadland	11	9	1	4	1		
Gt Yarmout	11	10	15	8	1		
Kings Lynn	11	9	8	9			
North Norfol	5	1	1	2			2
Norwich Cit	14	19	15	11	1		
South Norfo	3	2	1	11		1	
Totals	60	61	46	58	3	1	2
<p>Concerns (1) Raised by Licensing & Enforcement Officer detailing concerns of childs involvement at the premises. Education safeguarding advisor have been informed as the child does not attend school, home educated</p> <p>Reviews by TSA (3) - Received from Trading Standards Service documents to review the licence for Sale of alcohol to underage children</p> <p>- Received from Norwich City Council documents to review premises licence for following a high number of incidents involving violence and intoxication at the premises</p> <p>- Received from Norfolk Constabulary Licensing Team documents to review licence for the prevention of crime and disorder, public safety, the prevention of public nuisance and the protection of children from harm</p> <p>Copies of Objections Received from the member of public (2) - Email received detailing concerns and objection to a licence being approved for a chip shop. No comments was made by the NSCB on the application to the liscencing authority, the applicant or the objector, NSCB chair responded to that effect.</p> <p>- Emails received detailing concerns and objections for a caravan site to be re-located adjacent to a Primary and Pre-School, no comments were made from NSCB.</p>							

Plans are in place to improve the monitoring arrangements of licenced premises through the District Council Advisory Group. From 2014 – 15 the Performance Indicators in relation to licencing data will include.

- Number of applications received (source NSCB)
- Number of applications refused on the bases of Safeguarding concern/reasons (source DC)
- Number of licences revoked on the basis of safeguarding concerns (Source DC)
- Number of complaint /reviews from trading standard agency (Source NSCB)
- Number of complaint / objections received from members of public (Source NSCB/DC)

The DCAG will receive quarterly data from the NSCB and it will form a regular part of DCAG meeting agenda. The DCAG will report regularly to the Board via PIQAG of any concerns etc.

4.5 Child death and serious injuries

The Child Death Overview Panel (CDOP) met ten times throughout 2013 – 14 and agreed classification on 27 deaths. Our national returns showed that three deaths were deemed to have modifiable features, although none of these met the criteria for a Serious Case Review. The categories of death are in the table below:

Category	Number of child deaths with <u>modifiable factors</u> recorded under this category of deaths	Number of child deaths with <u>no modifiable factors</u> recorded under this category of deaths	Number of child deaths where there was <u>insufficient information</u> to assess if there were modifiable factors
Deliberately inflicted injury, abuse or neglect	0	0	0
Suicide or deliberate self-inflicted harm	0	0	0
Trauma and other external factors	3	3	1
Malignancy	0	2	0
Acute medical or surgical condition	0	0	0
Chronic medical condition	0	1	0
Chromosomal, genetic and congenital anomalies	0	3	0
Perinatal/neonatal event	0	11	0
Infection	0	1	0
Sudden unexpected, unexplained death	0	2	0
TOTAL	3	23	1

Two thirds of the children were under the age of 1 and had life limiting conditions; (40.7%) were caused by perinatal or neonatal events.

The deaths with modifiable features were caused by trauma and/or other external factors, for example road traffic incidents. There was insufficient information to assess if one death, a road traffic fatality, could have been prevented. A breakdown of the deaths by age is include in the table below:

Age of child	<u>modifiable factors</u>	<u>no modifiable factors</u>	<u>insufficient information</u>
0-27 days	0	13	0
28 days- 364 days	0	5	0
1 year-4 years	1	1	0
5-9 years	1	2	0
10-14 years	0	2	0
15-17 years	1	0	1
Unknown	0	0	0
TOTAL	3	23	1

Road safety data shows that this is a continuing area of concern, particularly in rural Norfolk.

Number of children killed or seriously injured in road traffic accidents in the calendar year.

Year on Year	2011	2012	2013	2013 by quarter	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013
Aged 0 - 15	34	22	27	Aged 0 - 15	8	5	8	6
Aged 16 - 19	46	39	43	Aged 16 - 19	9	9	19	6
TOTALS	80	61	70	TOTALS	17	14	27	12

The casualty numbers are those from the STATS19 data. This is the dataset recorded and held by Norfolk Constabulary. This records injury accidents occurring on the public highway, within the County boundary, which the Police are made aware of. It doesn't include accidents on private land or accidents involving a Norfolk resident which occur outside of Norfolk.

The numbers have increased since 2012, however there are on average 70 road traffic incidents involving children over a three year period. The numbers spiked over the summer months for 16 – 19 year olds.

The Road Traffic Safety Group are scheduled to come to CDOP in 2014 – 15 to assess how well we are raising awareness of RTIs and what more we can learn from these incidents to better protect Norfolk's children and young people.

Section 5: NSCB Priorities

The Board's priorities in 2013 – 14 have largely been covered in the report above, that is to:

- Review and improve governance arrangements through a strategic change programme
- Review and improve the way the quality and timeliness of the data provided by partners in order to effectively monitor and challenge deficiencies in front line child protection practice
- Establish the Children & Young People's Shadow Board to ensure young people's voices are heard
- Agree Board's future priorities and develop a Business Plan against which the Board can monitor its impact and effectiveness

While the Board has addressed each of the above, the pace of change has some times been slow. Board members undertook a self assessment in February 2014 to feedback to the newly appointed Chair on their views of the Board's strengths and weaknesses. The responses were taken forward through the Board's Development Day, held in March 2014, where a number of the issues were addressed. The purpose of the day was to consolidate and confirm the Board's progress. More specifically:

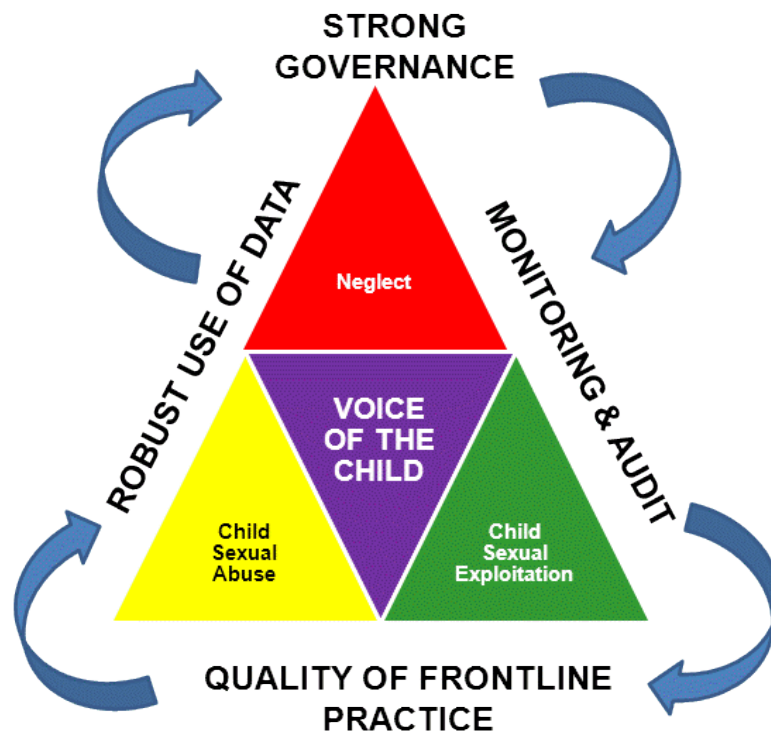
- *To provide context for national and local perspectives*
- To establish expectations and enable members to assess the Board's performance
- To ensure the NSCB can measure the difference it makes to ensuring safeguarding and promoting well being
- To provide a strategic framework and an overview of the improvement agenda
- To set priorities for 2014 onwards and develop the work of the Board

The Chair's focus was on getting the Board to work together in terms of thinking, learning, challenging and acting and achieving. Feedback showed that partners agreed that the day met its objectives.

The Board reviewed the information available with a specific focus on learning from recent Multi-Agency Reviews. Priorities were identified for work on **neglect; sexual abuse** of children; and **child sexual exploitation**, as areas of critical vulnerability for children and young people in Norfolk, together with scrutiny of the **consistency and quality of front-line practice**, and hearing the **voice of the child**. Together these provide a focus for the work of the Board in challenging the overall pace of improvement and ensuring that there is a measurable impact on the experience and quality of service for children and young people and their families.

The Board recognises that in order to effectively identify and tackle the priority issues, the voice of the child must be at the heart of safeguarding arrangements. Improvement will be evidenced by data, audit and, crucially, service user feedback. All of the Board's work is child-centred and as such is underpinned by consistent high quality frontline practice.

The Board is continuing to address the weaknesses identified by Ofsted. A draft outline of the Business Plan went to Board in March 2014 and was subsequently signed off in 2014 – 15. This business plan will further strengthen the Board's governance arrangements with clear lines of accountability linked to each priority area. Alongside this, the performance scorecard developed in 2013 – 14 will ensure that the Board has sufficient high quality information so that it can effectively monitor and challenge deficiencies in front line child protection practice.



These clear improvement priorities will enable partners to assess whether they are fulfilling their statutory responsibilities to help protect and care for children and young people and challenge each other if not. The delivery plan below identifies clear, measurable outcomes for children and young people, against which the Board can measure and report on its effectiveness.

Work has already begun on providing strategic direction and challenge to the identified priorities. The revised CSE Strategy was signed off in March 2014 and the draft Strategy to Identify and Tackle Neglect was agreed in principle in early 2014 – 15. The newly formed Child Protection Group has been tasked with producing a Strategy for the Eradication and Prevention of Child Sexual Abuse this financial year.

Appendix 1: S11 Comparator diagrams 2010 - 2013

Figure 1: Distribution of Standards and RAG Scores 2013

(data from 17 statutory agencies)

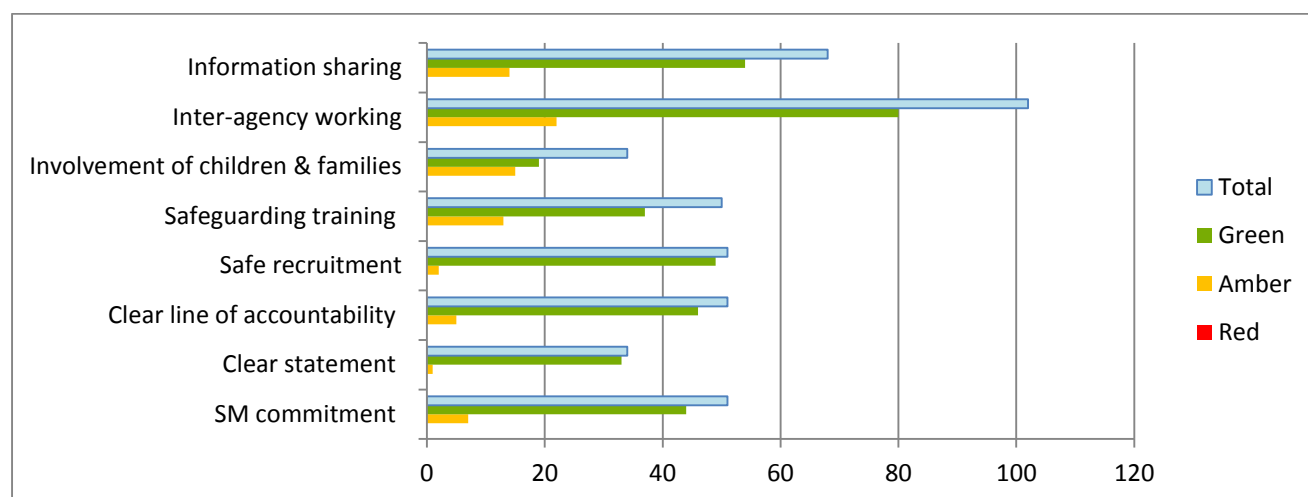


Figure 2: Distribution of Standards and RAG Scores 2010

(data from 17 statutory and 8 voluntary agencies)

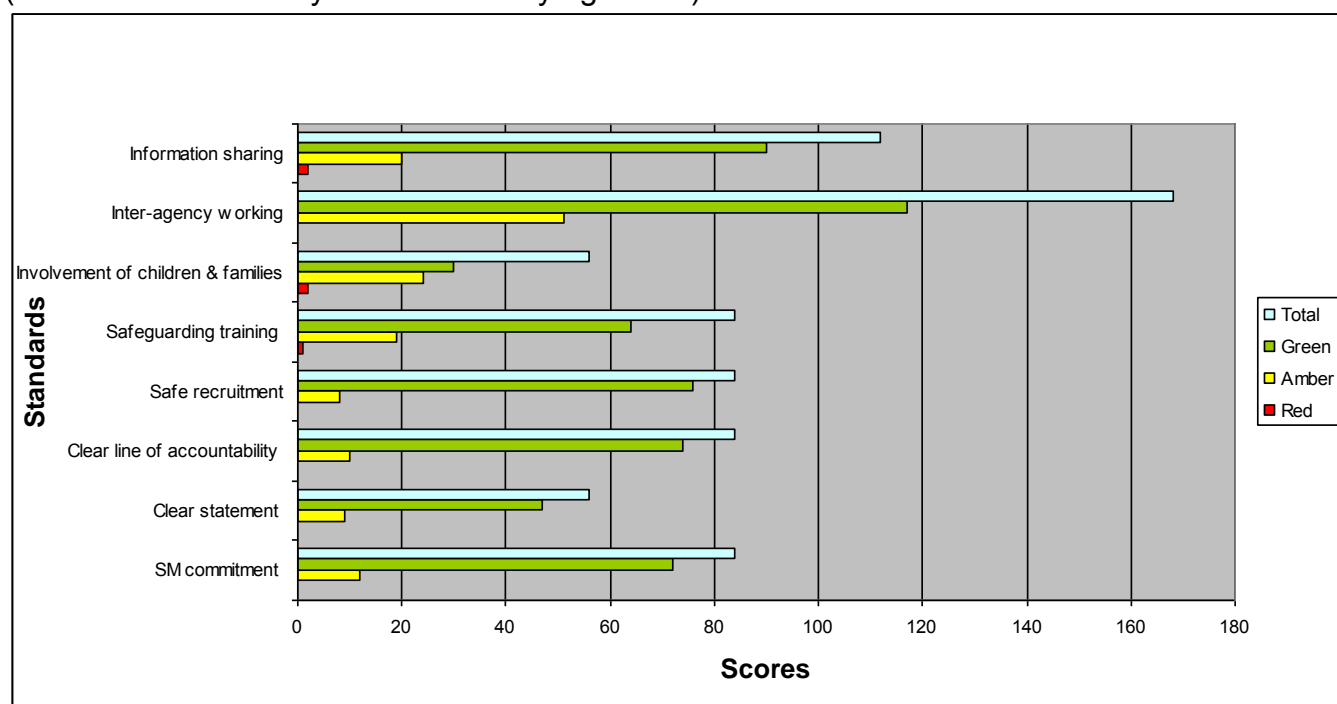


Figure 3: Distribution of Standards and RAG Scores 2013

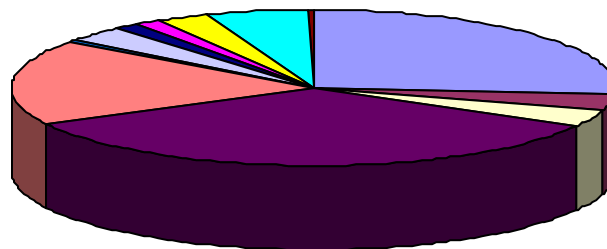
S 11 RAG at a glance 2013																								
STANDARDS																								
Agencies	Senior management commitment			Clear statement of agency's responsibilities			Clear line of accountability			Safer recruitment			Staff training			Views of children and families			Effective inter-agency working			Information sharing		
	Red	Amb	Green	Red	Amb	Green	Red	Amb	Green	Red	Amb	Green	Red	Amb	Green	Red	Amb	Green	Red	Amb	Green	Red	Amb	Green
Children's Services - Social Care	Red		2	1	Red				2	Red		1	2	Red				3	Red				2	2
Children's Services - YOT	Red			3	Red				2	Red			3	Red				3	Red			6	Red	4
Norfolk Constabulary	Red			3	Red				2	Red			3	Red				3	Red			2	Red	4
Norfolk Sullfolk Probation Trust	Red		1	2	Red				2	Red			3	Red				3	Red			1	2	2
NNUH	Red			3	Red				2	Red			3	Red				3	Red			2	3	4
JPUH	Red		1	2	Red				2	Red			3	Red				3	Red			4	2	4
QEUH	Red			3	Red				2	Red			3	Red			1	2	Red			1	3	4
NSFT	Red			3	Red				2	Red			3	Red			1	2	Red			2	4	4
NNCH	Red			3	Red				2	Red			3	Red				2	Red			1	1	3
ECCH	Red			3	Red				2	Red			3	Red			1	2	Red			2	6	2
Norwich City Council	Red			3	Red				2	Red			3	Red			1	2	Red			2	6	4
Broadland District Council	Red			3	Red				2	Red			3	Red				3	Red			2	6	4
South Norfolk District Council	Red		1	2	Red				2	Red			2	1	Red			3	Red			3	6	3
North Norfolk District Council	Red			3	Red				2	Red			3	Red				3	Red			2	6	4
Breckland District Council	Red		2	1	Red				1	1	Red			2	1	Red			3	Red			2	2
GYM BC	Red			3	Red				2	Red			3	Red			2	1	Red			1	1	4
Kingslynn Borough Council	Red			3	Red				2	Red			3	Red			1	2	Red			2	6	4

Appendix 2: NSCB Multi Agency Training Attendance Data

Financial Year 2013-14 – Final Data

Course	Number of courses/ Places available	Total Attendees	Percentage of places used	Total number of attendees per agency													
				Children's Services	MASH	Early Years	Adult Services	Health (Total)	Schools	Children's Centres	Police	District Councils	YOT	N&S Prob	Vol Sector	CAFCAS S	Private Schools
Supervision Skills - 2 day course	4 / 80	67	84%	11		6		33				1	1	1	12		
Supervision Skills - Follow up Day 3	4 / 80	61	83%	9		5		33				1	1	1	11		
Substance Misuse	5 / 100	74	74%	31	3			20	12		1			3	4		
Physical Harm	4 / 100	47	47%	16	3			20	6	1				1	1		
Neglect	7 / 175	144	82%	42	6	1		67	31	2	1			2	1		
MAPPA - 1/2 day course	2 / 40	25	63%	2	1			12					1	10	1		
Emotional Harm	6 / 150	109	73%	33	5			38	27		1			1	4		
Domestic Abuse	6 / 150	101	67%	27	6	1		40	18	1				2	5		
CP Conference	4 / 80	77	96%	16		8		21	15		5	3	1		9		
Sexual Abuse	5 / 125	70	56%	21	4			22	14		2	1	1	4	1		
MA Assessment	12 / 300	207	69%	24	5	25		61	65	3	1	5	2	1	10		3
Sexually Abusive Behaviour	6 / 150	113	75%	46	6			35	15			1	3	5	3		
CSE	5 / 125	114	91%	28	5	0	0	27	16		25	2	4	4	3		
Disabled Children	4 / 100	44	44%	22	1			9	8			1		1	4		
Warner Training	2 / 24	22	92%	7	0	1		5	2			2	3		2		
Working with Parents	3 / 75	64	85%	21	1			16	11		4	2	1	4	4		
TOTALS	78 / 1834	1339	73%	356	46	47		459	240	7	40	19	18	40	75		3

NSCB Training Attendance Data 2013-14



Children's Services 356	MASH 46	Early Years 47
Adult Services	Health 459	Schools 240
Children's Centres 7	Police 40	District Councils 19
YOT 18	Probation 40	Voluntary Sector 75
CAFCASS	Private Schools 3	

Health Data Broken Down

Course	Community Health		Acute Trusts (Hospitals)			Mental Health	Other	TOTALS
	ECCH	NCH&C	JPUH	NNUH	QEH	NSFT	NHS Norfolk	
CP Conference		14	1		1	5		21
CSE	1	2	8	7		7	2	27
Disabled Children		8				1		9
Dom Abuse		14	6	1	2	17		40
Em Harm	1	16	1			20		38
MA Assessment	3	29	4	1		23	1	61
MAPPA		1				11		12
Neglect	2	31	6		1	27		67
Phys Harm	1	15			1	3		20
Sexual Abuse		7		3		12		22
Sexualised Behav		12	1	1		21		35
Subs Misuse		11	1			8		20
Sup Skills	2	21	2	2	1	5		33
Sup Skills Day 3	2	23	2	1		5		33
Warner		5						5
Working with Parents		13				3		16
TOTALS	12	222	32	16	6	168	3	459

District Councils Data Broken Down
(aligned with LSCG structure)

Course	City & South		North & East			West & Breckland		TOTALS
	Nch City	S Norfolk	N Norfolk	Broadland	GYBC	KL & WN	Breckland	
CP Conference	1					1	1	3
CSE	2							2
Disabled Children	1							1
Dom Abuse								0
Em Harm								0
MA Assessment	2					1	2	5
MAPPA								0
Neglect								0
Phys Harm								0
Sexual Abuse	1							1
Sexualised Behav	1							1
Subs Misuse								0
Sup Skills	1							1
Sup Skills Day 3	1							1
Warner				2				2
Working with Parents	2							2
TOTALS	12	0	0	2	0	2	3	19

Children's Services Committee

Item 16

Report title:	Getting in Shape Locality Accommodation Strategy
Date of meeting:	12th May 2015
Responsible Chief Officer:	Sheila Lock, Interim Director of Children's Services
Strategic impact <p>A key principle of Children's Services improvement, staffing, and budget strategies is reducing demand by meeting need earlier. To achieve this requires staff to be located closer to families and on a locality footprint that supports integrated working with key partners. Current accommodation is hampering this. The Getting in Shape process includes delivery of early help, social care, and education inclusion services via six localities matched to District Council boundaries. Children's Services need to match their service delivery locations more closely to the geographical distribution of need. In particular, a local presence is required in Thetford and Fakenham in addition to existing offices. This proposal will support the strategic aims of the Children's Services improvement programme, deliver financial savings through reducing demand by meeting need better, and align with corporate developments to deliver services more locally. Children's Services will ensure their accommodation strategy is at least cost-neutral in impact on revenue budgets within the current financial year by balancing additional accommodation costs with reduced costs of delivering services.</p>	

Executive summary

Recommendations:

The Children's Services Committee are asked to consider the report and agree that;

- The Committee endorses the principles of the approach set out as being essential to the implementation of the Children's Services improvement programme and the Getting in Shape restructure and agrees the Director of Children's Services proceeds to implement the proposals in Section 1.
- Committee recommends that Policy & Resources note this development of the Council's strategy for management of its property assets as complementing previous decisions to concentrate office services in three locations (Norwich, Kings Lynn, and Great Yarmouth) by providing suitable accommodation for the delivery of services direct to children and families on a locality footprint.

1. Proposal (or options)

- 1.1 Children's Services are proposing a Locality Staff Base network supported by new model of delivering services "where families are" via One Public Estate programme involving all our public sector partners. Would include schools and colleges, Children's Centres, GP Surgeries, Health providers, District and Town Councils, and community-run facilities.

1.2 Recommendations are proposed as follows for Locality Staff Bases:

- West Norfolk Priory House (current lease)
- Norwich Carrow House retained pending suitable replacement
- Breckland 1 Breckland Business Centre, Dereham (current lease)
- Breckland 2 initial location under negotiation) with longer term development at Charles Burrell High School.
- South Norfolk District Council Early Help Hub, Long Stratton (current lease)
- Great Yarmouth Havenbridge House (current lease) plus Shrublands (NCC)
- North Norfolk 1 District Council, Cromer (current lease)
- North Norfolk 2 Fakenham (location under negotiation)
- Broadland Thorpe Lodge (replaces Lakeside 500 with new lease)

1.3 The above locations would support Children's Services strategic approach to reducing demand, improve morale for staff working directly with families, and deliver better outcomes for children. They would also provide a foundation for developing locality working across Norfolk County Council services at corporate level with coherence with the One Public Estate initiative promoted by DCLG as an approach for making the best use of public sector assets. As such it is consistent with a corporate strategy for making the most efficient use of Norfolk County Council property.

1.4 It is proposed that Children's Services be able to enter into new leasing arrangements for service delivery accommodation where a cost-benefit analysis demonstrates that needs can be met more efficiently by doing so and that the arrangement is at least cost-neutral when compared with existing provision.

1.5 Accommodation used by Children's Services will also be available for use by partner agencies and other Norfolk County Council services in accordance with the "One Public Estate" principles and where this enhances the service provided to children, young people, their families, and the community in which they live.

2. Evidence

2.1 The current corporate property strategy of centralising office accommodation in three main locations in Norwich, Kings Lynn, and Great Yarmouth has benefits in reducing costs for services that deliver strategic and administrative functions. However, for Children's Services work with families requiring support via early help, social care, or education inclusion it creates barriers to efficient and effective service delivery and requires additional resources to be deployed. Examples of these barriers are

- Difficulty in integrating services with key partners including Police, District Councils, NHS Clinical Commissioning Groups and NHS service providers. Children's Services can only meet its statutory duties through close partnership working with these partners as each has part of the resources needed to support children and families.
- Increased difficulty for children and families who need to access services. Families face additional cost and infrastructure challenges in getting the support they need at an early stage. This is particularly true in small market towns and rural areas where social isolation is compounded by challenges of public transport and internet access. The impact of this is that needs remain unmet until they have escalated to higher levels more difficult and expensive to resolve.

- Inefficient use of staff time consequent on offices not being close to where services need to be delivered. Children's Services staff have high levels of visiting families at home and in universal services such as schools. Over the past year new technology has reduced some need for travelling but it remains the case that staff working directly with families spend too much time travelling with impact on productivity, business mileage costs, and the County Council's carbon footprint.
- County Hall in Norwich is not suitable for direct service delivery to families. Services already located here, such as Youth Offending Team, experience difficulties in engaging with clients and meeting their needs. The location of further services delivering direct interventions to vulnerable or challenging families will compromise the effective provision of office services as planned in the Council's current property management strategy.

2.2 A key principle of Children's Services improvement, staffing, and budget strategies is reducing demand by meeting need earlier. To achieve this requires staff to be located closer to families and on a locality footprint that supports integrated working with key partners. As outlined above current accommodation is hampering this.

2.3 In light of the above a review of accommodation needs was carried out. This included

- Analysis of demand from families. This identified small market towns and rural areas as places where families were generating a high number of contacts with social care, and where other measures such as the Early Years Foundation Stage Profile showed poor outcomes for children. It also showed differences in the nature of contacts with, for example, high numbers relating to early years in some towns and hotspots of concern about teenagers in West and South Norfolk. Overlaying the map of need with current service delivery locations identified significant gaps in coverage. Maps of need are available as background papers via the link in Section 5.
- Consultation with staff on the Getting in Shape proposals has identified that a locality accommodation strategy will motivate staff, many of whom would prefer to work closer to the families they serve. Staff are very clear about the benefits of closer integration with partners.
- Identification of suitable accommodation in Fakenham and Thetford via NPS, site visits, and initial scoping of refurbishment and running costs.
- Piloting arrangements for co-locating with partners via a lease on the Early Help Hub utilising surplus space in South Norfolk District Council offices at Long Stratton. Long term evaluation is in progress but initial results demonstrate improved partnership working and examples of meeting families' needs better and earlier.

3. Financial Implications

- 3.1 The proposal is at least cost-neutral on the principle that additional accommodation costs will be balanced by reduced travel costs and the ability to meet demand with lower levels of staffing than would otherwise be required.
- 3.2 Benefits to other Norfolk County Council service departments of access to additional delivery locations have not been included in the business case modelling as Children's Services wish to ensure proposals are deliverable on a cost-neutral basis within their own controllable budget.
- 3.3 The implementation of this strategy to support the Getting in Shape improvement programme is critical to the financial strategy of reducing demand by meeting need better. Initially, this will enable Children's Services to deliver existing savings commitments. If this strategy is not delivered these commitments are at risk of not being delivered.
- 3.4 Analysis of business mileage has been carried out to quantify direct costs and guide estimates of lost productivity. Modelling the impact of opening two additional offices in Thetford and Fakenham has shown a saving of £94,000 (£45,000 mileage and £49,000 staffing) in reduced mileage costs and the ability to meet need with fewer staff. This is broadly equivalent to the costs of leasing suitable accommodation in these two towns. The expected productivity improvements have been built into Children's Services' Getting in Shape proposals. If the locality accommodation strategy is not implemented proposed staffing levels will need to be increased. Locating staff delivering services across Broadland at the District Council at Thorpe Lodge rather than County Hall as proposed by the current strategy delivers savings in mileage and productivity that balance the annual costs of leasing space at Thorpe Lodge in less than two months.
- 3.5 Additional savings of a similar nature would be realised by other NCC services using the new locations as service delivery or staff touchdown points. Further modelling should be carried out by the Corporate Property Team to identify potential savings.
- 3.6 Feedback from Corporate Property Transformation Board identified potential benefits for the local economies of towns where additional service delivery locations are in place. In this way, this strategy contributes to the Real Jobs element of the Putting People First priorities.
- 3.6 Further detail is available in the business case via the link in Section 5.

4. Issues, risks and innovation

- This report draws on consultation with staff, partner agencies, the Chair of Children's Services Committee and cross-party spokespersons, Interim Director of Finance, the Head of Property Management, and the newly established Corporate Property Transformation Board including representatives from other NCC service departments.

- Changes to the Council's planned property portfolio and asset management plan will be required. Key to the Children's Services approach is agility in locating services in response to need. Need will change over time reflecting changing demographics and success in meeting current patterns of demand. Accordingly, leasing will be more appropriate than ownership. This will change the balance of costs from capital investment towards revenue expenditure. Decisions on location and type of accommodation will require more robust cost-benefit analysis and this will deliver benefits as fewer properties are retained in areas of low need. There may need to be revisions to the current programme of disposals but overall this approach will support a reduction in the Council's overall property portfolio.
- Staff will benefit from being located closer to the families they work with. Reduced travel and unproductive time will improve job satisfaction. Staff have commented positively on the Locality model. Where individual staff are relocated the provisions of the Council's policies will apply.
- The proposals will reduce the need for staff travel and will help reduce Norfolk County Council's carbon footprint.
- Leasing accommodation will help to ensure health and safety risks arising from unsuitable premises will be reduced. Reduced need to travel will lower the risk of staff being involved in accidents.

5. Background

The following background papers are available

Maps of Need can be found [here](#)

CP-CIN area mapping NN and Broadland can be found [here](#)

Business Case can be found [here](#)

No appendices have been submitted with this report.

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:

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