

Children's Services Committee

Date: **Tuesday, 12 September 2017**

Time: **10:00**

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

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

Membership

Mrs P Carpenter - Chairman

Mr D Collis Mr G Middleton

Ms E Corlett Mr R Price

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

Mr J Fisher Mr B Stone

Mr R Hanton Mr V Thomson

Dr E Maxfield Mrs S Young

Church Representatives

Mrs H Bates Mr P Dunning

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

Julie Mortimer on 01603 223055 or email committees@norfolk.gov.uk

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A g e n d a

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

2. To confirm the minutes of the Children's Services Committee meeting held on Monday 26 June 2017.

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3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 7 September 2017**. For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk.

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

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 7 September 2017**.

7. Integrated Performance and Finance Monitoring 2017-18	Page 20
Report by the Interim Executive Director of Children's Services.	
8. Norfolk County Council Adoption Agency Annual Review	Page 66
Report by the Interim Executive Director of Children's Services.	
9. Statement of Purpose of Norfolk's Fostering Services Annual Review	Page 92
Report by the Interim Executive Director of Children's Services.	
10. Annual Review of Norfolk Residential Service	Page 124
Report by the Interim Executive Director of Children's Services.	
11. Norfolk Youth Justice plan 2017-18	Page 138
Report by the Interim Executive Director of Children's Services.	
12. Strategic and Financial Planning 2018-19 to 2021-22	Page 188
Report by the Interim Executive Director of Children's Services.	
13. Report from Corporate Parenting Board to Children's Services Committee	Page 203
Report by the Interim Executive Director of Children's Services.	

Group Meetings

Conservative	9:00am Leader's Office, Ground Floor
Labour	9:00am Labour Group Room, Ground Floor
Liberal Democrats	9:00am Liberal Democrats Group Room, Ground Floor

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

Date Agenda Published: 05 September 2017



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Children's Services Committee

**Minutes of the Meeting Held on Monday 26 June 2017
10am, Edwards Room, County Hall, Norwich**

Present:

Mrs P Carpenter – Chairman

Mr D Collis

Mr S Dark - Vice-Chairman

Mr S Eyre

Mr T Garrod

Mr R Hanton

Mr E Maxfield

Mr R Price

Mr M Sands

Mr M Smith-Clare

Mrs A Thomas

Mr V Thomson

Mrs S Young

Voting Church Representatives

Mrs H Bates

Mr A Mash

The Chairman welcomed everyone to the first Children's Services Committee under the new Administration and round the table introductions were made.

1 Apologies and substitutions

- 1.1 Apologies were received from Mr J Fisher (Mr S Eyre substituted); Mr B Stone (Mr T Garrod substituted); Mr G Middleton (Mrs A Thomas substituted) and Ms E Corlett (Mr M Sands substituted).

2 Minutes

- 2.1 The minutes of the meeting held on Tuesday 14 March 2017 were agreed as an accurate record by the Committee and signed by the Chairman.

3 Declarations of Interest

Mr R Hanton declared an other interest as his daughter-in-law is a teacher at a school in Dereham.

Mr R Price declared an other interest has some of his family Members are teachers.

Mr V Thomson declared an other interest as his son has a Norfolk County Council care plan.

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

Mr M Sands declared an other interest as his wife is a teacher.

Mr M Smith-Clare declared an other interest as he provides an independent training service in Great Yarmouth.

4 Items of Urgent Business

- 4.1 The Chairman advised the Committee that a one minute silence would be held at 12 noon for the victims of the Finsbury Park attack.
- 4.2 Members were also reminded that there would be a Children's Services Induction stall event after the meeting from 1pm in the marble map area and urged Members to attend.

5 Public Question Time

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

6 Local Member Issues/Member Questions

- 6.1 No Local Member questions were received.

7 Integrated Performance and Finance Monitoring 2016-17.

- 7.1 The Committee received the report by the Interim Executive Director of Children's Services setting out the performance data, information and analysis presented in the vital sign report cards. The Committee was asked to review and comment on the performance data and determine whether the recommended actions identified were appropriate or whether another course of action was required.
- 7.2 The Interim Executive Director of Children's Services advised that Norfolk County Council had placed an advertisement in the Municipal Journal to recruit an Executive Director of Children's Services. It was hoped that the interview process would be concluded before the summer break.
- 7.3 The Interim Executive Director agreed to pass on the best wishes of the Committee to Cathy Mouser, Assistant Director Social Work, who remained poorly from serious illness.
- 7.4 The following points were noted in response to questions by the Committee:
- 7.5 Support for Educational Improvement
 - 7.5.1 The Committee noted the following correction to the final paragraph of number 2.2.4 on page 18 of the agenda (End of Primary School – Key Stage 2 (age 11) Testing and Assessment):

“Across Norfolk in 2016 standards at Key Stage 2 showed considerable variation with ~~60%~~ 50% of pupils achieving the expected standard in all of reading, writing and mathematics compared to ~~63%~~ 53% nationally. Feedback
- 7.6 Early Help

- 7.6.1 A small multi-agency working group had been convened to develop an all-age early help strategy. An update on the progress with the strategy would be reported to the Early Help Improvement Board at its next meeting.
- 7.6.2 Reasons for the delay in early help cases being allocated after referral could be due to a number of reasons, such as the need to contact families for further information.
- 7.7 Social Work
- 7.7.1 Queries were raised about the percentage of Section 47 Assessments being completed in timescale and the worsening of performance in this indicator. The Interim Executive Director explained that the recent decline could be attributed to two factors:-
- i) Greater emphasis on quality meaning weak assessments were being sent back to be redone and thereby slipping out of time, and
 - ii) Where social workers realised a Section 47 assessment was not appropriate and putting those low risk assessments to be closed NFA (Not for action) to one side, sometimes slipping out of time.
- 7.7.2 With regard to the percentage of children becoming subject to a Child Protection (CP) Plan for a second or subsequent time being higher than statistical neighbours and national averages, the Committee was reassured that the department was auditing all second or subsequent referrals to ascertain the reasons for re-referral. There was a range of activities within the Ofsted Improvement Plan to target improvement in this area.
- 7.7.3 Work was being undertaken with the Norfolk Safeguarding Children's Board to develop a Section 47 threshold document all agencies could use when considering whether Section 47 requirements were met before making a referral. This would mean all agencies had a list of descriptors to more effectively filter cases which should reduce the number of unnecessary referrals. If cases did not meet the Section 47 threshold, the Committee was reassured that an adequate system was in place for Early Help colleagues to follow up and assess cases at a lower level within the system. Weekly meetings were held between managers and social workers to determine levels of support for those families deemed to need a lower level of support.
- 7.7.6 The Interim Executive Director confirmed that Children's Services had the resources in place to deliver the current Ofsted Improvement Plan. He explained that to come out of intervention Children's Services need to be rated at least "requires improvement" overall at the next full Ofsted re-inspection, which will come in the next 3-9 months. The Interim Executive Director confirmed that there was still much to do, but that overall, he was optimistic that Children's Services could emerge from Intervention and be rated "good" at the end of the three year plan.
- 7.7.7 It was expected that the latest Ofsted Monitoring letter would be published on 6 July 2017.

7.7.8 Members noted that the report included end of year figures for 2017, but asked that ways of providing more timely data be considered. In response, it was noted that the Committee Members would be receiving monthly statistics in the near future.

7.8 Finance

7.8.1 The increase in post-16 and mainstream Home to School/College transport costs was acknowledged, together with the high expense incurred in transporting children from home to school.

7.8.2 The Interim Executive Director gave a verbal update on the Period 2 forecast as follows:

- An early financial forecast had been undertaken for the department, which had shown some emerging pressures.
- Reduced savings achievement were forecast in relation to the review of Education Services due to the extended general election purdah period and the Troubled Families grant from central government was forecast to be lower than originally expected.
- There was also an expected overspend relating to the contract costs of specialist intervention and support for children with behavioural and mental health needs, and their families. A change in commissioning strategy has meant we were continuing with the contract and new funding needed to be identified.
- These costs combined were expected to be in the region of £2m. Subject to further investigation by officers, options to use Section 106 monies to offset the one-off shortfall in savings would be brought to future Committee meetings.
- In addition the forecast for Looked After Children costs currently anticipated a £1m overspend on the basis of the current numbers of Looked After Children and the current mix of services provided. An action plan was being developed with the intention of mitigating the projected overspend; details of which would be reported to future Committee meetings.

7.8.4 The average cost for a Looked After Child (LAC) was between £50k and £60k per year, although the costs varied greatly and substantially increased for young people placed in residential care. It was also expected that the Edge of Care project with Barnardo's would help to reduce LAC costs. Please see additional information at Appendix B to these minutes.

7.9 The Committee **NOTED** the report.

8 **School Organisation – Current Consultation Proposals**

The Committee received the report by the Interim Executive Director of Children's Services providing information about three proposals for school organisational change in the public domain. The report also outlined the powers of the County Council, the consultation process and how decisions were made following consultation.

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

8.1.1 As the final phase of the housing development at Bowthorpe was built, the required number of school places would become clear. Discussions were taking place with Norwich City Council about acquiring a possible site, although there was no clear

indication of when the County Council's proposals for school organisation would be ready for consultation.

- 8.1.2 The Committee noted the extant consultation in the northern part of Great Yarmouth. With the current arrangements, substantial investment would be needed at both Alderman Swindell Primary School and North Denes Primary School to effect the accommodation improvements for a full primary phase school. If all children were on one site, the investment could be in significantly better facilities for the whole area.
- 8.1.3 If a decision was made to close Alderman Swindell School, the property would be considered for future educational use by Children's Services Department. There was a strong case to use the school for children with special or additional learning needs.
- 8.2 The Committee **RESOLVED** to:
- Note the Council's powers in respect of school organisation,
 - Note the three extant consultation exercises and offer the comments above on the current consultation exercise for north Yarmouth to inform the Director's decision on whether to proceed to Statutory Notice after the end of the consultation period.

9 Children's Services Schools Capital Building Programme

- 9.1 The Committee received the report by the Interim Executive Director of Children's Services providing it with a summary of schools capital funding sources; a reiteration of the priorities which underpin the programme and the financial scale across priorities; a summary of the scale and location of new places provided across the county since 2014; proposals developed by Capital Priorities Group for amendments to the existing programme as it rolled forward; a schedule of proposed new schemes to enter the programme; a schedule of school sites which were likely to become available for alternative use or disposal during the course of programme implementation; a financial summary of the proposed forward programme. The report was based upon the advice and recommendations of the outgoing Capital Priorities Group at their meetings in January, March and April 2017.
- 9.2 In response to questions by the Committee, the following points were noted:
- 9.2.1 Section 106 Agreements required a developer to agree to pay a sum of money once a specified number of houses had been built or were occupied. Section 106 Agreements were legally binding so Norfolk County Council could be confident that all Section 106 money would be received if the houses were built, provided the developer remained in business.
- 9.2.2 Community Infrastructure Levy (CIL) money required a different approach and there was less assurance around this money being received. The Capital Priorities Group would be receiving additional information on CIL money at its first meeting.
- 9.2.3 A Norfolk County Council owned property at Hooper Lane, Sprowston was being considered for providing school places for pupils who had been permanently excluded from other schools, although this was in the very early stages of a feasibility study at present. If it was decided to take this proposal further, a consultation exercise would need to be carried out before any arrangements were finalised.

9.3 The Committee **RESOLVED** to

- Endorse the basis of programme prioritisation for the coming three years.
- Endorse the proposed amendments to the programme and introduction of new schemes.

10 Permanent Exclusions Action Plan Update

- 10.1 The Committee received the report by the Interim Executive Director of Children's Services providing it with an update on the current rate of exclusions, actions taken to date in line with Members' recommendations and ongoing plans to address the issue into the new academic year.
- 10.2 The Committee agreed to the addition of a further recommendation – "to continue with the action plan agreed previously by the Committee".
- 10.3 The following points were noted in response to questions by the Committee:
- 10.3.1 Norfolk County Council had a responsibility to find suitable placements for young people who had been permanently excluded from school. Some work was needed to identify how funding could follow the young person to the new school or the special school facility.
- 10.3.2 The variation in how inclusive some schools were was recognised and many schools did not exclude any pupils, working with all parties to avoid exclusion. Some work was being carried out to ensure schools knew what services were available and where to find those services and to work with schools to avoid permanent exclusion. The current education services review would examine the staff resources allocated to this work.
- 10.3.3 Members raised concern about possible practices of some schools encouraging parents to remove pupils who were in danger of being excluded and were reassured that work was being undertaken to find evidence to support this and to discourage this practice where identified.
- 10.3.4 The word "exclusion" was a nationally used term. Schools had a legal right to exclude children, although this should be done as a last resort. Where it was considered this was not used as an act of last resort, work was being undertaken with the school to try to identify alternative solutions.
- 10.3.5 In many of the exclusion cases, there was a trajectory indicating a period of unacceptable behaviour, although in a minority of cases, children acted irrationally in a dangerous or unacceptable manner which led to a period of exclusion.
- 10.3.6 Norfolk County Council attended the majority of exclusion hearings, with many academies inviting representatives from Norfolk County Council to attend. There was also a supporting advocacy role to offer help and support to parents.
- 10.3.7 Members welcomed the possibility of the term "exclusion" being replaced by "fresh start" which provided a managed move for an excluded pupil to a new school and was felt a more appropriate term.

- 10.3.8 There were currently 125 children receiving home learning or e-learning whilst they were waiting for a school placement. This figure would reduce to 20 in September, mainly due to year 11 leavers and a reduction in the number of places needed at the Special School for Norfolk. It was recognised that a concerted effort would be needed to make sure there was sufficient provision to meet the need.
- 10.3.9 The Early Help Team provided support for excluded pupils during school holiday periods.
- 10.3.10 The Committee was pleased to note that new places at specialist schools would be coming on stream in the near future.
- 10.3.11 The role of Norfolk County Council in attending exclusion appeal hearings in county maintained schools was to ensure the legal process was correctly followed. Unfortunately there was no longer any legal right to intervene if it was felt the exclusion was not in the best interest of the child, although parents could appeal a decision. Any concerns about inappropriate exclusions in Academies and Free Schools were raised with the Regional Schools Commissioner.
- 10.3.12 At the present time only part of the pupil funding was extracted and passed to new schools, or if a new start school could not be identified the money went towards funding used for specialist provision funded via the High Needs Block.
- 10.4 The Committee **RESOLVED** to
- agree the report and
 - continue with the action plan.

The Committee adjourned at 11.45am and reconvened at 11.57am.

The Committee stood in one-minute silence at 12noon for the victims of the Finsbury Park Attack.

11 30 Hours childcare – Task and Finish Group Report

- 11.1 The Committee received the report by the Interim Executive Director of Children's Services, presenting it with a report of the 30 hours Childcare Task and Finish Group set up by the previous Children's Services Committee.
- 11.2 The following points were noted in response to questions by the Committee:
- 11.2.1 It was recognised that the 30 hours provision for eligible 3 and 4 year olds would be a challenge, particularly in rural Norfolk. Some work was being carried out to encourage providers to work with other providers to try to reach a solution.
- 11.2.2 A suggestion was made about seeking support from other County Councils and making a request for additional funding from the Government. In response, it was acknowledged that the Leader and Deputy Leader of the County Council attended County Council Network meetings where the issue of rurality had been raised on a number of occasions. The rurality and funding issue was on Norfolk County Council's political radar and it was considered that the best way of joining with other shire counties and putting forward requests for additional funding to the Department for Education (DfE) in future should be led through this network. The Deputy Leader

agreed to take forward funding issues on behalf of the Committee and also raise any other issues the Committee identified at future meetings.

- 11.2.4 There were currently three teacher-led nursery schools in Norfolk. Being teacher-led meant these nursery schools attracted additional funding.
- 11.2.5 Members considered the proposal put forward by Mr M Sands to write to the Government putting forward a request for additional funding, but felt that the Committee should wait until there was more information available about the challenges faced and what effects the roll-out may have. The Committee agreed to receive a report at a future meeting.
- 11.3
- The Committee **noted** the proposals made by the 30 hours Task and Finish Group in respect of the new proposals for the funding of childcare provision and their implications for Norfolk and
 - Agreed to reconstitute the Task and Finish Group in December to review the situation post-implementation of the national roll-out.

12 Unregulated Accommodation Briefing

- 12.1 The Committee received the report by the Interim Executive Director of Children's Services providing an introduction to the type of provision, profile of young people placed and to current and planned activity in relation to unregulated accommodation.
- 12.2 The following points were noted in response to questions by the Committee:
- 12.2.1 It was confirmed that Unregulated Accommodation was not subject to Ofsted Inspection.
- 12.2.2 Unregulated accommodation was generally geared towards helping young people gain independence. A Transition Panel met regularly to discuss the cases of those young people who required additional, or higher levels of support and to help young people manage their lives and become self-sufficient, in a non-institutionalised way.
- 12.2.3 The importance of Adult Social Care involvement in the transition of young people was recognised.
- 12.2.4 The age range mix would need to be carefully considered in any shared accommodation.
- 12.3 The Committee **RESOLVED** to
- **note** the report, and
 - Authorise Officers to develop a feasibility study in relation to the use of NCC properties as accommodation for care leavers.

13 Corporate Parenting Board

- 13.1 The Committee received the report by the Interim Executive Director of Children's Services setting out a proposal to replace previous arrangements known as the "Corporate Parenting Executive Group".
- 13.2 The Committee **agreed** the following Membership of the Board:

Chairman of Children's Services Committee – Penny Carpenter
Vice-Chair of Children's Services Committee – Stuart Dark
Labour Group Spokesperson for Children's Services - Emma Corlett
Liberal Democrat Group Spokesperson for Children's Services – Ed Maxfield
Children's Services Committee Conservative Member – Ron Hanton

13.3 The Committee was reminded that all County Councillors shared a responsibility as corporate parents for looked after children.

13.4 The Committee **RESOLVED** to:

- **Agree** to the adoption of the proposed Terms of Reference, as set out in Appendix 1 of the report, and
- **Agree** the Membership of the Corporate Parenting Board as set out in paragraph 13.2 above.

14 Internal and External Appointments

14.1 The Committee received the report by the Managing Director setting out the outside and internal appointments relevant to Children's Services Committee. The Committee was asked to review and make appointments to the external bodies, internal bodies and Champions positions.

14.2 The Committee **RESOLVED** to

Make appointments to those external bodies, internal bodies and Champions positions as set out in Appendix C to these minutes.

The meeting closed at 12.50pm

Chairman



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Item 5 - Public Questions for Children's Services Committee 26th June 2017

- **Question received from Christopher Hole:**

Open Academy Norwich currently host a Specialist Resources Base which provides specific support for children with autistic spectrum disorder. The management/trust are proposing to close the SRB by the end of next academic year. What guarantees will you make that no child currently at the Open Academy SRB will suffer any loss of SRB provision as a result of closure? ie. that you will ensure that every child gets another SRB placement, not an alternative type of placement?

Reply by the Chairman:

An Academy has to make a business case to the Regional Schools Commissioner to close provision. The Local Authority is working with the Regional Schools Commissioner and the School to ensure that good planning is in place, regardless of the outcome of the consultation relating to Open Academy SRB. We are working now to secure additional SRB places in the event that the case to close is successful. These places will be priority for families affected by any closure at Open Academy.

- **Question received from Bryonie Jones:**

If the closure is stopped and the commission for the SRB at Open Academy is renewed, for how long will this new contract last ie. how can we be sure that this whole thing won't just start again in a year's time?

Reply by the Chairman:

SRB contracts are open ended, dependant on their effectiveness. The intention is that schools who chose to host SRB provision do so for the long term. In the past three year contracts added a level of uncertainty which we want to avoid. All specialist provision is kept under constant review to ensure that it is effective.

Supplementary question:

Will this contractual length be applied retroactively to other SRBs?

This service level agreement applies across all SRBs.

- **Question from Alison Hopley – Headteacher Alderman Swindell Primary School and Nursery (Agenda Item 8 – School organisation)**

Please could you define how the word reorganise is being used in the Executive summary, page 85, bullet point one. This has huge future employment implications for all Alderman Swindell staff. Does it mean to merge and thus create a new school out of an RI School and a Coasting School, where staff from both schools would have fair access to all posts both teaching and non-teaching or does it mean extension of North Denes, where current North Denes staff retain their jobs and surplus capacity is ring-fenced for Alderman Swindell Staff?

Reply by the Chairman:

The Local Authority is in an informal process of consultation with a wide range of stake holders to move children on to a single site. There is as yet no specific 'Proposal' that would offer clarification on staffing.

- **Question from Nicky Newstead**

With the Open Academy SRB threatened with closure by its host Academy and Trust, where are you going to provide suitable alternatives for those students as you are bound by law to do?

Reply by the Chairman:

The Local Authority are working to secure additional SRB places in the event that the case to close is successful. It is not possible to confirm their location until arrangements have been finalised.

- **Question from John Newstead**

Inclusivity is central to Education policy - is there not a legal case to be made against Open Academy and its Trust over their blatant disregard for inclusivity as shown in their reasons for wanting to close and their written responses to us, as follows?: 'Our commitment to being inclusive has meant that in some years we have seen a significant reduction in our GCSE results... which has affected OFSTED judgements and coverage in the local media' - Jon Platten, Principal, Open Academy in letter to us parents of a child currently in the SRB.

Reply by the Chairman:

The Diocese of Norwich Education Academy Trust is consulting as part of statutory regulation a formal process which results in a business case to the Regional Schools Commissioner. The Regional School Commissioner would be duty bound to consider the case in light of the framework. If parents have concerns about the inclusivity of a school that is, in this case, an Academy, they could raise these concerns with the Trust Board.

Norfolk Children's Services Stocktake Operational Improvement Meeting

June 2017

EDGE OF CARE BARNARDO'S PROJECT UPDATE

1. BACKGROUND

- 1.1. The meeting was last formally updated on the progress of the project at the end of March 2017. This paper provides a further update.

2. PURPOSE OF THIS REPORT

- 2.1. The purpose of this report is to update the stocktake meeting on the work of the Edge of Care project, the progress made and any immediate post-delivery issues.

3. PROGRESS UPDATE

- 3.1. The project went live as agreed on 6 June.
- 3.2. The service has been named "New Directions" following a consultation with members of the project team, young people and families. The name was actually generated in a session with young people, facilitated by the NCC participation worker.
- 3.3. The service is divided into 3 teams which will operate across the Council covering the following locations: Kings Lynn and Breckland; Norwich and South; Great Yarmouth, North Norfolk and Broadland.
- 3.4. The team managers for each of those teams are now in place; two of these on a permanent basis and one a locum who had been in a Norfolk team immediately prior to appointment.
- 3.5. The more senior role, the Head of Service, a Barnardo's role, has been advertised and the final interviews will be taking place in July. This role is being covered on an interim basis by Jill Greenfield, one of the Barnardo's senior managers who has been involved in the project from the outset.
- 3.6. The service comprises approximately 35 members of staff, who have been drawn from existing teams across children's services all of whom have some current input into preventing children from becoming looked after. All of these staff (with the exception of the Head of Service and one Team Manager) will continue to be NCC employees, employed under our terms and conditions. The staff were drawn from 4 service areas; Residential Outreach workers, 0-19 Outreach workers, Home Based Care workers and the therapeutic team.

- 3.7. The process for moving staff into the new service went very smoothly. The plans were discussed with staff groups at a number of consultation events and based on those discussions staff made decisions about preferred location and (for some), their specialism.
- 3.8. The key emphasis during this transition period has been on ensuring continuity of service, minimal disruption to families and an incremental approach within a defined timeframe for the service. Staff will continue to work with existing cases with a plan that the majority will be closed within the 3 month transition period.
- 3.9. A key emphasis within the new service has been on developing a highly skilled workforce which really has the skills to work with families who are on the verge of breakdown to provide concrete interventions that will support them to remain together. Access to some of the high level training that Barnardo's is able to offer is central to this process.
- 3.10. The referral pathways into the service have been agreed between the project and the front line social work teams. The overall aim has been to control and manage the work going into the new service so that no referrals come directly from social workers and all are signed off through the edge of care/access to resources panel process which is chaired by a senior manager. The intention is that the service will not be an emergency service although it will respond at short notice to families in crisis.
- 3.11. In relation to cases and case responsibility, primary case responsibility will rest with the allocated social worker who will be outside of the new service. This means that all key decisions about the child (ren), their safety and where they live will be taken in the Norfolk social work teams reinforcing established clear lines of accountability and responsibility.
- 3.12. Finally, the governance arrangements are that the service will report to a Project Board which will be jointly chaired by the Assistant Director, Early Help and the Assistant Director, Barnardo's Eastern Region. This will report into CSLT and the Improvement Board.

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

2017/18 Appointments shown

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

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

Alison Thomas
Graham Middleton

Plus 1 nominated substitute for each member

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

2. Capital Priorities Group - 5

Chairman of the Committee (ex-officio of the Group)

1 Labour (David Collis)

2 Con (Stuart Dark and Vic Thomson)

1 Lib Dem (Ed Maxfield)

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

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

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

2 Con – Barry Stone and John Fisher

1 Labour – Emma Corlett

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

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

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

Central Norfolk – TBA West – Stuart Dark
East – TBA
Substitute Members x 3

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

5. Teachers Joint Consultative Committee – 11

7 Con – Penny Carpenter, Thomas Smith, Colin Foulger, Barry Stone, Vic Thomson, Philip Duigan, and Richard Price
2 Labour - Mike Sands and Emma Corlett
2 LD – Ed Maxfield and 1 TBA

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

6. Youth Advisory Boards

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

7. Virtual School Reference Group (4)

2 Con - Stuart Dark and Tom Garrod
1 Lib Dem – Ed Maxfield
1 Labour (TBA)

8. Small Schools Steering Group (2)

This Group monitors the small schools strategy.

2 Con – Brian Long (Chair) and Stuart Dark

9. Corporate Parenting Board (6)

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

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

10. Joint Road Casualty Reduction Partnership Board (4)

No appointment required – Board deleted by Communities Committee

(b) Outside Bodies

1. Standing Advisory Council for Religious Education (3)

3 vacancies

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

2. Whitlingham Outdoor Education Centre Partnership (1)

Vic Thomson

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

c) Member Champions

Child Poverty – Will Richmond
Young Carers – Colleen Walker

Children's Services Committee

Report title:	Integrated Performance and Finance Monitoring 2017-18
Date of meeting:	12 September 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director Children's Services
Strategic impact Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site.

This report focusses primarily on data as at end of July 2017. However, there are no Education performance entries for this Committee due to schools summer break (a verbal update will be provided at the meeting)

In addition to vital signs performance, this report and its appendices contain other key performance information via the Management Information (IM) Report (Appendix 1).

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

Recommendation:

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

1. Introduction

1.1 Performance dashboard

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

NOTES:

Green is in line with high performing authorities; Amber within 10% (not percentage points) of high performing authorities; Red being more than 10% worse than high performing authorities.

'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.

The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	8.2%	7.9%	14.1%	13.3%	18.0%	11.1%	11.3%	10.1%	13.7%	14.7%	18.4%	16.8%	21.7%	20.0%
		//	//	//	//	//	//	//	//	//	//	//	//	//	
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	24.6%	23.5%	27.2%	25.9%	26.4%	20.0%	23.8%	22.2%	22.6%	26.3%	28.6%	22.8%	24.0%	<20%
		159 / 646	99 / 421	172 / 650	195 / 754	196 / 743	113 / 566	185 / 776	154 / 693	187 / 826	133 / 506	187 / 654	//	//	
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	8.7%	8.6%	9.5%	14.3%	7.8%	12.7%	4.2%	9.8%	7.6%	5.5%	5.7%	16.2%	8.4%	
		//	//	//	//	//	//	//	//	//	//	//	//	//	
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	60.6%	66.9%	73.0%	72.6%	72.5%	70.6%	85.7%	86.7%	81.9%	78.3%	82.1%	79.9%	84.0%	
		1231 / 1953	1246 / 1825	1196 / 1600	1248 / 1656	1250 / 1649	1254 / 1707	1084 / 1265	1052 / 1213	997 / 1218	950 / 1213	958 / 1167	1057 / 1323	//	
{ChS} Child Protection (CP) - % children seen	Bigger	91.6%	89.3%	89.5%	88.8%	87.5%	90.7%	89.1%	84.5%	93.3%	90.5%	90.0%	58.3%	68.6%	100%
		393 / 429	418 / 468	417 / 466	428 / 482	393 / 449	411 / 453	423 / 475	392 / 464	458 / 491	466 / 515	441 / 490	298 / 511	359 / 523	
{ChS} LAC with up to date Care Plan	Bigger	94.8%	97.6%	97.7%	97.8%	97.1%	98.5%	98.6%	98.0%	97.3%	97.1%	96.5%	96.6%	96.6%	100%
		1004 / 1059	1020 / 1045	1031 / 1055	1037 / 1060	1053 / 1085	1083 / 1100	1097 / 1113	1083 / 1105	1075 / 1105	1061 / 1093	1057 / 1095	1066 / 1103	1066 / 1103	
{ChS} LAC with up to date Health Assessment (HA)	Bigger	88.8%	87.6%	88.7%	89.3%	91.1%	88.4%	87.8%	89.4%	86.5%	85.4%	79.9%	78.1%	79.3%	100%
		688 / 775	664 / 758	673 / 759	677 / 758	683 / 750	661 / 748	652 / 743	666 / 745	641 / 741	624 / 731	591 / 740	580 / 743	606 / 764	
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	83.2%	84.4%	88.3%	86.6%	87.6%	91.5%	89.9%	84.4%	82.6%	84.1%	85.9%	83.7%	84.5%	
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1.2 Report cards

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

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

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

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

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

2. Early Help (see also MI report at appendix 1)

- 2.1 For the first time, early help has been able to report using a consistent format to social care, enabling us to more easily review performance as a whole system, although caution is needed in drawing significant conclusions from the data at this stage.
- 2.2 Referrals to our early help and family focus teams are broadly steady, with the expected slight increase as schools broke up for the summer. There is evidence that we are triaging cases more effectively, through the MASH, locality hub arrangements and by talking with partners about the support they are able to offer children, young people and families.
- 2.3 The introduction of the new threshold document has made it much clearer where our early help and family focus teams sit in the continuum of support, enabling us to reduce caseloads and deliver more targeted early help.
- 2.4 Re-referrals appear to be increasing (although in line with rates for social care). For early help, re-referrals can be positive, reflecting families feeling able to step away from our support and making informed decisions about seeking help when they need it. Equally re-referrals can reflect identified needs were not appropriately addressed before closure, or anxieties held by universal partner agencies leading FSP processes. All teams are being asked to routinely review re-referrals.
- 2.5 The volume of 'in-reach' has been increasing, reflecting closer working between teams in localities. This means that early help practitioners are providing more targeted support to cases held by social work teams, enabling cases to step down in a more timely way. Despite this, we are concerned that the volume of step downs from social work to early help and family focus remains low (there may be more cases stepping down to universal services). We are undertaking analysis to understand why these data are low and inform any action needed to ensure cases are ready to step down once this has been agreed.
- 2.6 The next Troubled Families Payment by Results (PbR) claim window will close on 31st October. The DCLG have now confirmed that the current PbR element to the programme will remain until the programme ceases in March 2020. Some revisions to the Financial Framework are being consulted on currently, particularly around the challenging target for Persistence Absence relating to the attendance criteria. Final confirmation of this is expected in Autumn 2017.
- 2.7 DCLG undertook a spot check in Norfolk in July. All of the claims reviewed on the day were agreed accepted through the rigorous audit process. A further 50 claims were required to be audited remotely. We are awaiting formal confirmation and feedback from these claims
- 2.8 Significant work over the Autumn will be undertaken to develop an robust and effective data warehousing system to hold the TF data to enable effective data analysis and programme planning. We are working with NCC's Information Management Team to develop this programme as previous systems have failed to deliver to the specific programme requirements.

3. Social Work (see also MI Report at Appendix 1)

3.1 Contact and Referrals

- 3.1.1 The increase in contacts made in July is largely attributable to the end of the school term. An increase in contacts from Education Services is commonly seen in July, although it is noted that the number is more than a 1000 higher this year than last. Only 18.5% of contacts (the second lowest in the past year) were accepted as referrals, and we can see in the next section (contacts by source) that a significant percentage of contacts from Education Services did not go on to be accepted as referrals. Some work with schools regarding thresholds and the need to maintain these at all times of the year would be beneficial.
- 3.1.2 As stated above, there has been a significant increase in contacts from Education Services in July, which is attributable to the end of term. Whilst this increase was expected, levels of contacts being made are considerably higher than they were 12 months ago and the percentage of the contacts made by education that converted to referral is a concern, dropping from 37.8% to 17.6% (last July the conversion rate remained steady at 34.3%). Looking at a sample of contacts by Education received in July that did not convert to referral to look at the quality of information and thresholds applied would be useful to understand this position and to assist in targeting any additional work needed with our Schools.

3.2 Assessments and S47 Investigations

- 3.2.1 As stated last month, Norfolk continues to do more assessments on children per 10,000 population under 18 than our statistical neighbour and national average (and significantly more than the Eastern Region average) and there is a wide variance across the localities. However the localities have different demographics and areas of need, which will account for some of the variance. For example recent analysis of demand for services in Norwich detailed that the percentage of children living in low-income houses in Norwich is around 50% higher than that seen across the whole of Norfolk and there are clear correlations between the wards with the highest proportions of children living in low-income families and high demand for children's social care intervention.
- 3.2.2 Whilst we continue to undertake significantly more activity per 10,000 population 0-17 year olds than the Eastern Region average, the number has fallen this month and is in line with our statistical neighbour average. A new section 47 investigation form will be launched in the next few weeks, which will enable stand-alone recording of these inquiries and easier reporting and scrutiny of practice.

3.3 Plans

- 3.3.1 CIN plan performance has improved and has not fallen below 78% since January 17. The majority of children that do not have up to date CIN plans are within Assessment teams where it is more likely they do not need a CIN plan but have hit the timescale for one being produced due to delays in closing the case. There continues to be an expectation that managers and workers monitor which children are due or do not have an up to date plan through the weekly exceptions reports and address issues of timeliness in relation to closing cases at the right time for the child and their family.
- 3.3.2 Performance regarding LAC and Care Leavers with up to date plans continues to be very good, particularly in Yarmouth where all Looked after Children have an up to date care plan and only 2 Care Leavers do not have an up to date Pathway Plan. The focus across all localities continues to be about ensuring good quality plans that have a positive impact are being developed, and that these plans are informed by up to date assessments. For example in Norwich the LAC

team has regular workshops on creating good plans and across the county Getting to Good Workshops for Personal Advisors will be held August and September.

3.4 Children in Need (CIN)

- 3.4.1 The numbers of Section 17 CIN risen slightly since September 16. As has been stated in previous reports there is no good or bad performance in relation to number of CIN, although big variances with statistical neighbours can be an indicator of other performance issues. The slight rise could be indicative of practice improving as we have seen CIN numbers rise whilst there have been small decreases in Child Protection cases since March 17. However, we may also now expect to see a fall in CIN numbers as thresholds at MASH are clarified and strengthened.

3.5 Child Protection (CP)

- 3.5.1 Whilst there has been a slight rise in CP numbers this month, it is still well below the highs hit in March and April 17 and we remain below the national and statistical neighbour averages and in line with our Eastern Region neighbours. Approximately one third of all children subject to child protection plans in Norfolk are from Norwich. The rate of children subject to child protection plans in Mancroft Ward is almost 4 times the average rate in Norfolk, and almost double the Norwich rate, this links with the analysis of the Norwich demographic linked to demand for services referred to previously. However, Norwich have seen a significant drop in their CP plan numbers which could be indicative of changes in work practice through the new smaller teams and more scrutiny on their child protection cases following an audit by the HOSW.
- 3.5.2 The timescales for seeing children subject to a CP plan have changed to a minimum of 10 working days from 10th July 2017 to ensure our most vulnerable children are being seen and risk is being assessed. June's data was prematurely changed to reflect the new timescales which explains the sudden drop in percentage of children seen that month. Performance across July has subsequently picked up but we will continue to focus on this measure to ensure that progress continues.

3.6 Looked After Children

- 3.6.1 LAC numbers remain above the Statistical Neighbour and National Averages for rate per 10k under 18s and whilst there were small decreases in the past few months, these have not been sustained. The edge of care service New Directions has now been launched to support social work teams in helping families keep children at home and also to support reunification for some of our looked after children. The impact of this on the numbers of children in our care will be monitored but as stated last month is unlikely to be fully evidenced in data for some months. Due to changes to teams and in some cases boundaries as to where cases sit, examination and comparison of individual locality data is difficult at present, however CareFirst will be updated before the end of August with the new team structure which will allow for clearer reporting.
- 3.6.2 The Independent Reviewing Service continue to use regular exceptions reporting to identify where delay is being reported and establishing whether this is a training issue regarding recording meetings or that a meeting has gone out of timescales. Dip-sampling of 10 of the cases identified as being out of timescales in July shows that they were out of timescales rather than incorrectly recorded, usually by only a few days. Where reviews have not been held in timescales a rationale for this is expected to be recorded on the child's CareFirst record. The performance regarding children being seen in timescales continues to be generally good however the North's figures have dropped significantly since April 2017 (93.8%) to 82.6% (all other localities are over 93%). Whilst it is acknowledged that there have been difficulties in recruiting and retaining staff in the North Teams, the HOSW and team managers do need to formulate a clear plan to address this performance issue.

3.6.3 Whilst there continue to be concerns regarding the capacity of our Health partners to provide the services needed to complete the reviews within timescales, we are now seeing some improvement in the % of LAC having an Initial Health Assessment within 20 working days. This could indicate that NCHC's hope that have timescales should improve as they now have more GPs in place to undertake them is starting to be realise. However this will be closely monitored by the QA Hub and any slip back in terms of Health meeting timescales will be reported to CSLT.

3.6.4 As expected the performance regarding PEPs being completed has improved as the summer term progresses. Case level checks of some of those children who did not have PEPs in the summer term indicates that many were pupils in year 11. It is important that Looked After Children who are transitioning from school to either further education, training or employment have a PEP completed in the last term. The Virtual School will be asked to issue communications to schools and social work teams to remind them of the need to ensure year 11 pupils have their PEPs early in the summer term, to avoid them being missed due to exams or the earlier term end date.

3.7 Care Leavers

3.7.1 Working with care leavers remains a key line of enquiry in all localities. All PAs in all teams are required to attend countywide workshops that are scheduled in the next couple of months regarding good planning and assessment. EET figures are good but we want to be aspirational for our young people and are working hard to improve further. EET is an area that requires constant attention and is particularly challenging given the number of young people with complex health needs who face significant barriers into employment. The teams are forming good working relationships with other support services such as the DWP and Housing Departments.

3.8 Adoption

3.8.1 The average number days between a child becoming looked after and having an adoption placement is lower than the Eastern Region average and the average number of days between placement order and being matched with an adoptive family is in line with the Eastern Region. It is positive that we are seeing a continuing trend of the average number of days between placement order and being matched with an adoptive family decreasing (from 369 days in Oct 16 to 325 days in July 17). It has to be noted that these figures relate to low numbers of children and therefore one or two unusual or complex cases that take longer than average can affect the figures. Longer timescales recorded do not always mean poor performance and quite often are a cause for celebration as they mean that children who have complexities that may make matching difficult have successfully been found adoptive families.

3.9 Caseloads

3.9.1 Localities are working hard to get caseloads within the county policy and the moves to smaller teams should eventually help this. There are however difficulties with staffing in some areas. As previously stated there are particular issues with recruiting and retaining staff in the North which has placed pressure on teams in managing the workflow within the system. The caseloads in the Assessment teams are of particular concern, although it is acknowledged that some of those cases have been assessed as needing no further action and should have been closed. A manager is now working with HR regarding recruitment of social workers and the particular issues some localities have regarding attracting and retaining high calibre agency workers is known by CSLT.

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

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

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

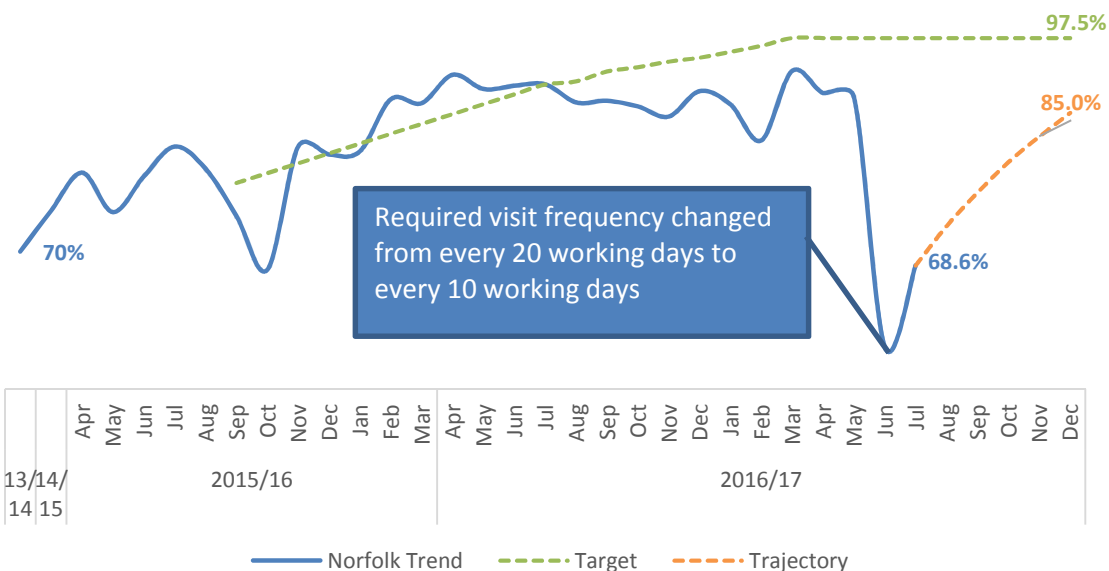
Child Protection (CP) - % children subject to CP Plans seen in timescales

Why is this important?

To ensure the safety and well-being of children on Child Protection Plans, it is important they are visited regularly by an experienced, qualified social worker.

Performance

Percentage of children on CP Plans seen by Social Workers in timescales:



What is the background to current performance?

- Previous performance was consistently above 90% but it was felt that a 20-day frequency of visits did not offer sufficient oversight of children subject to CP plans.
- A change to 10-day frequency of visits has had a predictable initial impact on performance. However, following the initial drop experienced across June, we have seen performance pick up again in July and would envisage that improvement continuing through to our previous levels of performance

Action required

- Ensure the change in requirement is embedded and that performance against this measure is closely monitored

What will success look like?

- Almost all children subject to Child Protection Plans will be seen in timescale and only in exceptional circumstances will there be delays in social work visits.

Responsible Officers

Lead: Fiona Fitzpatrick

Data: Don Evans

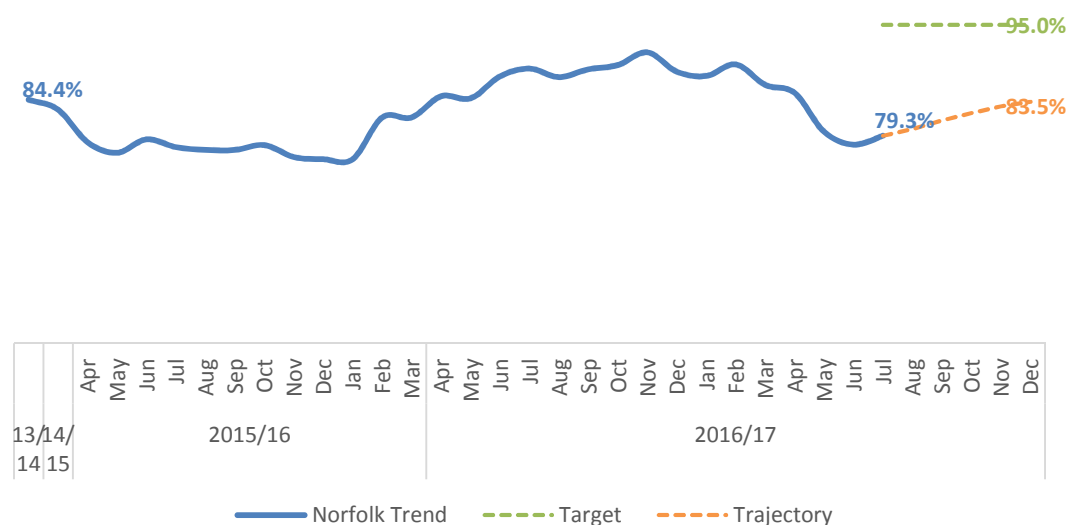
Children who have been looked-after for 12 or more months with up to date Health Assessment (HA)

Why is this important?

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

Performance

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



What is the background to current performance?

- Performance had dropped slightly across the year to date, primarily due to capacity issues in Health. However, we have seen this begin to pick up again across July as those capacity issues have been addressed
- HAs are a specific focus for the Improvement Board where both Children's Services and Health performance is closely scrutinised
- Overall performance continues to be comparable with our statistical neighbour average.

Action required

- Continue to focus on HAs as a specific KPI

What will success look like?

- Almost all children who have been looked-after for 12 months or more will have had their health assessment in timescale, in line with the top performing 25% of local authorities in England.
- The target is for 97.5% of children who have been looked-after for 12 or more months to have had a timely Health Assessment by the end of March 2018.

Responsible Officers

Lead: Fiona Fitzpatrick

Data: Don Evans

4. Financial Implications

- 4.1 This report provides the initial performance and financial forecast outturn information for the 2017-18 financial year to Children's Services committee.
- 4.2 The report sets out the financial outturn data for the period ending 31 March 2018 as at the end of July 2017 (period 4).
- 4.3 The report sets out the variations between the approved budget for 2017/18 and the forecast spending during the year. These are described in paragraphs 5.6 and 5.7 below. The overall financial position covers the Revenue Budget, School Balances and Children's Services Reserves and Provisions.
- 4.4 The main financial points within the paper are:
- The Children's Services revenue budget shows a projected overspend of £1.778m for the 2017-18 financial year;
 - The Schools' revenue budget shows a projected overspend of £0.732m for the 2017-18 financial year;
 - The projected level of Locally Maintained School balances as at 31 March 2018 is £12.155m;
 - The expected level of unused reserves and provisions as at 31 March 2018 is £8.379m, which is a combination of £3.682m for Schools and £4.697m for Children's Services;
 - Management action is being taken to reduce the projected level of overspend.
- 4.5 **Revenue – Prior Period Forecast Position**
- 4.5.1 A verbal update was provided to Children's Services committee in June, which was based upon very early forecast information. This early information suggested a £1m overspend in relation to Looked After Children placements. This early forecast was also reflected within the financial forecast for Norfolk County Council as a whole reported to Policy and Resources committee in July
- 4.5.2 Additionally, it was reported to Policy and Resources committee in July that:
- two Children's Services savings have been rated as RED in respect of 2017-18, representing a savings shortfall of £1.182m. Delivery of savings from changes in the Education Service are forecast to be delayed due to the extended general election purdah period, and the Troubled Families grant from Government is forecast to be lower than originally expected.
 - there is an expected overspend relating to the contract costs of specialist intervention and support for children with behavioural and mental health needs, and their families. A change in commissioning strategy has meant we are continuing with the contract and need to identify new funding. Investigation is being undertaken by officers with respect to options to utilise one-off monies to offset these in-year costs, and a proposal will be brought to future Committee meetings.

4.6 Revenue – Local Authority Budget

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

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Reasons for variance from budget
Forecast Overspends					
Looked After Children - Agency Fostering	15.091	16.016	0.925	6	There has been a significant increase in number of children currently supported compared to the 16-17 average, with a similar cost increase. Part of the £9m one-off investment was allocated alongside the inflationary increase in the budget, but the allocation was based upon the assumption that Independent Fostering Agency usage would remain at 2016-17 levels
In-house LAC fostering	8.767	9.780	1.013	12	The forecast is higher than last year's outturn due to supporting additional children fostered in-house. This shift is in line with management action during 2017-18 to alter the placement mix towards in-house fostering.
Staying-put fostering	0	0.248	0.248	n/a	Additional net cost over and above the government grant received of £0.371m. This level of forecast spend is similar to last year for a similar number of young people supported.
Adoption allowances	0.491	0.664	0.173	35	Similar forecast spend compared to 16-17 outturn
Children with Disabilities client costs	1.412	1.914	0.526	37	Additional costs for extensive nursing support (less health contribution) that were not anticipated when the budget was set
Sub Total of Forecast Overspends			2.885		
Forecast Underspends					

Looked After Children - Agency Residential	11.632	11.167	-0.465	-4	There has been an increase in the number of children currently supported compared to 16-17 average, but the cost increase has not been as proportionately high. Overall expenditure is forecast to be £0.644m higher than 16-17. Part of the £9m one-off investment was allocated alongside the inflationary increase in the budget, and at present this is not expected to be fully spent
Children's Centres	10.150	9.950	-0.200	-2	Review of the current contract arrangements with all the providers has resulted in a small under-spend expected in-year due to the phasing of spend over the whole life of the contracts
Early Help Support	7.281	7.061	-0.220	-3	Vacancies were held in the team in readiness for the New Direction service under the remit of Barnardos
School / College redundancy / pension costs	4.473	4.251	-0.222	-5	Reduced school redundancy costs and reduced number of pension beneficiaries. Budget has been historically reduced on a yearly basis, and will be reviewed to identify further ongoing reductions (which can differ from in-year impact)
Sub Total of Forecast Underspends			-1.017		
Total NCC funded			1.778		

4.7 Revenue – Schools Budget

- 4.7.1 The Dedicated Schools Grant is a ring-fenced grant, made up of three blocks: the Schools Block, the High Needs Block and the Early Years Block that must be used in support of the Schools Budget. The Schools Budget has two main elements, the amounts delegated to schools and the amounts held centrally for pupil related spending.
- 4.7.2 The Dedicated Schools Grant must be accounted for separately to the other Children's Services spending and funding.
- 4.7.3 The following summary table shows by type of budget, the forecast spend for the year where there is a variance to the 2017-18 budget. The table shows the variance both in terms of a cash sum and as a percentage of the approved budget, and the main reasons for the variances.

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Reasons for variance from budget
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FE post 16 High Needs top up funding	2.89	15.766	0.732	25	Additional cost of funding additional FE post 16 high needs places This is a new responsibility that has been passed to the local authority from April 2017.
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4.7.4 It is too early in the year to provide a full forecast for the High Needs Block, but on the basis of previous year's spend and understanding of current trends it is expected that there will be an overspend. Officers are examining how spend can be reduced whilst meeting the needs of Children and Young People and proposals will be reported to future Committee meetings.

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

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

Projected School Balances as at 31 March 2018

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

4.8 Management Action Plan

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

Action to be taken	Expected Impact
Investigate the source of one-off monies	Offset the costs resulting from (i) delays in implementation of Education Services Review implementation; (ii) unfunded contract for specialist intervention and support for children with behavioural and mental health needs and their families contract; and (iii) under-recovery of Troubled Families income
Strengthen management arrangements in social work teams through (i) creation of locality panels; (ii) introducing different approaches to challenging practice; (iii) introducing a different approach to placements and channels into care proceedings; and (iv) looking to reduce unit cost as well as volumes	Reduce the volume of LAC placements increased scrutiny of practice and planning; reduced staff turnover resulting in improved retention of skills, knowledge and expertise; increase in effective casework that, in turn, should reduce the volume of LAC

Recruitment campaign to increase the number of local authority foster carers (including specialist foster carers)	Additional local authority foster carers will facilitate a shift in the placement mix for Looked After Children from residential to fostering, and from Independent Fostering Agencies to in-house fostering; improved matching that should reduce breakdowns and improve outcomes for children, which will result in reduced work associated with dealing with breakdowns and identifying alternative placements
Review of commissioning and placement arrangements to ensure appropriate resources and management oversight in place	Pro-active action to increase sufficiency in the market place to ensure that the right placements are available to meet the needs of the presenting children and young people
Review commissioned contracts and partnership arrangements	Identification of any in-year or ongoing reductions that can be agreed and / or clawbacks that are due
Engagement of support and scrutiny from the Local Government Association	'Critical friend' approach to provide support, advice and constructive challenge to the leadership team to identify potential areas to reduce spend
Subject to agreement by Policy and Resources committee, and subsequently Children's Services committee, a transformational demand management programme will be developed (to begin in earnest from 2018) as part of the County Council's priorities. The potential to accelerate some of the measures to achieve early outcomes in 2017-18 will be examined	Utilisation of one-off investment to achieve improved outcomes for Children and Young People and recurring cost savings

4.9 Reserves and Provisions

4.9.1 A number of Reserves and Provisions exist within Children's Services. The following table sets out the balances on the reserves and provisions in the Children's Services accounts at 1 April 2017 and the projected balances at 31 March 2018. The table has been divided between those reserves and provisions relating to Schools and those that are General Children's Services reserves and provisions

Title/description	Balance at 01-04-17 £m	Balance at 31-03-18 £m	Variance £m	Reason for variance
Dedicated Schools Grant (DSG) reserve	0.000	0.000	+0.000	
Schools				
Schools Non-Teaching Activities	0.733	0.733	+0.000	These are school funds held on behalf of schools
Building Maintenance Partnership Pool	2.001	2.001	+0.000	These are school funds held on behalf of schools
School Playing surface sinking fund	0.106	0.045	-0.061	These are school funds held on behalf of schools
Non BMPP Building Maintenance Fund	0.903	0.903	+0.000	These are school funds held on behalf of schools
Schools total	3.743	3.682	-0.061	
Children's Services				

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

5. Issues, risks and innovation (Risk Register at Appendix 2)

5.1 Appendix 2 shows the list of children's services risks and mitigations.

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

Officer Contact

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

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



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

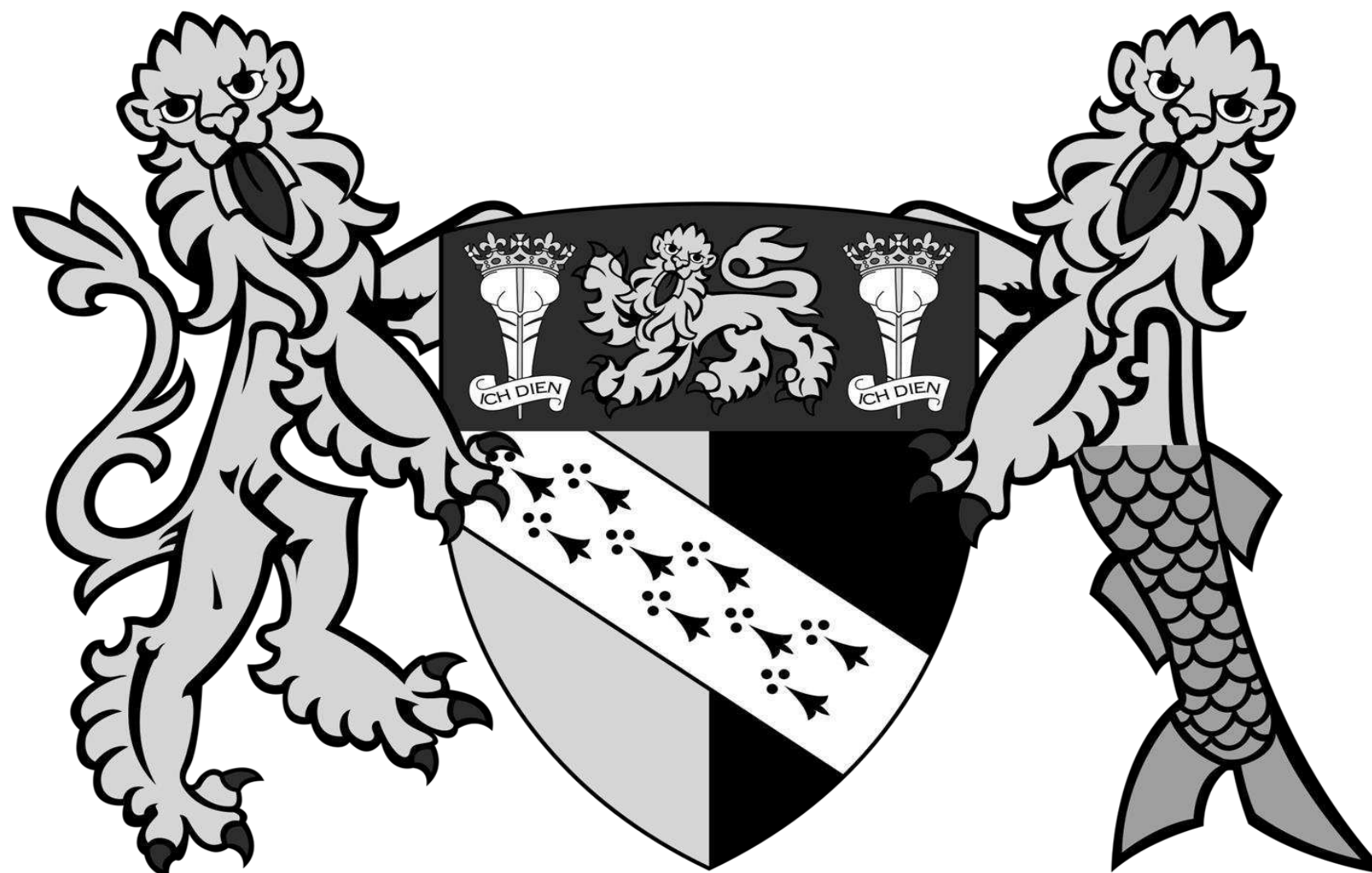
Children's Services

Monthly Performance & Management Information

County Report

July 2017

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



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

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

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★☆☆)							Tolerances		Previous YTD	Latest benchmarking						
					Apr-17	May-17	Jun-17	Jul-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region	
Early Help	1.1	No of Requests for Support to EHFF	High	Count	185	229	217	225																				
	1.2	No of cases closed to EHFF	High	Count	175	235	179	197																				
	1.3	No of cases active to EHFF	High	Count	784	733	745	711																				
	1.4	No of children being supported within EHFF cases	High	Count	1731	1679	1767	1487																				
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	11	21	28	50																				
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF	High	Percentage	-	85.6%	84.8%	63.6%																				
	1.7	% of cases open under s47 previously open to EHFF	High	Percentage																								
	1.8	% of EHFF cases that are re-referrals into early help	Low	Percentage		18.4%	16.8%	21.7%																				
	1.9	% of EHFF cases that have stepped down from social care	High	Percentage		21.9%	17.4%	16.1%																				
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3234	3329	3081	3885	13,529		.										10,703							
	2.2	Referrals - No. (in-month)	Info	Count	506	654	804	717	2,681		.										2,828							
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	15.6%	19.6%	26.1%	18.5%	19.8%	25%	↓	■	■	■	■	■	■	■	■	15%	25%	26.4%						
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	361.6	467.3	574.5	512.3	2,417		↑										1,912	491.0	302.1	548.3	346.0	375.4		
	2.5	Referrals with outcome of Social Work Assessment	High	Count	370	491	603	539	2,003		↓																	
	2.7	Re-referrals - % (in-month)	Low	Percentage	26.3%	28.6%	22.8%	24.0%	25.2%	20%	↓	■	■	■	■	■	★	★	■	30%	20%	27.4%	20.7%	10.3%	22.3%	12.4%		
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	25.0%	24.9%	24.4%	24.4%			↑											20.7%	10.3%	22.3%	12.4%	21.0%		
	2.9	Number of repeat contacts	Low	Rolling count	1098	1167	1074	1161			↓																	
	2.10	% of repeat contacts	Low	Percentage	18.5%	18.5%	18.1%	18.9%			↓																	
Assessments	3.1	Assessments authorised - No.	Info	Count	603	739	686	616	2,644		.																	
	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	492.6	500.9	499.9	491.4			↑												455.3	234.7	489.5	305.6	387.8	
	3.3	Assessments auth in 45 WD - %	High	Percentage	63.0%	65.8%	74.3%	71.3%	68.6%	80%	↓	■	■	★	★	★	★	★	■	★	70%	80%		81.0%	94.0%	81.0%	95.0%	83.9%
	3.4	Open assessments already past 45 working days	Low	Count	82	64		39			↑																	
	3.5	Ongoing involvement	High	Count	196	278	313	220	1,007		↓																	
	3.5p	% of completed assessments ending in - Ongoing Involvement	High	Percentage	32.5%	37.6%	45.6%	35.7%	38.1%	60%	↓	★	★	★	★	★	★	★	★	★	50%	60%						
	3.6	Close with info and advice	Low	Count	286	362	298	291	1,237		↑																	
	3.7	Step down to FSP/TS	Low	Count	121	98	75	105	399		↓																	
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	115.0	150.8	141.5	132.2			↑												131.9	81.1	147.5	91.7	93.9	
	4.4	Number of S47 investigations Completed	Info	Count	161	211	198	185	755		.																	
	4.5	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm	High	Percentage	34.2%	37.4%	35.4%	37.3%	36.2%		↑																	
	4.6	% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm	High	Percentage	11.2%	10.9%	14.6%	8.1%	11.3%		↓																	
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	54.7%	51.7%	50.0%	54.6%	52.6%		↓																44.8%	
CIN	5.1	Section 17 CIN Nos.	Low	Count	1778	1735	1829	1863			↓																	
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2360	2303	2379	2420			↓																	
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	105.9	103.3	108.9	110.9			↓																	
	5.5	S17 CIN with an up to date CIN plan - % ⓘ	High	Percentage	78.3%	82.1%	79.9%	84.0%		95%	↑	■	■	★	★	★	★	★	■	80%	90%							

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)							Tolerances		Previous YTD	Latest benchmarking					
					Apr-17	May-17	Jun-17	Jul-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	582	568	550	557			↓																
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	1047	1069	1048	1061			↓																
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	62.3	63.7	62.4	63.2			↓												65.9	43.8	62.6	40.1	44.7
	6.3	Number of children subject to an ICPC	Info	Count	64	94	88	108	354		.																
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	92.2%	78.7%	79.5%	90.7%	85.0%	95%	↑	★	★	★	★	★	●	★	●	80%	90%		81.6%	93.2%	77.1%	93.4%	69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	34.7	33.8	32.7	33.2		35.0	↓	★	★	★	★	★	★	★	★	30	35		42.6	18.8	43.1	27.2	30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	3.3	4.2	4.4	4.9			↓																
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	3.3	5.1	5.2	4.5			↓																
	6.8	% children whose child protection plan started who had previously been subject to a CP Plan within the last 2 years - rolling 12 months	Low	Rolling 12	0	0	0	0			↑																
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	7	16	29	18	70		↑																
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	22.7%	21.8%	23.1%	23.1%			↑												19.2%	9.5%	17.9%	10.5%	10.6%
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	18	11	12	14			↓																
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	12	8	8	7			↑																
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	2.1%	1.4%	1.5%	1.3%		3% or less	↑	★	★	★	★	★	●	★	★	10%	3%		3.3%	0.0%	2.1%	0.3%	1.9%
LAC	6.11a	No. children whose child protection plan ceased this month	High	Count	55	86	88	76	305		↓										239						
	6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	0.0%	5.8%	0.0%	1.3%	2.0%		↑															3.1%	
	6.12	% RCPCs held in timescale in month	High	Percentage	100.0%	87.1%	90.7%	95.8%	92.8%	100%	↑	★	★	★	★	★	●	★	●	85%	95%						
	6.14	% children on child protection plans seen within timescales**	High	Percentage	90.5%	90.0%	58.3%	68.6%	76.7%	100%	↑	★	★	★	★	★	★	★	★	80%	90%					77.5%	
	7.1	No. Looked-After Children	Low	Count	1093	1095	1103	1103			→																
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	65.1	65.2	65.7	65.7		55	→	★	★	★	★	★	★	★	★	65	55		53.0	38.0	60.0	36.0	49.9
	7.3	Admissions of Looked After Children	Low	Count	32	30	40	43	145		↓																
	7.4	Number of children who have ceased to be Looked After Children	High	Count	45	29	28	36	138		↑																
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order. Residence Order, Adoption) ②	High	Percentage	37.8%	17.2%	57.1%	38.9%	37.7%		↓																
	7.6	LAC in residential placements	Low	Count	129	123	115	119			↓																
Care Leavers	7.6a	% LAC in residential placements	Low	Percentage	11.8%	11.2%	10.4%	10.8%			↓																
	7.7	% LAC cases reviewed within timescales	High	Percentage	85.8%	89.3%	89.7%	89.7%			→																
	7.8	Percentage of children adopted ②	High	Percentage	22.2%	17.2%	21.4%	19.4%	20.3%		↓															14.9%	
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	16	11	9	19	55		.																
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	64.0%	37.9%	32.1%	55.9%	47.4%		↑															44.2%	
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	624	591	580	606			↑																
	7.11	LAC with up to date dental check - No.	High	Count	626	600	587	615			↑																
	7.13	LAC with up-to-date PEP - %	High	Percentage	64.4%	73.3%	89.2%	89.5%		100%	↑	●	●	●	●	●	●	★	★	80%	90%						
	7.14	LAC with up-to-date Care Plan - %	High	Percentage	97.1%	96.5%	96.6%	96.6%		100%	→	★	★	★	★	★	★	★	★	80%	90%						
	7.15	% LAC seen within timescales	High	Percentage	94.4%	92.2%	93.1%	93.7%		100%	↑	★	★	★	●	★	★	★	★	80%	90%						
Placements	7.17	LAC Reviews in month - Child Attended - %	High	Percentage	61.4%	55.0%	64.0%	57.1%	59.0%		↓																
	7.18	LAC Reviews in month - Child Participated - %	High	Percentage	90.2%	91.1%	91.9%	91.7%	91.3%		↓																
	8.1	Number of care leavers	High	Count	473	465	462	465			↑																
	8.2	% Relevant / Former Relevant Care Leavers with a Pathway Plan	High	Percentage	95.8%	93.8%	91.1%	92.0%			↑																
Adoptions	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	91.3%	90.5%	91.1%	91.0%		95%	↓	●	●	●	●	●	●	★	★	80%	95%		88%	95%	83%	94%	
	8.4	RCL & FRCL EET - %	High	Percentage	58.8%	58.5%	61.0%	60.4%		70%	↓	●	●	★	★	★	★	★	60%	70%		53%	71%	49%	63%	59.7%	
	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	72.0%	73.2%	73.2%	71.4%			↓												66.9%	75.0%	68.0%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.5%	10.5%	9.4%	10.5%		11% or less	↓	★	★	●	★	★	●	★	★	20%	11%		10.3%	6.0%	10.0%		8.6%
Adoptions	10.1a	Number of adoptions completed wilhin 12 months of SHOBPA	Info	Count	28	31	34	32			.																
	10.1b	% of adoptions completed wilhin 12 months of SHOBPA	High	Percentage	33%	35%	39%	38%			↓																
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Low	Average	338	337	330	325			↑															386	
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	187	184	182	184			↓															179	

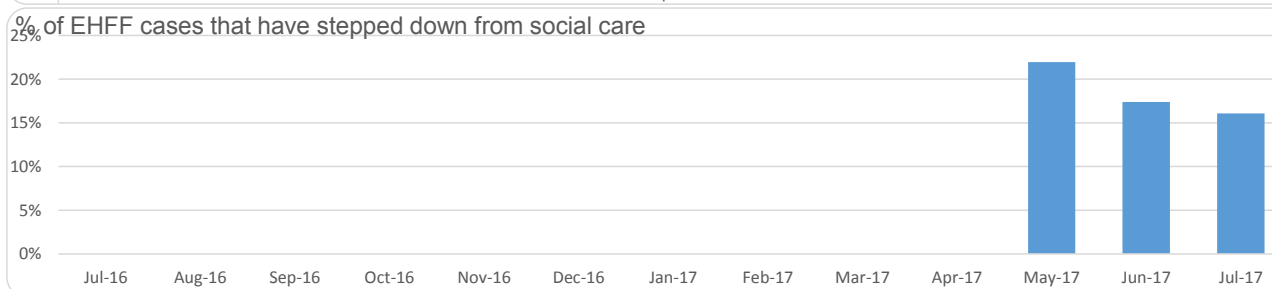
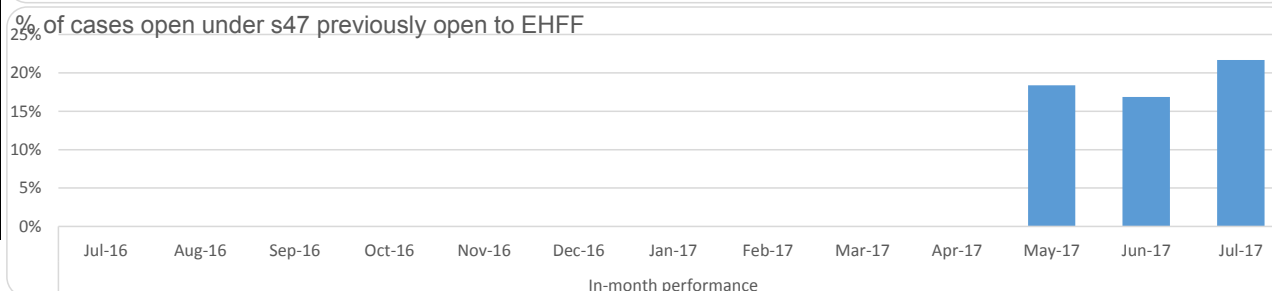
Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)							Tolerances		Previous YTD	Latest benchmarking				
					Apr-17	May-17	Jun-17	Jul-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red	Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Caseload	11.1	Maximum caseload of qualified social workers in key safeguarding teams	Low	Maximum	37	32	43	38			↕															
	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	21	23	21	22			↕															
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	15	14	12	12			↕															
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum	37	32	43	38			↕															
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average	19	17	19	22			↕															
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum	26	27	27	26			↕															
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average	16	16	15	14			↕															
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	23	23	24	23			↕															
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	16	16	14	16			↕															
	11.6	Maximum caseload of qualified social workers in NIPE Teams	Low	Maximum	13	14	13	13			↗															
	11.6a	Average number of cases per qualified social worker in NIPE Teams	Low	Average	3	7	6	5			↕															
Foster Carers	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	20	18	18	14			↕															
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	105	104	93	92			↕															
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	4	4	7	10			↕															
		Total Carer Household Approved (Rolling 12 months)	High	Count	129	126	118	116			↕															
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	41	43	41	40			↕															
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	62	68	66	67			↕															
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	2	26	21	23			↕															
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	105	137	128	130			↕															

Notes: ❶ From January 2017, CIN are required to have a plan from 45 working days after referral. Prior to this it was 20 working days.
❷ Figures for these measures at locality level will not sum to the county total as there are a considerable number of instances where a locality has not been allocated.

Definition Early Help Family Focus teams work with families on a voluntary basis to provide support. Referrals can come from other agencies or families themselves. Cases can also come via MASH and via stepdown from social care teams.

Performance analysis This Early Help data is new within the performance report. The data shows some significant differences in locality performance. In terms of repeat referrals, the North and Yarmouth localities are high (31.6% and 34.6%) whilst the South is very low at 6.3%. This needs to be explored further by the team managers and Heads of Services and Partnerships to consider whether there are issues regarding practice and decision making at the point of closure, application of thresholds or concerns regarding other agencies confidence in holding FSPs without EHFF involvement.

		1.6	1.7	1.8	1.9
		% of Requests for Support to EHFF that resulted in allocation to EHFF	% of cases open under s47 previously open to EHFF	% of EHFF cases that are re-referrals into early help	% of EHFF cases that have stepped down from social care
Good perf. is:		High	High	Low	High
In-month performance	Jul-16	-	-	-	-
	Aug-16	-	-	-	-
	Sep-16	-	-	-	-
	Oct-16	-	-	-	-
	Nov-16	-	-	-	-
	Dec-16	-	-	-	-
	Jan-17	-	-	-	-
	Feb-17	-	-	-	-
	Mar-17	-	-	-	-
	Apr-17	-	-	-	-
	May-17	85.6%	-	18.4%	21.9%
	Jun-17	84.8%	-	16.8%	17.4%
	Jul-17	63.6%	-	21.7%	16.1%



Definition

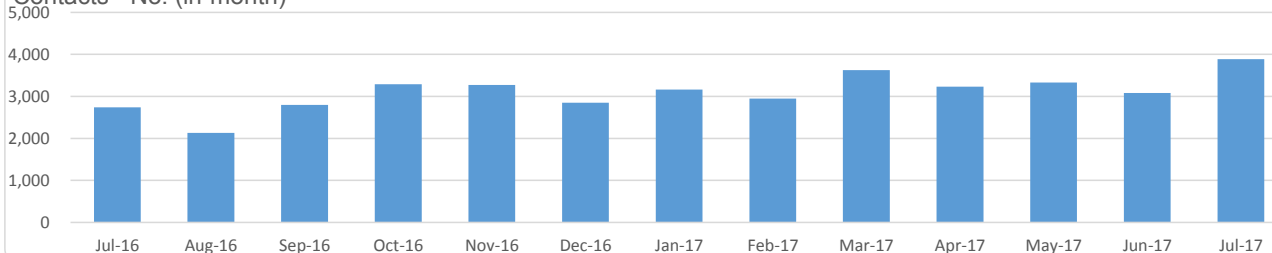
All contacts received by the LA via the MASH service are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. A number of the contacts made will be for information only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

Performance analysis

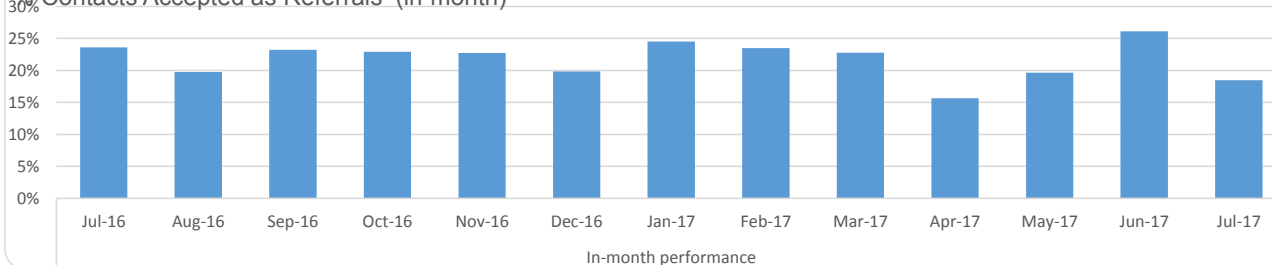
The increase in contacts made in July is largely attributable to the end of the school term. An increase in contacts from Education Services is commonly seen in July, although it is noted that the number is more than a 1000 higher this year than last. Only 18.5% of contacts (the second lowest in the past year) were accepted as referrals, and we can see in the next section (contacts by source) that a significant percentage of contacts from Education Services did not go on to be accepted as referrals. Some work with schools regarding thresholds and the need to maintain these at all times of the year would be beneficial.

		2.1	2.3	2.9	2.10
		Contacts - No. (in-month)	% Contacts Accepted as Referrals (in-month)	Number of repeat contacts	% of repeat contacts
Good perf. is:		Info	High	Low	Low
In-month performance	Jul-16	2,737	23.6%	768	16.0%
	Aug-16	2,129	19.8%	808	18.0%
	Sep-16	2,798	23.2%	828	18.1%
	Oct-16	3,292	22.9%	839	16.8%
	Nov-16	3,271	22.7%	951	17.1%
	Dec-16	2,852	19.8%	1,013	18.0%
	Jan-17	3,163	24.5%	1,009	18.1%
	Feb-17	2,950	23.5%	951	17.7%
	Mar-17	3,628	22.8%	1,041	18.2%
	Apr-17	3,234	15.6%	1,098	18.5%
	May-17	3,329	19.6%	1,167	18.5%
	Jun-17	3,081	26.1%	1,074	18.1%
	Jul-17	3,885	18.5%	1,161	18.9%
		These are over a rolling 3 month period.			

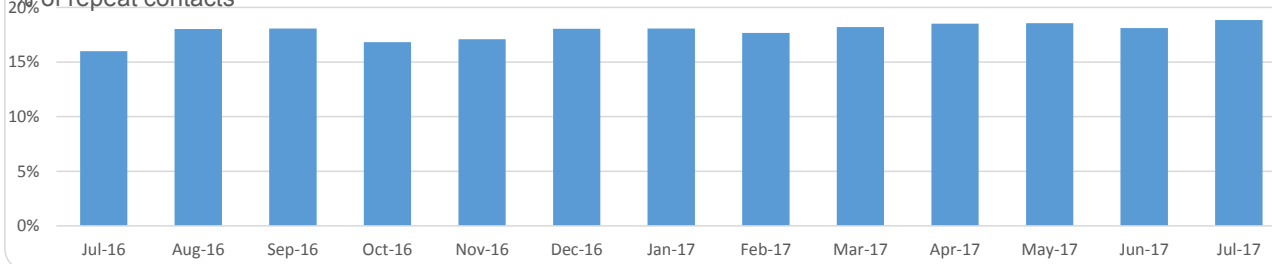
Contacts - No. (in-month)



% Contacts Accepted as Referrals (in-month)



% of repeat contacts



Contacts by source

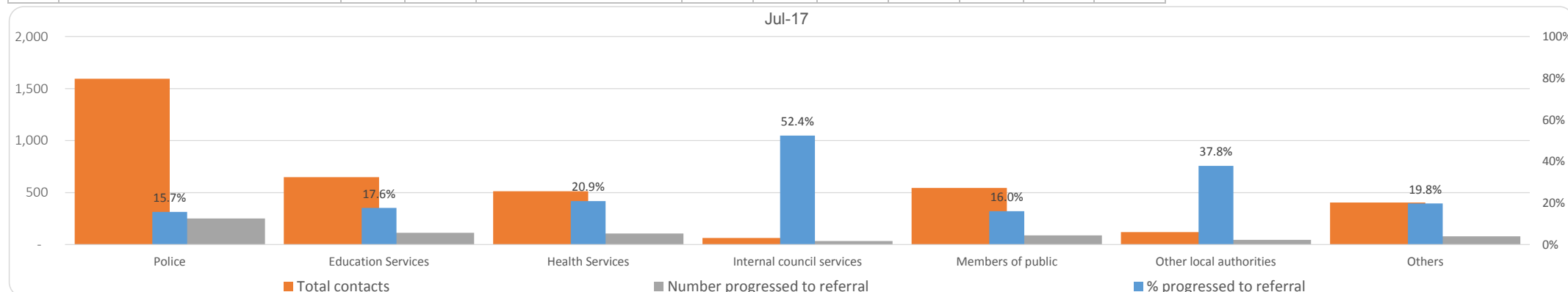
(County - July 2017)

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

Performance analysis As stated in the last section, there has been a significant increase in contacts from Education Services in July 17 which is attributable to the end of term. Whilst this increase was expected, levels of contacts being made are considerably higher than they were 12 months ago and the percentage of the contacts made by education that converted to referral is a concern, dropping from 37.8% to 17.6% (last July the conversion rate remained steady at 34.3%). Looking at a sample of contacts by Education received in July that did not convert to referral to assess the quality of information and thresholds applied would be useful to both fully understand the performance and target any resulting work needed with our Schools.

		Police			Education Services			Health Services			Internal council services			Members of public			Other local authorities			Others		
		Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral
In-month performance	Jul-16	905	157	17.3%	402	138	34.3%	461	121	26.2%	81	59	72.8%	415	73	17.6%	137	46	33.6%	336	52	15.5%
	Aug-16	745	111	14.9%	32	3	9.4%	419	99	23.6%	65	38	58.5%	382	59	15.4%	135	35	25.9%	351	76	21.7%
	Sep-16	899	146	16.2%	436	194	44.5%	384	79	20.6%	72	35	48.6%	498	59	11.8%	138	51	37.0%	371	86	23.2%
	Oct-16	1,228	185	15.1%	529	209	39.5%	400	97	24.3%	121	55	45.5%	478	63	13.2%	180	55	30.6%	356	90	25.3%
	Nov-16	1,336	208	15.6%	533	209	39.2%	393	88	22.4%	84	48	57.1%	455	57	12.5%	145	48	33.1%	325	85	26.2%
	Dec-16	1,155	157	13.6%	422	142	33.6%	377	90	23.9%	88	42	47.7%	411	65	15.8%	94	24	25.5%	305	46	15.1%
	Jan-17	1,402	239	17.0%	477	219	45.9%	350	102	29.1%	80	39	48.8%	426	56	13.1%	119	42	35.3%	309	79	25.6%
	Feb-17	1,105	215	19.5%	438	145	33.1%	379	81	21.4%	93	72	77.4%	466	71	15.2%	124	45	36.3%	345	64	18.6%
	Mar-17	1,330	254	19.1%	714	247	34.6%	500	98	19.6%	81	42	51.9%	476	56	11.8%	144	60	41.7%	383	69	18.0%
	Apr-17	1,497	201	13.4%	301	74	24.6%	426	55	12.9%	56	32	57.1%	437	58	13.3%	127	33	26.0%	390	53	13.6%
	May-17	1,350	223	16.5%	577	190	32.9%	433	75	17.3%	71	35	49.3%	408	31	7.6%	125	35	28.0%	365	65	17.8%
	Jun-17	1,262	250	19.8%	490	185	37.8%	438	124	28.3%	84	57	67.9%	402	75	18.7%	114	43	37.7%	291	70	24.1%
	Jul-17	1,594	251	15.7%	648	114	17.6%	512	107	20.9%	63	33	52.4%	544	87	16.0%	119	45	37.8%	405	80	19.8%

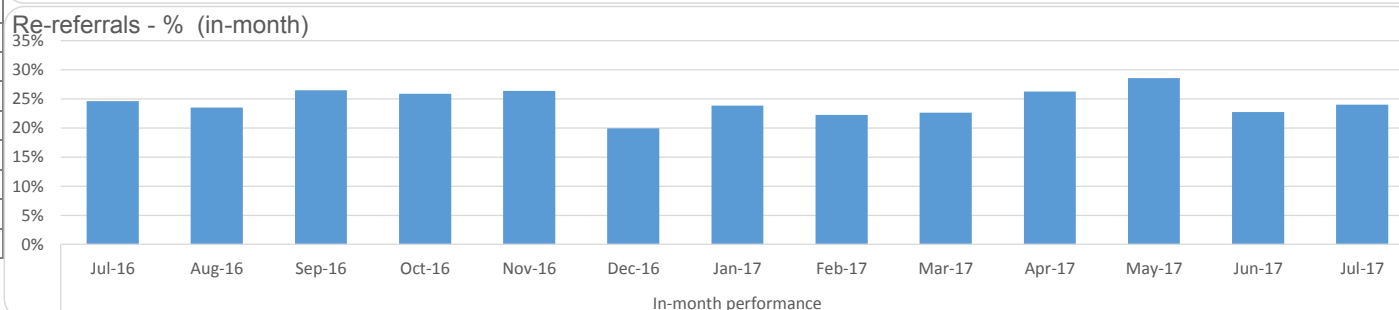
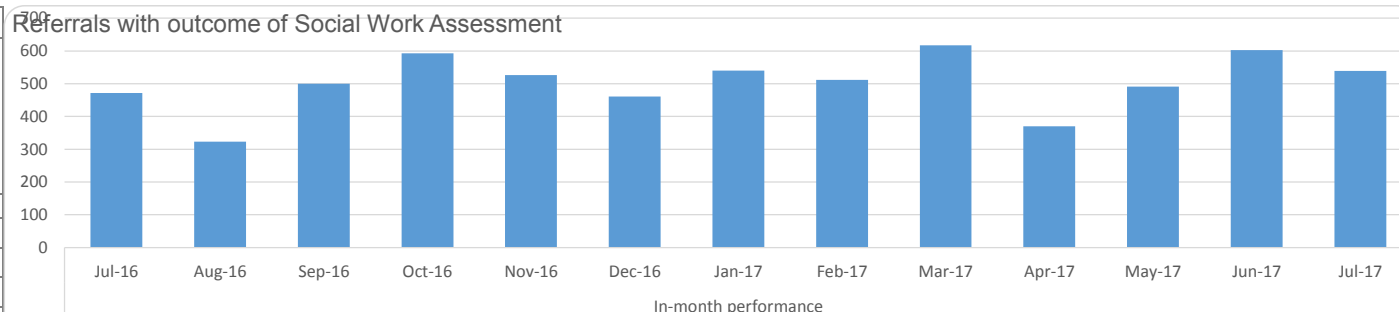
Jul-17	Total contacts in month	3,885	18.5%		Police	Edu.	Health	Internal	Public	Other LA	Other
				% of total contacts	41.0%	16.7%	13.2%	1.6%	14.0%	3.1%	10.4%
	Total progressed to referral	717			% of total referred	35.0%	15.9%	14.9%	4.6%	12.1%	6.3%



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

Performance analysis Whilst the county figure of 24% for repeat referrals is only marginally higher than the national (22.3%) and statistical neighbour (20.7%) averages, the individual performance of some of the localities remains a concern. South's performance has dropped from 19% re-referral rate in June to 30.2% in July. The HOSW and team managers will be asked to look at cases re-referred in July to identify whether decision making at the point of closure was sound and to look for any trends regarding what types of cases are re-referred and where the new referrals are coming from (i.e. same source or different). More positively whilst Yarmouth's figure is still high at 27% this still represents a continuing drop from the 31% seen in May 17. Whilst it is too early to say for definite that this is due to changes in practice, it is anticipated that repeat referral rates will continue to fall with the new processes in place at the point of closure in the locality. West locality continues to perform well, with only 19.6% re-referrals. It is acknowledged that in that locality there are very strong relationships between social care and Early Help and it is hypothesised that this is a factor in the re-referral rate remaining low.

		2.2	2.5	2.7	2.8
		Referrals - No. (in-month)	Referrals with outcome of Social Work Assessment	Re-referrals - % (in-month)	% re-referral rate in the last 12 months (rolling year)
Good perf. is:	Info	Info	Info	Info	Info
In-month performance	Jul-16	646	472	24.6%	-
	Aug-16	421	323	23.5%	-
	Sep-16	650	500	26.5%	-
	Oct-16	754	593	25.9%	-
	Nov-16	743	527	26.4%	-
	Dec-16	566	461	20.0%	-
	Jan-17	776	540	23.8%	-
	Feb-17	693	512	22.2%	-
	Mar-17	826	617	22.6%	25.1%
	Apr-17	506	370	26.3%	25.0%
	May-17	654	491	28.6%	24.9%
	Jun-17	804	603	22.8%	24.4%
	Jul-17	717	539	24.0%	24.4%



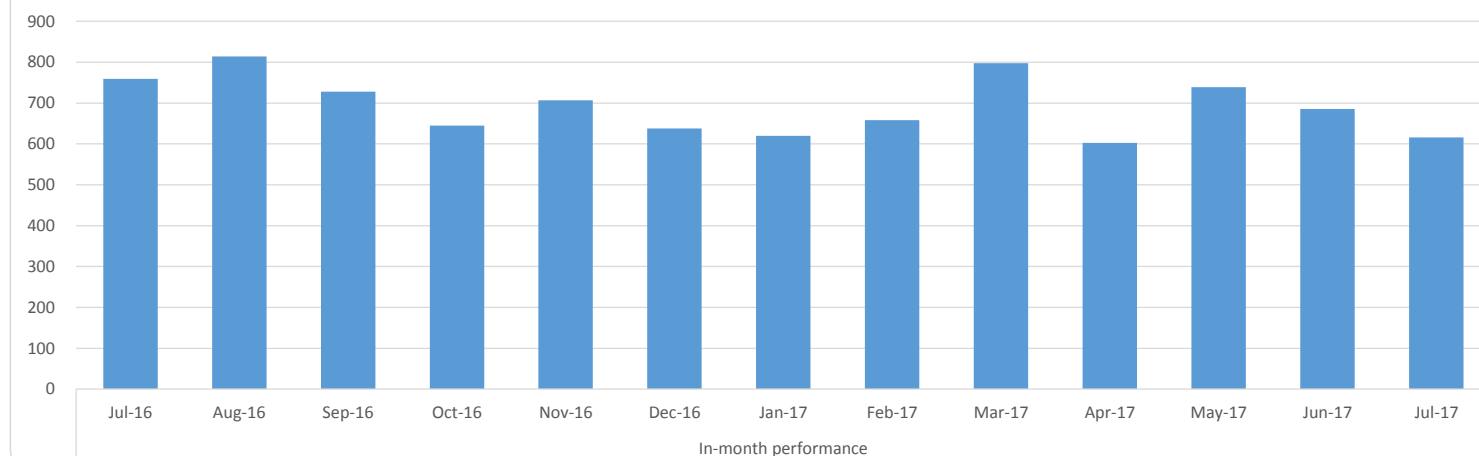
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	24.0%	20.7%	22.3%	12.4%	
% re-referral rate in the last 12 months (rolling year)	24.4%	20.7%	22.3%	12.4%	21.0%



Definition	If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.
Performance analysis	As stated last month, Norfolk continues to do more assessments on children per 10,000 population under 18 than our statistical neighbour and national average (and significantly more than the Eastern Region average) and there is a wide variance across the localities. However the localities have different demographics and areas of need, which will account for some of the variance. For example recent analysis of demand for services in Norwich detailed that the percentage of children living in low-income houses in Norwich is around 50% higher than that seen across Norfolk as a whole and there are clear correlations between the wards with the highest proportions of children living in low-income families and high demand for children's social care intervention. Notwithstanding this, we would be confident that, with clearer thresholds being applied within MASH, we will start to see some drop in the number of assessments being completed, although we must be mindful this may, for a while, be counter balanced by increased direction to workers to ensure Looked After Children and children in the CWD teams have more up to date assessment to ensure we understand and are meeting their needs. Ultimately we need to ensure we are satisfied that we are assessing the right children at the right time.

In-month performance	3.1		3.2	
	Assessments authorised - No.		Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	
	Info		Low	
	Good perf. is:			
	Jul-16	759	-	-
	Aug-16	814	-	-
	Sep-16	728	-	-
	Oct-16	645	-	-
	Nov-16	707	-	-
	Dec-16	638	-	-
	Jan-17	620	-	-
	Feb-17	658	-	-
	Mar-17	798	492.9	
	Apr-17	603	492.6	
	May-17	739	500.9	
	Jun-17	686	499.9	
	Jul-17	616	491.4	

Assessments authorised - No.



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



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	491.4	455.3	489.5	305.6	387.836

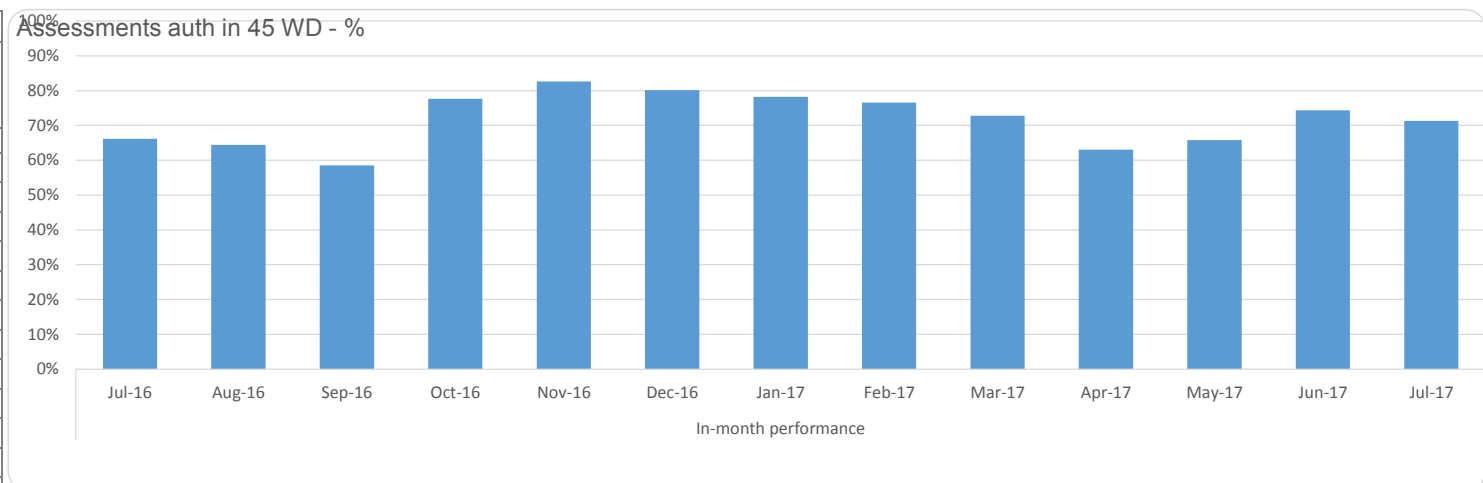
Assessments Completed

(County - July 2017)

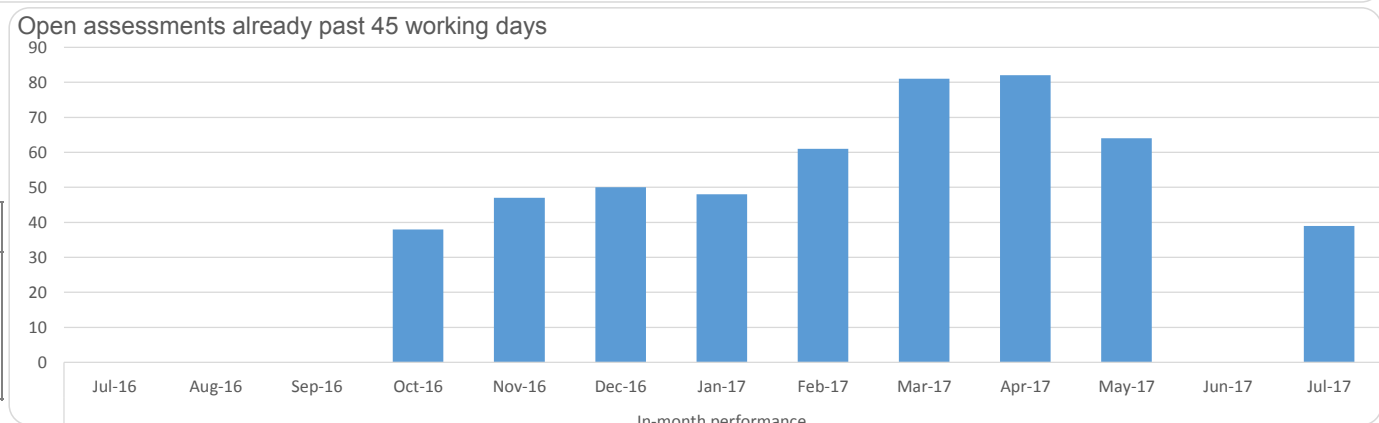
Definition	National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working days a clear reason should be recorded on the assessment by the social worker and/or the social work manager.
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Performance analysis	The county figure for assessments authorised in 45 working days has fallen slightly, and whilst it is an improvement on the figures seen in April and May, it is still well below statistical neighbour, national and Eastern region averages. The picture across the county is very varied. Breckland's performance has risen to 97.6% of assessments authorised in timescales from below 50% in March to May 17. It is important that alongside this improved performance, practice standards do not fall and that work is good quality, with sound decision-making and good analytical assessments. The QA team have completed a dip-sampling exercise looking at 15 assessments authorised in July and identified some concerns around the quality of analysis. This has been raised with the HOSW and team managers to enable them to support improvement. North, South & Yarmouth have also seen increased performance, whilst Nr3wich, West and NIPE have decreased. The most concerning drop has been in Norwich, which has fallen from 77.7% in June to 52.9%, it's lowest figure since September 16. Whilst it is acknowledged that there has been slight month on month increases in the number of referrals to the locality, this fall from a previously improving picture needs to be addressed by the HOSW & managers to ensure the processes they put in place to improve performance last year are still being followed.
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In-month performance	3.3		3.4	
	Assessments auth in 45 WD - %		Open assessments already past 45 working days	
	High		Low	
	Good perf. is:			
	Jul-16	66.1%	-	
	Aug-16	64.4%	-	
	Sep-16	58.5%	-	
	Oct-16	77.7%	38	
	Nov-16	82.6%	47	
	Dec-16	80.1%	50	
	Jan-17	78.2%	48	
	Feb-17	76.6%	61	
	Mar-17	72.8%	81	
	Apr-17	63.0%	82	
	May-17	65.8%	64	
	Jun-17	74.3%	-	
	Jul-17	71.3%	39	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	71.3%	81.0%	81.0%	95.0%	83.9%



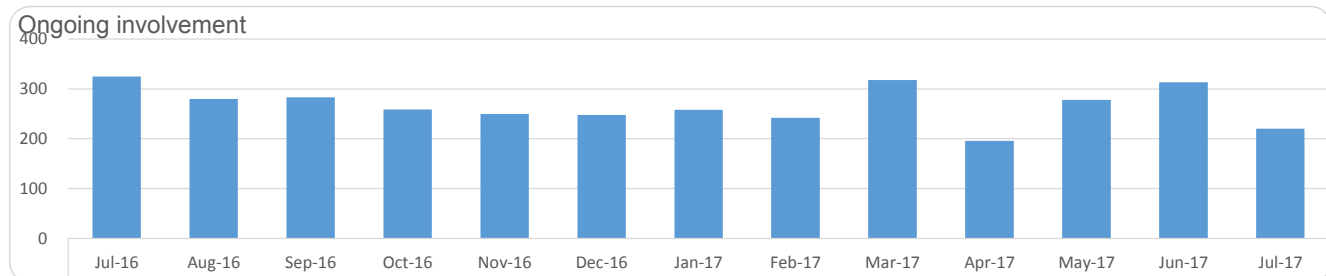
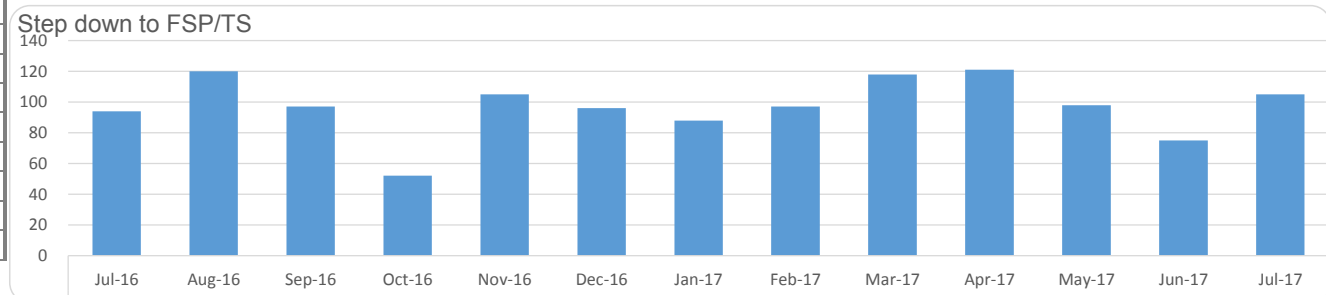
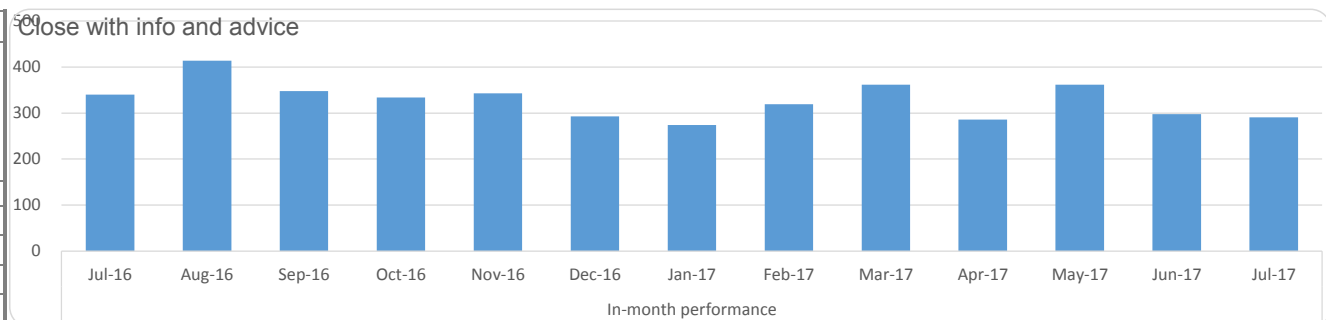
Definition

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

Performance analysis

The improvement seen last month in SWAs having outcomes of ongoing involvement has unfortunately not been maintained. However there is some variance across the county, with South, West and the NIPE teams having higher rates of ongoing involvement than closing with info and advice. This suggests there is still work to be done regarding decision-making and consistency in the application of thresholds to ensure we are assessing the right children at the right time. Whilst the number and percentage of assessments that have an outcome of stepdown to FSP/TS is still low, it has improved and we are seeing the positive impact of closer working relationships between social care and Early Help teams, including 'in-reach' which should lead to further increases in the number of cases that are stepping down from ongoing social work intervention to either Early Help team support or universal FSP.

		3.6		3.7		3.5	
		Close with info and advice		Step down to FSP/TS		Ongoing involvement	
Good perf. is:		Low		Low		High	
In-month performance	Jul-16	340	44.8%	94	12.4%	325	42.8%
	Aug-16	414	50.9%	120	14.7%	280	34.4%
	Sep-16	348	47.8%	97	13.3%	283	38.9%
	Oct-16	334	51.8%	52	8.1%	259	40.2%
	Nov-16	343	49.1%	105	15.0%	250	35.8%
	Dec-16	293	46.0%	96	15.1%	248	38.9%
	Jan-17	274	44.2%	88	14.2%	258	41.6%
	Feb-17	319	48.5%	97	14.7%	242	36.8%
	Mar-17	362	45.4%	118	14.8%	318	39.8%
	Apr-17	286	47.4%	121	20.1%	196	32.5%
	May-17	362	49.1%	98	13.3%	278	37.7%
	Jun-17	298	43.4%	75	10.9%	313	45.6%
	Jul-17	291	47.2%	105	17.0%	220	35.7%



Section 47 Investigations

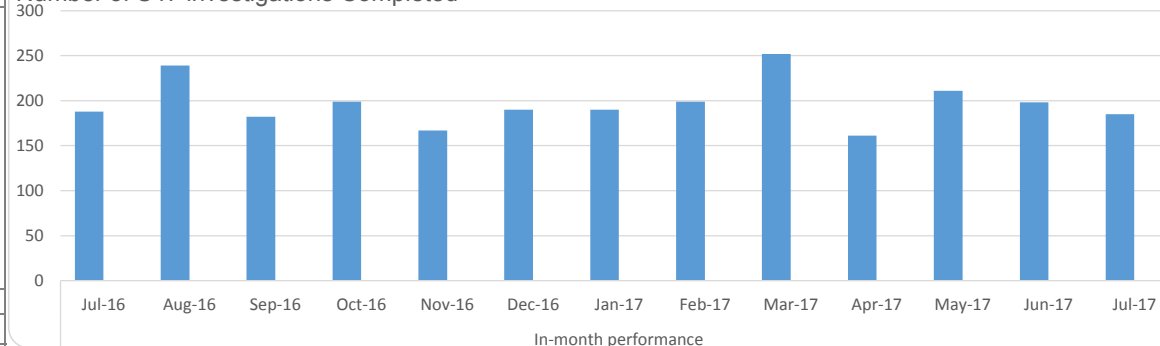
(County - July 2017)

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

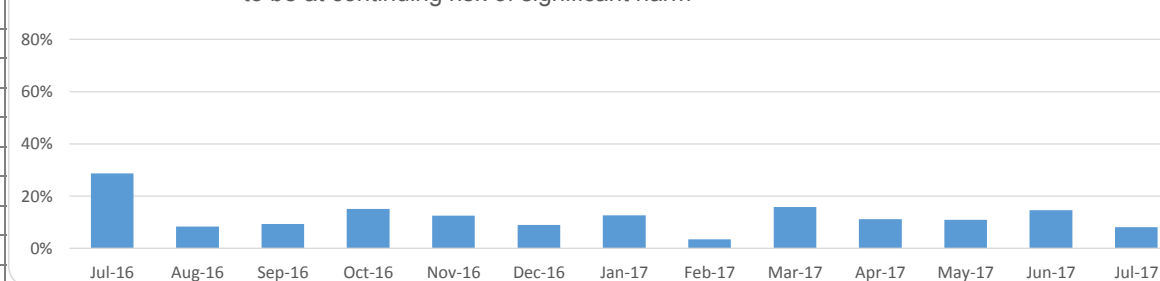
Performance analysis Whilst we continue to undertake significantly more per 10,000 population 0-17 year olds than the Eastern Region average, the number has fallen this month and is in line with our statistical neighbour average. A new section 47 investigation form will be launched in the next few weeks, which will enable stand alone recording of these inquiries, easier reporting and improved scrutiny of practice.

		4.3	4.4	4.5n	4.5	4.6n	4.6	4.7n	4.7
		Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Number of S47 investigations Completed	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns not substantiated	
Good perf. is:		Low	Info	High		High		Low	
In-month performance	Jul-16	-	188	86	45.7%	54	28.7%	48	25.5%
	Aug-16	-	239	87	36.4%	20	8.4%	132	55.2%
	Sep-16	-	182	69	37.9%	17	9.3%	96	52.7%
	Oct-16	142.2	199	63	31.7%	30	15.1%	106	53.3%
	Nov-16	119.3	167	78	46.7%	21	12.6%	68	40.7%
	Dec-16	135.8	190	66	34.7%	17	8.9%	107	56.3%
	Jan-17	135.8	190	80	42.1%	24	12.6%	86	45.3%
	Feb-17	142.2	199	75	37.7%	7	3.5%	117	58.8%
	Mar-17	180.1	252	97	38.5%	40	15.9%	115	45.6%
	Apr-17	115.0	161	55	34.2%	18	11.2%	88	54.7%
	May-17	150.8	211	79	37.4%	23	10.9%	109	51.7%
	Jun-17	141.5	198	70	35.4%	29	14.6%	99	50.0%
Jul-17	132.2	185	69	37.3%	15	8.1%	101	54.6%	

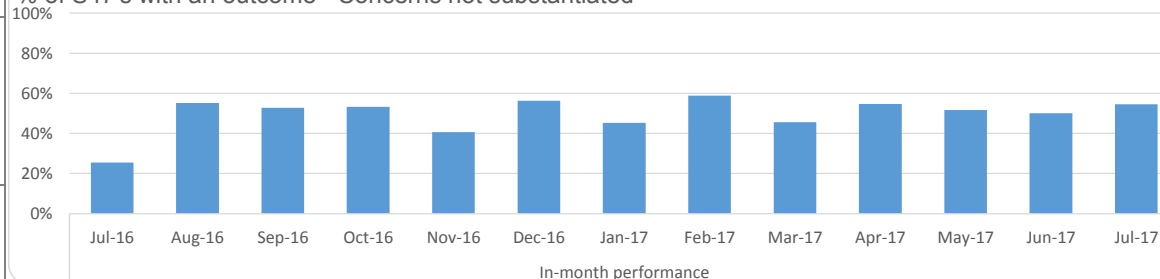
Number of S47 investigations Completed



% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm



% of S47's with an outcome - Concerns not substantiated

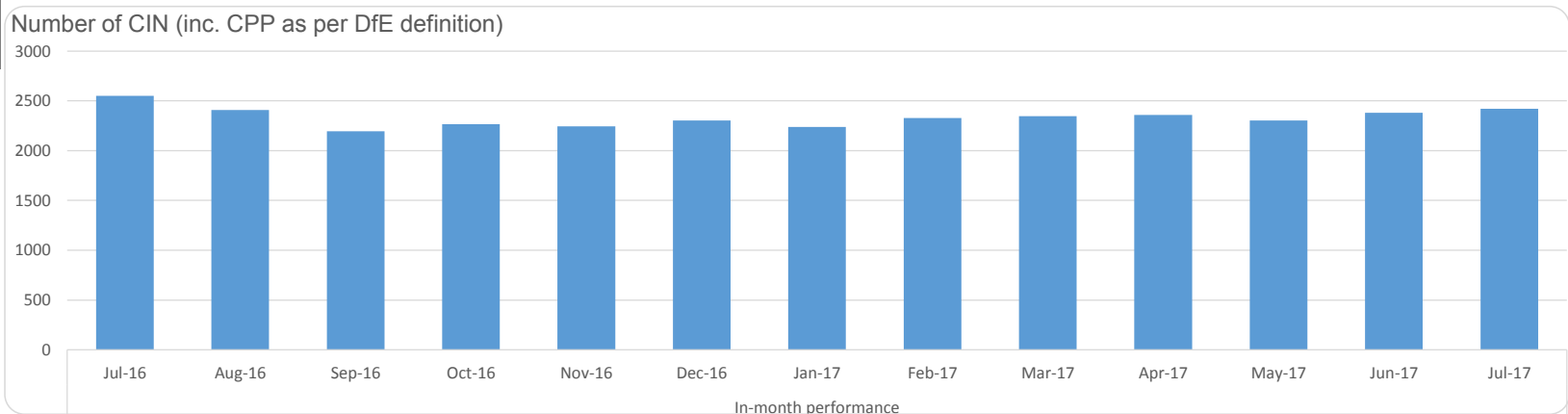
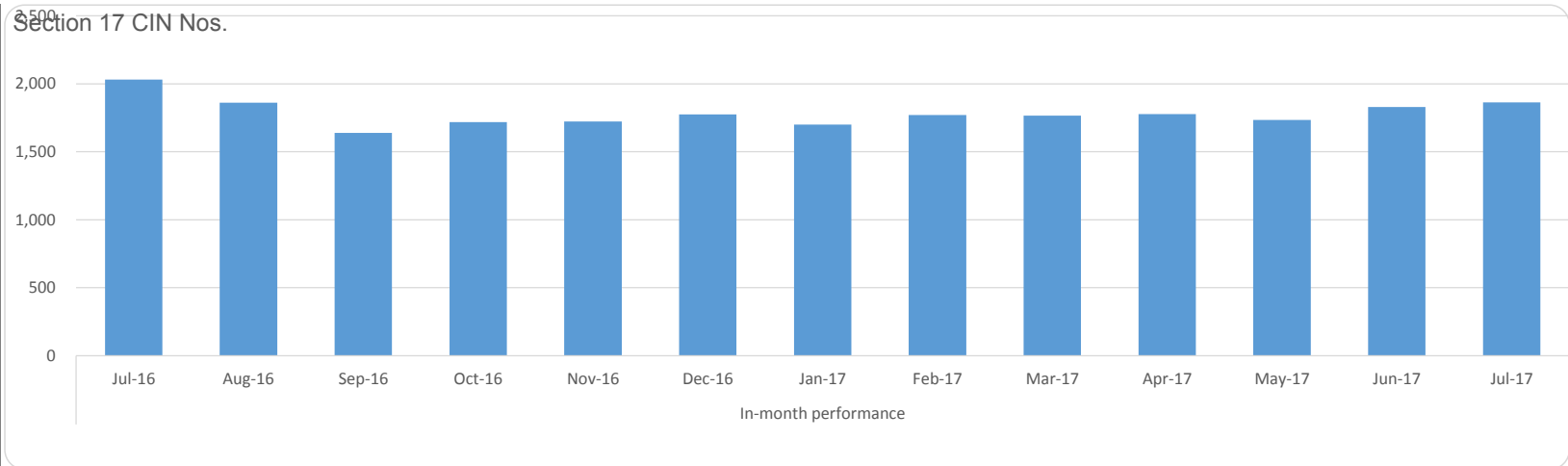


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	132.2	131.9	147.5	91.7	93.9
% of S47's with an outcome - Concerns not substantiated					44.8%

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

Performance analysis The number of Section 17 CIN has risen slightly since September 16. As has been stated in previous reports there is no good or bad performance in relation to number of CIN, although large variances with statistical neighbours can be an indicator of other performance issues. The slight rise could be indicative of practice improving as we have seen CIN numbers rise whilst there have been small decreases in Child Protection cases since March 17. However, we would expect to see a fall in CIN numbers going forward as thresholds at MASH are clarified and strengthened.

		5.1	5.2
		Section 17 CIN Nos.	Number of CIN (inc. CPP as per DfE definition)
		Low	Low
In-month performance	Good perf. is:		
	Jul-16	2,032	2,550
	Aug-16	1,862	2,409
	Sep-16	1,639	2,196
	Oct-16	1,719	2,267
	Nov-16	1,723	2,245
	Dec-16	1,775	2,302
	Jan-17	1,701	2,237
	Feb-17	1,770	2,327
	Mar-17	1,765	2,347
	Apr-17	1,778	2,360
	May-17	1,735	2,303
	Jun-17	1,829	2,379
	Jul-17	1,863	2,420

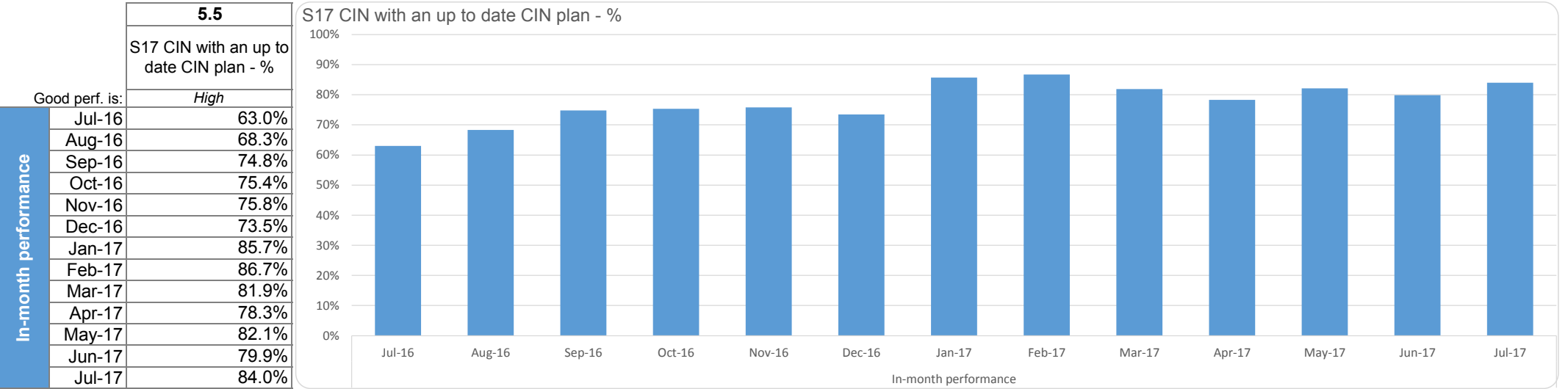


Definition

A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at Child in Need Plans.

Performance analysis

Performance has improved and has not fallen below 78% since January 17. The majority of children that do not have up to date CIN plans are within Assessment teams where it is more likely they do not need a CIN plan but have hit the timescale for one being produced due to delays in closing the case. There continues to be an expectation that managers and workers monitor which children are due or do not have an up to date plan through the weekly exceptions reports and that they will address issues of timeliness in relation to closing cases at the right time for the child and their family.

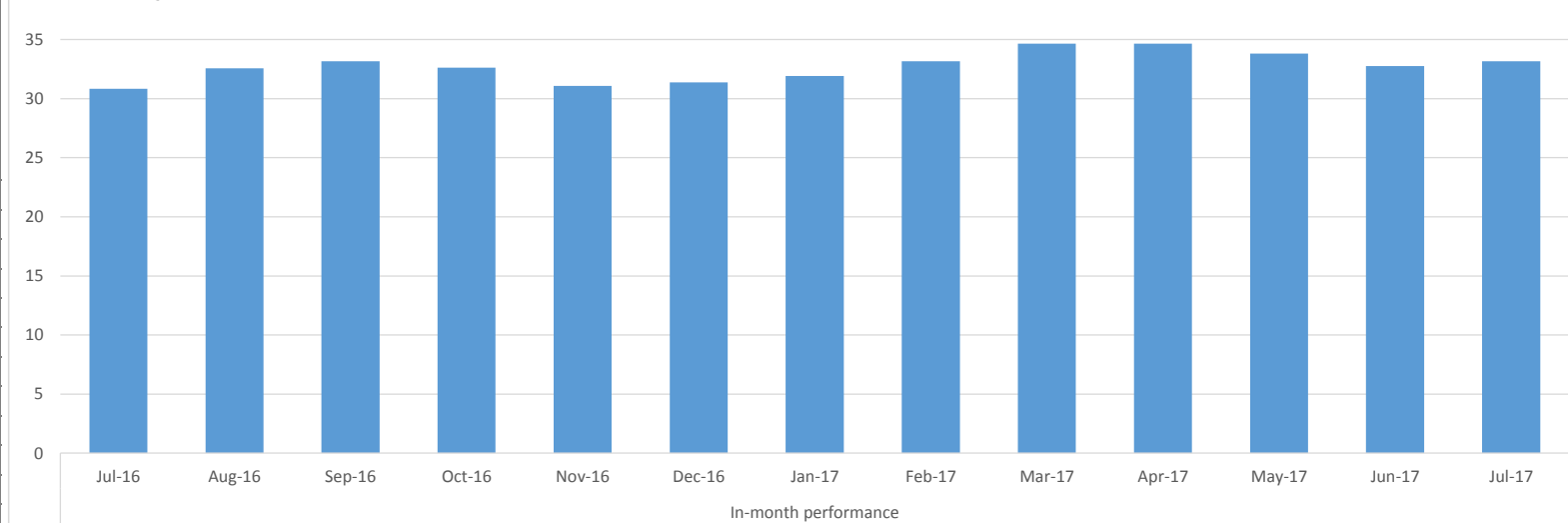


Definition Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the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

Performance analysis Whilst there has been a slight rise in CP numbers this month, it is still well below the highs hit in March and April 17 and we remain below the national and statistical neighbour averages and in line with our Eastern Region neighbours. Approximately one third of all children subject to child protection plans in Norfolk are from Norwich. The rate of children subject to child protection plans in Mancroft Ward is almost 4 times the average rate in Norfolk, and almost double the Norwich rate, which reflects our analysis of the Norwich demographic linked to demand for services referred to previously. However, Norwich has seen a significant drop in their CP plan numbers which could be indicative of changes in work practice through the new smaller teams and more scrutiny on their child protection cases following an audit by the HOSW.

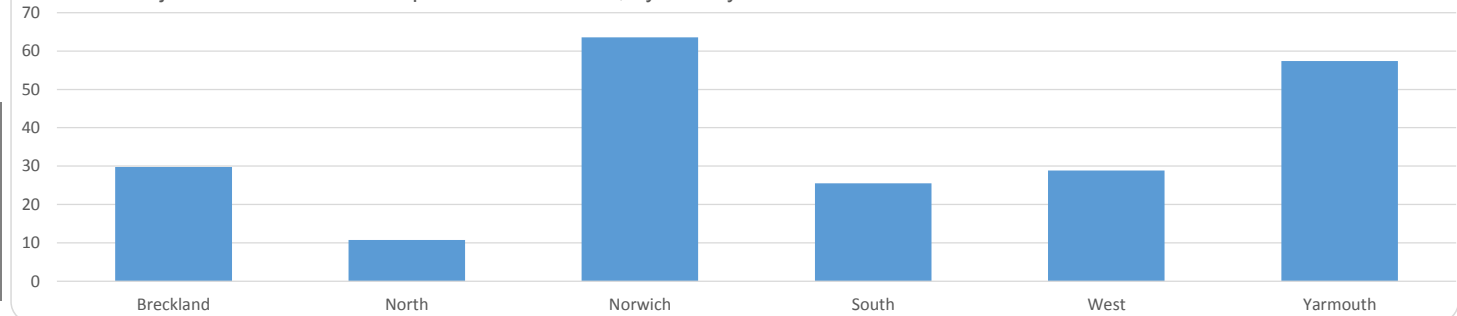
In-month performance	Good perf. is:	
	6.1	6.5
	No. Children Subject to CP Plans	Children Subject to CP Plans - Rate per 10K Under-18s
	Low	Low
	Jul-16	518
	Aug-16	547
	Sep-16	557
	Oct-16	548
	Nov-16	522
	Dec-16	527
	Jan-17	536
	Feb-17	557
	Mar-17	582
	Apr-17	582
	May-17	568
	Jun-17	550
	Jul-17	557

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



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	33.2	42.6	43.1	27.2	30.6

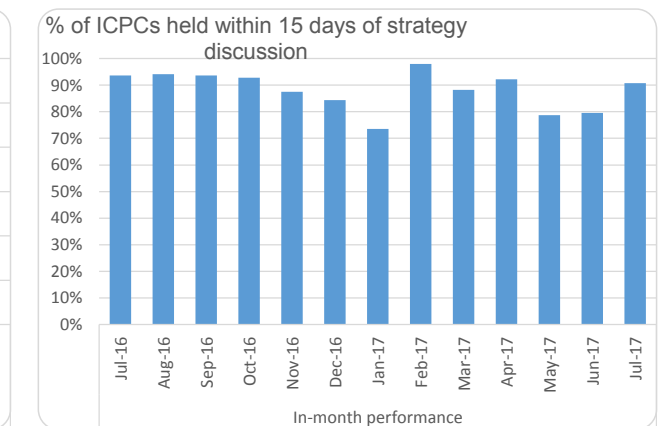
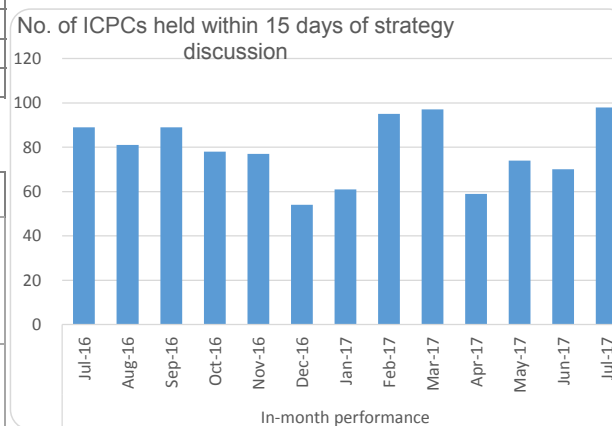
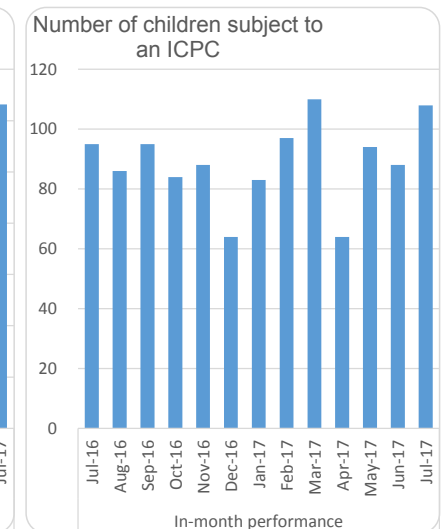
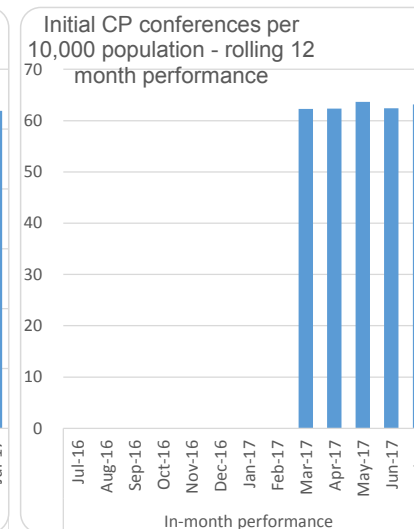
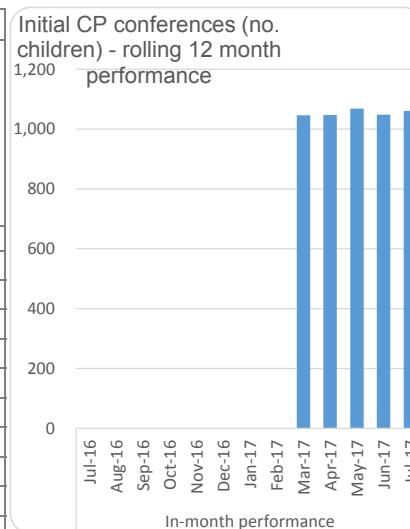
Children Subject to CP Plans - Rate per 10K Under-18s, by locality



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

Performance analysis There was a significant rise in the number of ICPCs in July to the second highest number in the past 12 months. 20 of the children (18%) subject to an ICPC were not made subject a CP plan, however case level scrutiny shows that this relates to just 9 families, and whilst this should raise questions regarding individual decision-making in these cases, it is less worrying than the data first suggests.

		6.2a	6.2b	6.3	6.4n	6.4
		Initial CP conferences (no. children) - rolling 12 month performance	Initial CP conferences per 10,000 population - rolling 12 month performance	Number of children subject to an ICPC	No. of ICPCs held within 15 days of strategy discussion	% of ICPCs held within 15 days of strategy discussion
Good perf. is:		Low	Low	Info	High	High
In-month performance	Jul-16	-	-	95	89	93.7%
	Aug-16	-	-	86	81	94.2%
	Sep-16	-	-	95	89	93.7%
	Oct-16	-	-	84	78	92.9%
	Nov-16	-	-	88	77	87.5%
	Dec-16	-	-	64	54	84.4%
	Jan-17	-	-	83	61	73.5%
	Feb-17	-	-	97	95	97.9%
	Mar-17	1,046	62	110	97	88.2%
	Apr-17	1,047	62	64	59	92.2%
	May-17	1,069	64	94	74	78.7%
	Jun-17	1,048	62	88	70	79.5%
	Jul-17	1,061	63	108	98	90.7%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	63.2	65.9	62.6	40.1	44.7
% of ICPCs held within 15 days of strategy discussion	90.7%	81.6%	77.1%	93.4%	69.8%

Child Protection Time Periods

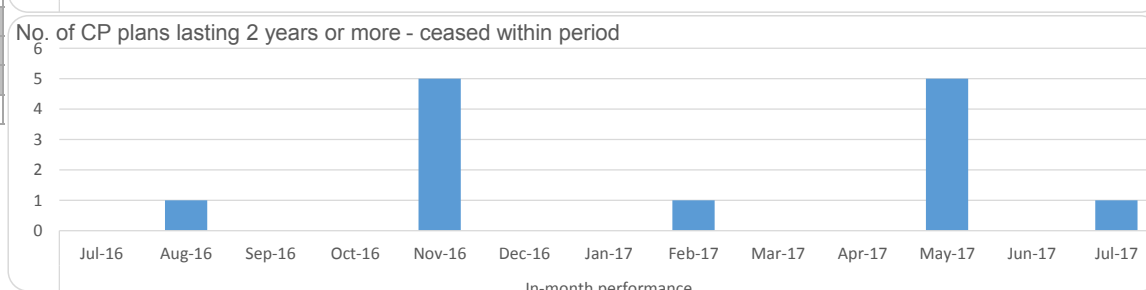
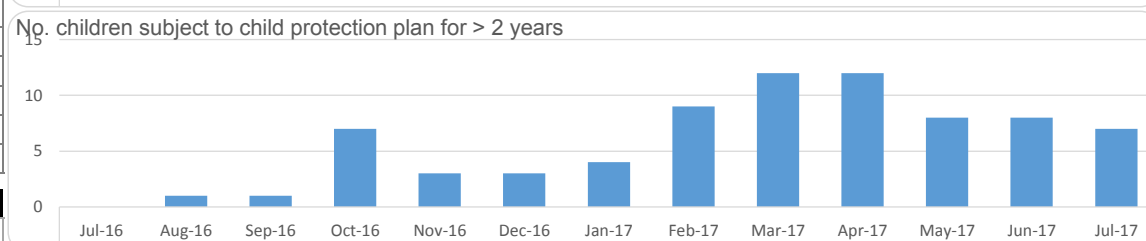
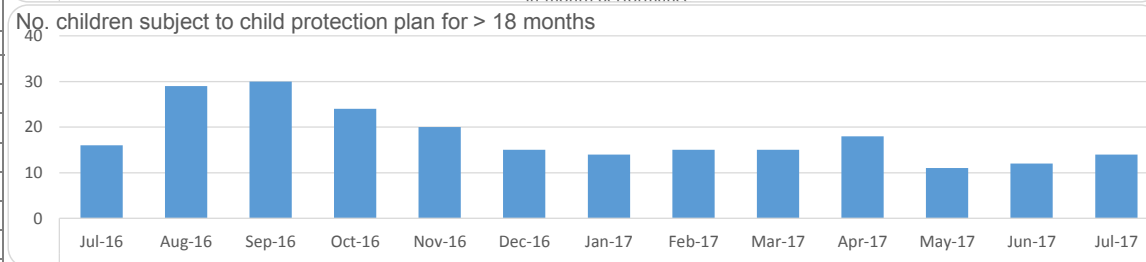
(County - July 2017)

Definition Child Protection plans remain in force until the child is considered to no longer be at risk of harm, moves out of the local authority area, or reaches the age of 18.

Performance analysis Whilst we have seen the number of children becoming subject of a CP plan for a second or subsequent time ever decrease in July, we continue to be above statistical neighbour, national and Eastern Region averages. There is also a wide variance in performance across the county from Norwich with a low of 11% to North with a highest at 44%. It has to be remembered that the children in question may not have been living in the same locality when previously subject to a CP plan, however these differences do need to be explored. A thematic audit is being scoped to look at cases from each locality where children have become subject to a CP plan for a second or subsequent time to help us ascertain if children are being made subject to plans for the same reason and if there are any themes regarding practice relating to decision making in CP and post-CP interventions.

		6.9a	6.9b	6.10a	6.10n	6.10b	6.11n	6.11b
		No. of children becoming the subject of a CP plan for a second or subsequent time, ever	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	No. children subject to child protection plan for > 18 months	No. children subject to child protection plan for > 2 years	% children subject to child protection plan for > 2 years	No. of CP plans lasting 2 years or more - ceased within period	% of CP plans ceased within period that had lasted 2 years or more
Good perf. is:		Low	Low	Low	Low	Low	-	High
In-month performance	Jul-16	19	-	16	0	0.0%	0	0.0%
	Aug-16	12	-	29	1	0.2%	1	2.0%
	Sep-16	23	-	30	1	0.2%	0	0.0%
	Oct-16	19	23.8%	24	7	1.3%	0	0.0%
	Nov-16	7	22.5%	20	3	0.6%	5	4.7%
	Dec-16	18	22.2%	15	3	0.6%	0	0.0%
	Jan-17	11	21.6%	14	4	0.7%	0	0.0%
	Feb-17	26	22.6%	15	9	1.6%	1	1.6%
	Mar-17	20	23.1%	15	12	2.1%	0	0.0%
	Apr-17	7	22.7%	18	12	2.1%	0	0.0%
	May-17	16	21.8%	11	8	1.4%	5	5.8%
	Jun-17	29	23.1%	12	8	1.5%	0	0.0%
	Jul-17	18	23.1%	14	7	1.3%	1	1.3%

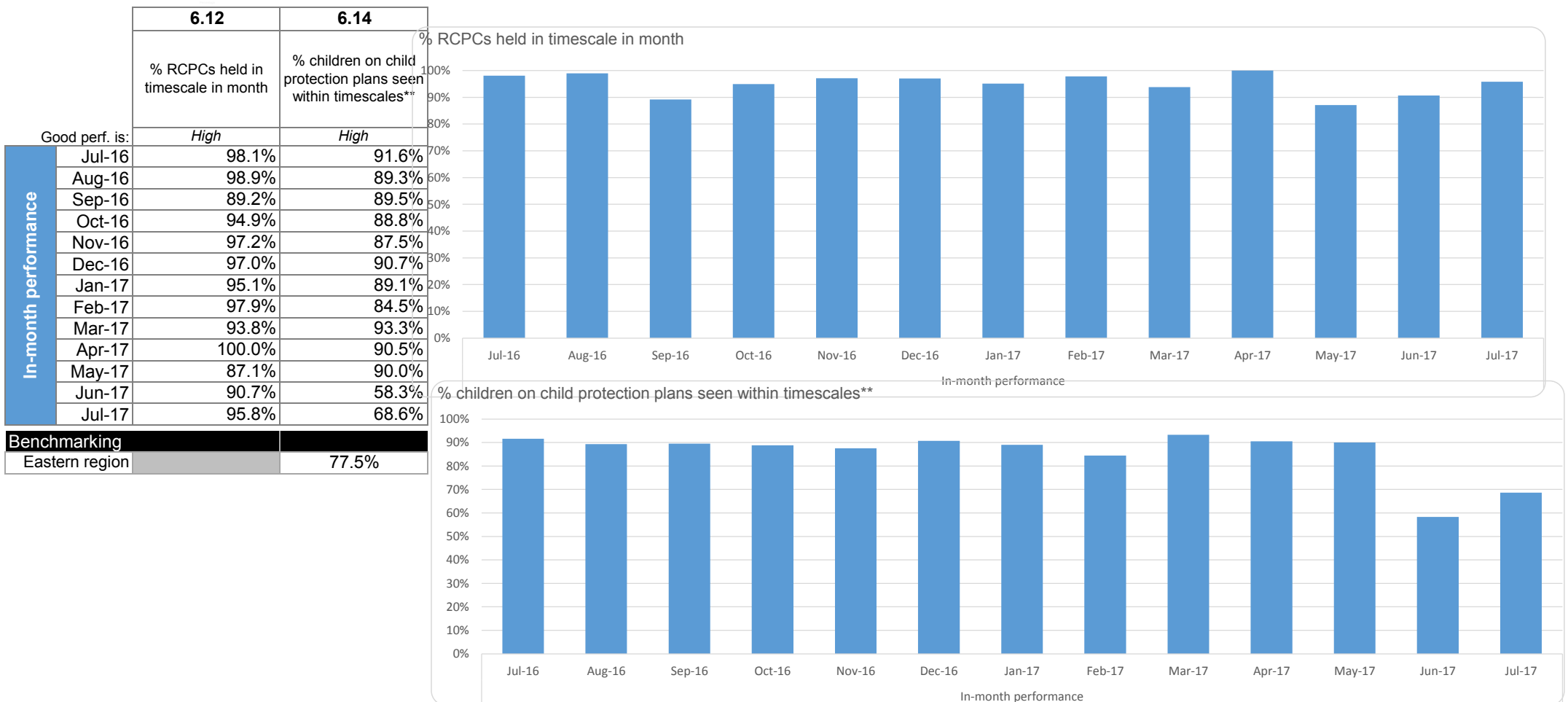
Benchmarking						
Norfolk		23.1%			1.3%	1.3%
Stat neigh avg		19.2%			3.3%	
Nat. avg		17.9%			2.1%	
Nat. top quartile		10.5%			0.3%	
Eastern region		10.6%			1.9%	3.1%



Child Protection Reviews and Visits

(County - July 2017)

Definition	A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days).
Performance analysis	The timescales for seeing children subject to a CP plan have changed to a minimum of 10 working days from 10th July 2017 (previously 20 working days) to ensure our most vulnerable children are being seen more frequently and that risk is being appropriately assessed. June's data was prematurely changed to reflect the new timescales which explains the sudden drop in percentage of children seen that month. However whilst performance has improved to 68.6% since the new measure was put in place, there is wide variance across the county. Yarmouth were able to see 82.5% of children subject to a CP plan in timescales whilst Norwich only achieved 59.5%, which equates to 64 children not being seen in timescale. Individual cases have been spot checked and whilst a small number have a rationale for children not being seen, the majority do not. The HOSW and team managers need to ensure their staff are fully aware of the expectation that children subject to CP plans are seen at least every 10 working days and that the visits are recorded in a timely and correct way. For all localities, where there are difficulties in seeing children, this needs to be clearly recorded with a plan of how it will be addressed.

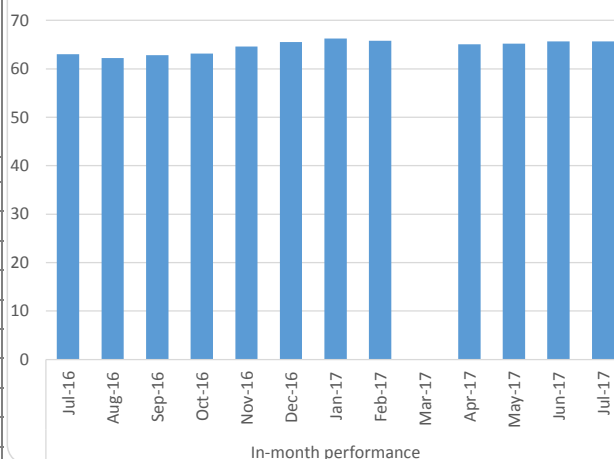


Definition Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

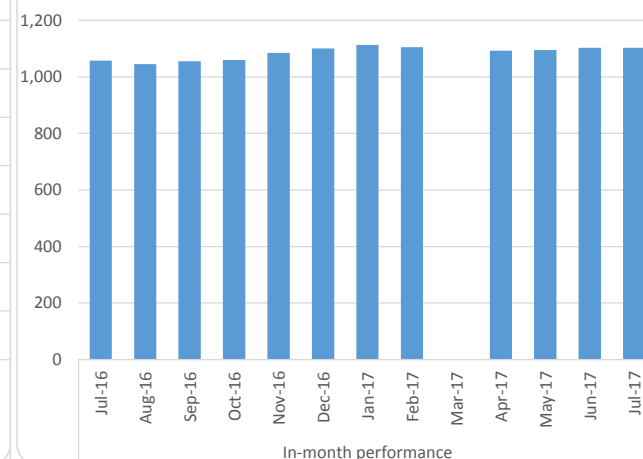
Performance analysis LAC numbers remain above the Statistical Neighbour and National Averages for rate per 10k under 18s and whilst there were small decreases in the past few months, these have not been sustained. The Edge of care service, New Directions, has now been launched to support social work teams in helping families keep children at home and also to support reunification for some of our looked after children. The impact of this on the numbers of children in our care will be monitored but, as stated last month, is unlikely to be fully evidenced in data for some months. Due to changes to teams and in some cases boundaries as to where cases sit, examination and comparison of individual locality data is difficult at present. However, CareFirst will be updated before the end of August with the new team structures, which will allow for clearer reporting.

	7.2	7.1	7.3	7.4
	LAC - Rate per 10K Under-18s	No. Looked-After Children	Admissions of Looked After Children	Number of children who have ceased to be Looked After Children
	Low	Low	Low	High
Good perf. is:				
In-month performance				
Jul-16	63.0	1,058	53	37
Aug-16	62.2	1,045	30	43
Sep-16	62.8	1,055	38	23
Oct-16	63.1	1,060	37	30
Nov-16	64.6	1,085	56	33
Dec-16	65.5	1,100	42	29
Jan-17	66.3	1,113	42	27
Feb-17	65.8	1,105	22	25
Mar-17	-	-	45	38
Apr-17	65.1	1,093	32	45
May-17	65.2	1,095	30	29
Jun-17	65.7	1,103	40	28
Jul-17	65.7	1,103	43	36

LAC - Rate per 10K Under-18s

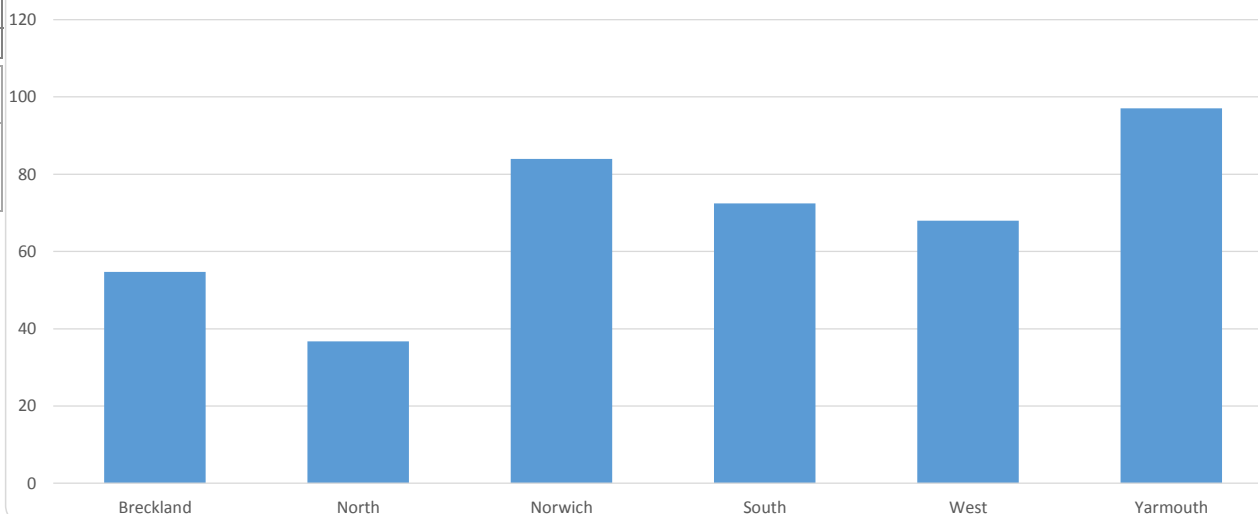


No. Looked-After Children



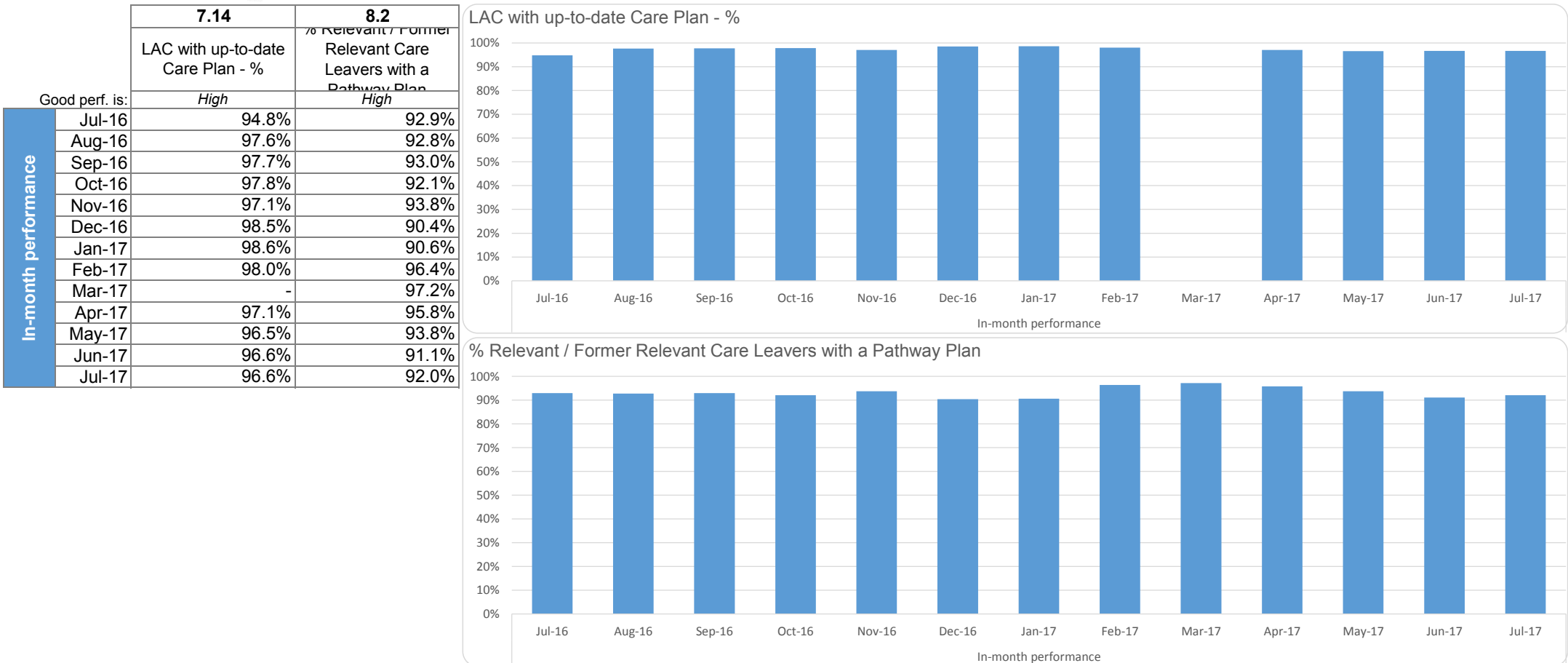
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	65.7	53.0	60.0	36.0	49.88522697

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



Definition A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at LAC plans and Pathway Plans (when a Looked After Child reaches 16 years and 3 months they become eligible for a Pathway Plan which focuses on preparing a young person for adulthood).

Performance analysis Performance regarding LAC and Care Leavers with up to date plans continues to be very good, particularly in Yarmouth where all Looked after Children have an up to date care plan and only 2 Care Leavers do not have an up to date Pathway Plan. The focus across all localities continues to be about ensuring good quality plans that have a positive impact are being developed and that these plans are informed by up to date assessments. For example in Norwich the LAC team has regular workshops on creating good plans and across the county Getting to Good Workshops for Personal Advisors will be held August and September.

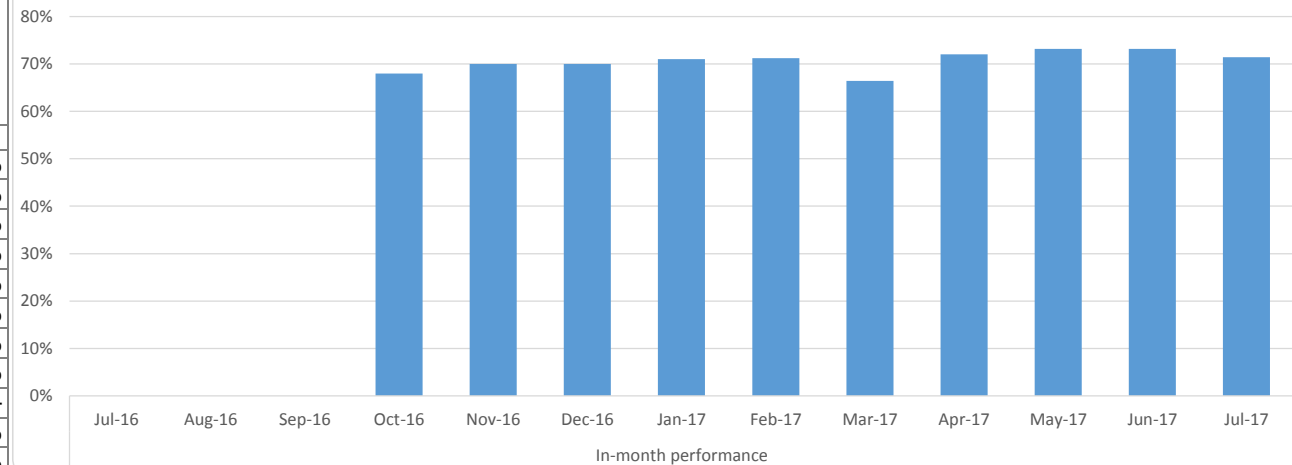


Definition A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

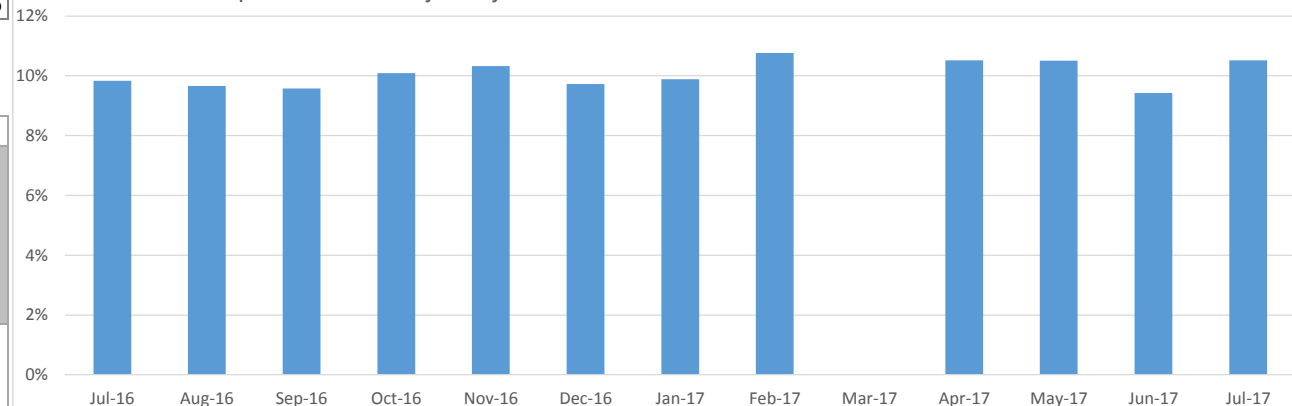
Performance analysis There has been little variation in the percentage of LAC in placements that have been stable for at least 2 years and LAC with 3 or more placements in any one year. Whilst the percentage of LAC with 3 or more placements in any one year is very close to statistical neighbour, national and Eastern Region averages, we need to be sure that teams know who these children are, how many moves they have had, the reasons why and the impact on the child. As such, the newly developed audit tool, based on practice standards, will include prompts for the auditor to consider the reasons for and impact of placement moves when auditing LAC cases. Similarly placement stability and suitability is also considered within the tool.

		9.1	9.2n	9.2
		% of long term LAC in placements which have been stable for at least 2 years	LAC with 3 or more placements in any one year - No.	LAC with 3 or more placements in any one year - %
Good perf. is:		High	-	Low
In-month performance	Jul-16	-	104	9.8%
	Aug-16	-	101	9.7%
	Sep-16	-	101	9.6%
	Oct-16	68%	107	10.1%
	Nov-16	70%	112	10.3%
	Dec-16	70%	107	9.7%
	Jan-17	71%	110	9.9%
	Feb-17	71%	119	10.8%
	Mar-17	66%	-	-
	Apr-17	72%	115	10.5%
	May-17	73%	115	10.5%
	Jun-17	73%	104	9.4%
Jul-17	71%	116	10.5%	

% of long term LAC in placements which have been stable for at least 2 years



LAC with 3 or more placements in any one year - %

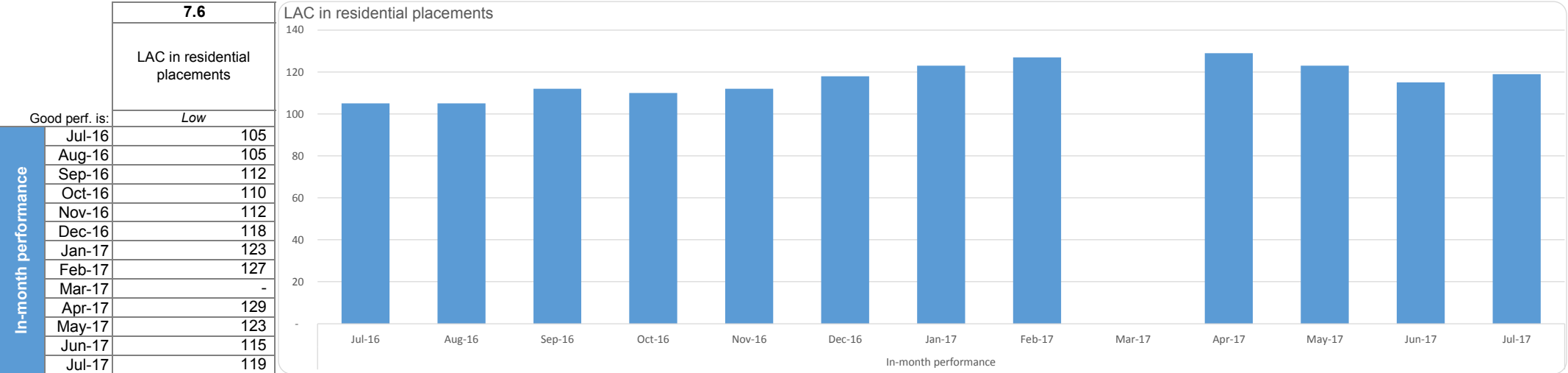


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	71.4%	66.9%	68.0%	
LAC with 3 or more placements in any one year - %	10.5%	10.3%	10.0%	8.6%

Looked After Children in residential placements

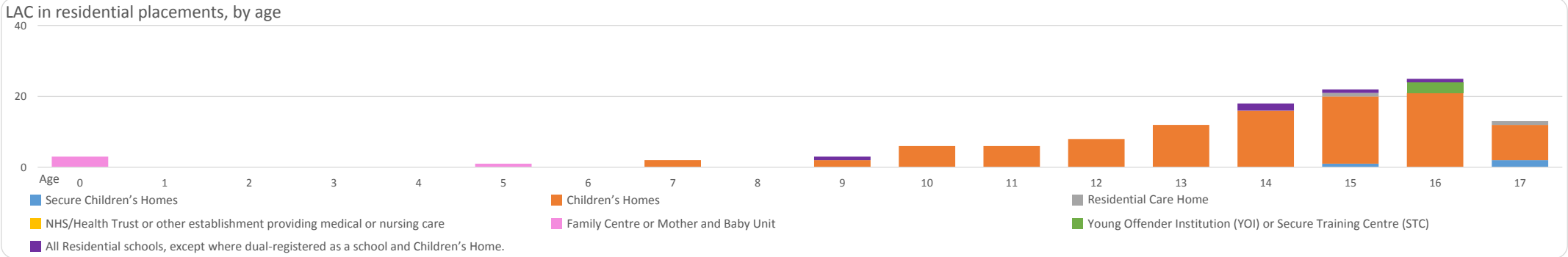
(County - July 2017)

Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.
Performance analysis	There has been a slight increase in the number of children placed in residential placements across July, but this is set against a reducing overall trend and a decrease in the number of children under 11 being placed in children's homes which is positive and indicative of the continuing drive to, where possible, move children to nurturing foster placements or back to family care.



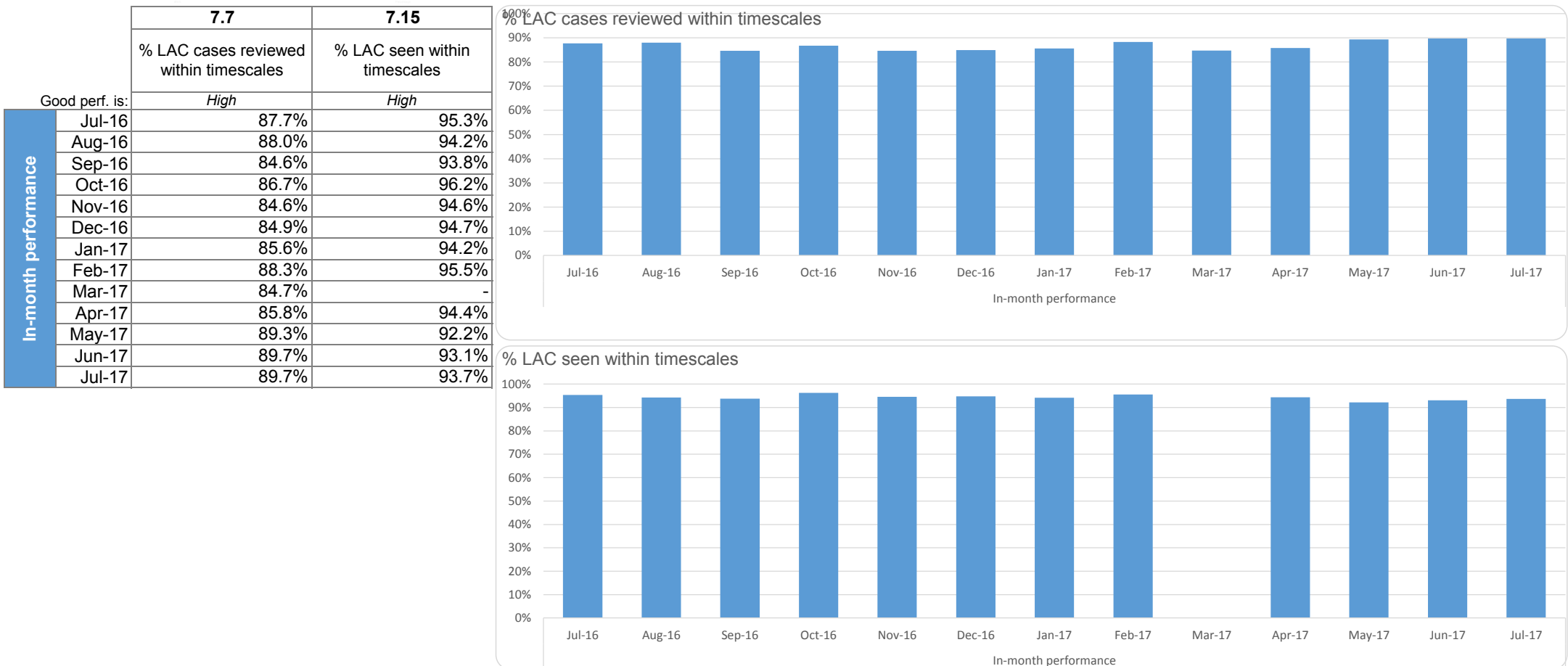
By age and placement:

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Jul-17	Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2
	Children's Homes	0	0	0	0	0	0	2	0	2	6	6	8	12	16	19	21	10
	Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
	NHS/Health Trust or other establishment providing medical or nursing care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Family Centre or Mother and Baby Unit	3	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0
	All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	1	0	0	0	0	2	1	1	0



Definition	The purpose of the LAC review is to consider the LAC plan for the welfare of the child & achieve Permanence for them within a timescale that meets their need. The review is chaired by an Independent Reviewing Officer (IRO). The local timescales for a social worker to visit a Looked After Child is on day of placement, within one week of placement, then at intervals of no more than 6 weeks for the first year. Thereafter, intervals of not more than 6 weeks or 3 months if the placement is planned to last until 18.
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Performance analysis	The Independent Reviewing Service continue to use regular exceptions reporting to identify where delay is being reported and to establish whether this is a training issue regarding recording meetings, or that a meeting has gone out of timescales. Dip-sampling of 10 of the cases identified as being out of timescales in July shows that they were out of timescales rather than incorrectly recorded, usually by only a few days. Where reviews have not been held in timescales a rationale for this is expected to be recorded on the child's CareFirst record. The performance regarding children being seen in timescales continues to be generally good however the North's figures have dropped significantly since April 2017 (93.8%) to 82.6% (all other localities are over 93%). Whilst it is acknowledged that there have been difficulties in recruiting and retaining staff in the North Teams, the HOSW and team managers do need to formulate a clear plan to address this performance issue.
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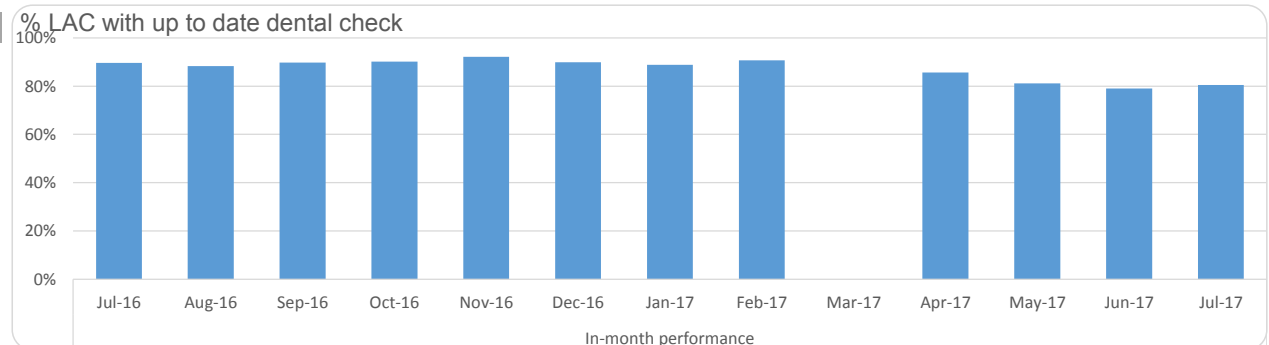
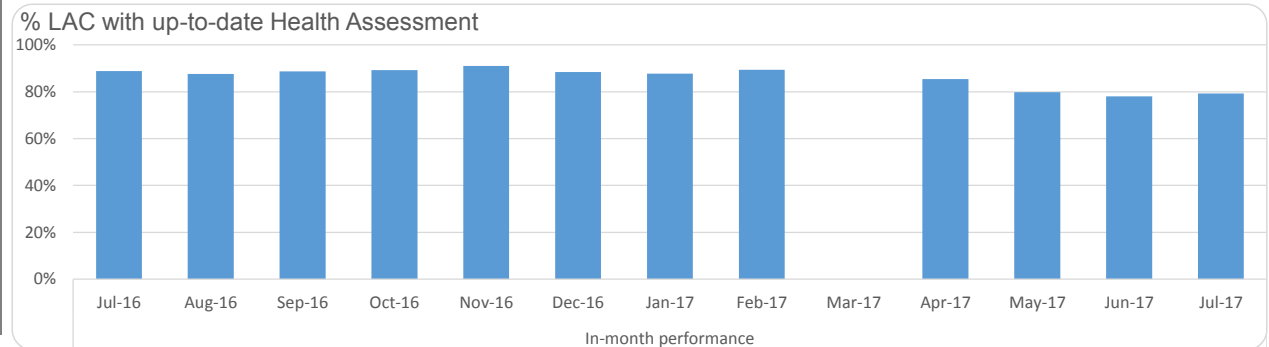
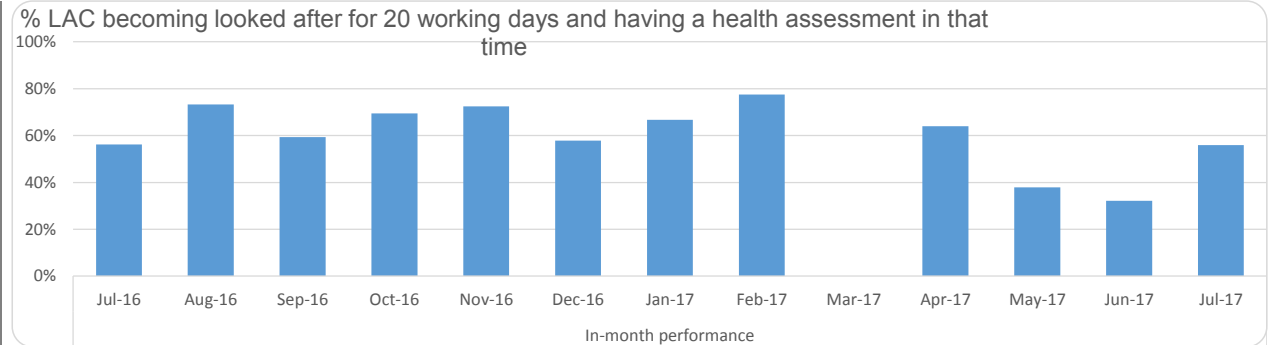
Looked After Children Health

(County - July 2017)

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

Performance analysis Whilst there continue to be concerns regarding the capacity of our Health partners to provide the services needed to complete the reviews within timescales, we are now seeing some improvement in the % of LAC having an Initial Health Assessment within 20 working days. This could indicate that NCHC's confidence that timescales should improve as they now have more GPs in place to undertake them is starting to be realised. However this will be closely monitored by the QA Hub and any slippage in terms of Health meeting timescales will be reported to CSLT asnd the Improvment Board.

		7.9n	7.9	7.10	7.10p	7.11	7.11p
		# LAC having a health assessment within 20 days of becoming LAC	% LAC becoming looked after for 20 working days and having a health assessment in that time	LAC with up-to-date Health Assessment - No.	% LAC with up-to-date Health Assessment	LAC with up to date dental check - No.	% LAC with up to date dental check
Good perf. is:		Info	High	High	High	High	High
In-month performance	Jul-16	18	56.3%	688	88.8%	695	89.7%
	Aug-16	41	73.2%	664	87.6%	669	88.3%
	Sep-16	19	59.4%	673	88.7%	681	89.7%
	Oct-16	25	69.4%	677	89.3%	683	90.1%
	Nov-16	29	72.5%	683	91.1%	691	92.1%
	Dec-16	26	57.8%	661	88.4%	672	89.8%
	Jan-17	28	66.7%	652	87.8%	660	88.8%
	Feb-17	31	77.5%	666	89.4%	676	90.7%
	Mar-17	-	-	-	#VALUE!	-	-
	Apr-17	16	64.0%	624	85.4%	626	85.6%
	May-17	11	37.9%	591	79.9%	600	81.1%
	Jun-17	9	32.1%	580	78.1%	587	79.0%
Jul-17	19	55.9%	606	79.3%	615	80.5%	
Benchmarking							
Eastern region			44.2%				

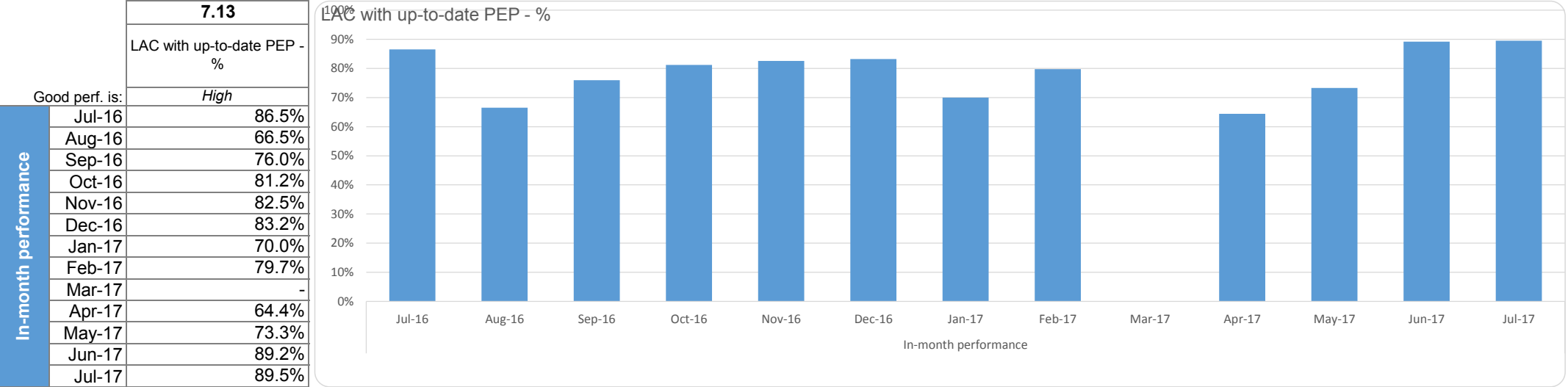


Definition

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

Performance analysis

As expected the performance regarding PEPs being completed has improved as the summer term progresses. Case level checks of some of those children who did not have PEPs in the summer term indicates that many were pupils in year 11. It is important that Looked After Children who are transitioning from school to either further education, training or employment have a PEP completed in the last term. The Virtual School will be asked to issue communications to schools and social work teams to remind them of the need to ensure year 11 pupils have their PEPs early in the summer term, to avoid them being missed due to exams or the earlier term end date.



Looked After Children Participation

(County - July 2017)

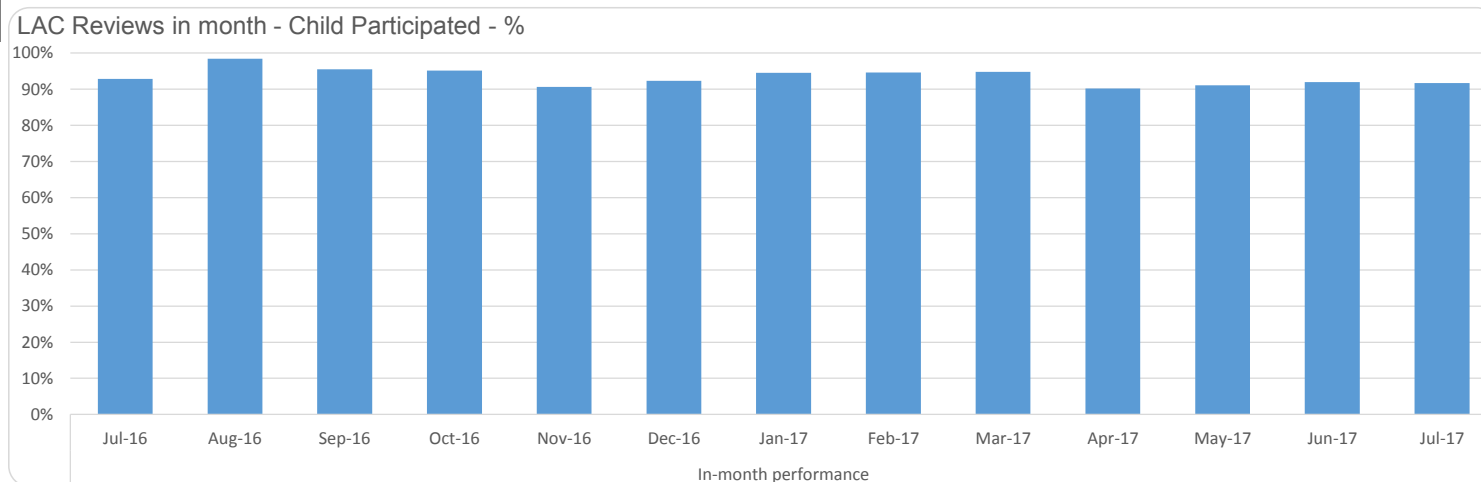
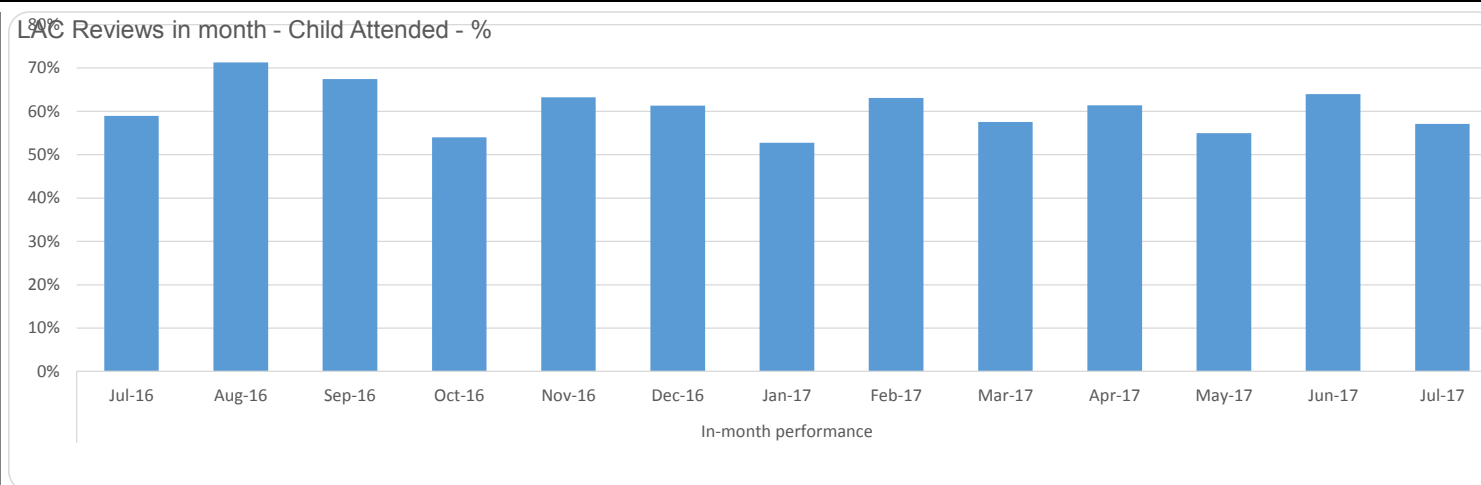
Definition

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

Performance analysis

As stated in the last report, data analysis has shown that there is a particular issue with engaging children aged 6-9 in their review meetings. As a result of this analysis, the Independent Reviewing Service consulted with all children under 10 who had reviews in July 2017 about what they would like in their invite letter to their review and what they would like it to look like. The Independent Reviewing Service are also working with Social Workers, foster carers and other professionals to ensure that LAC reviews are focussed on the child and if necessary will only have the child, IRO, SW and possibly foster carer present if that will encourage and support the child to attend. It is likely to be a few months to see the impact of these initiatives in the reporting.

		7.17	7.18
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:		High	High
In-month performance	Jul-16	59.0%	92.8%
	Aug-16	71.3%	98.4%
	Sep-16	67.4%	95.5%
	Oct-16	54.0%	95.1%
	Nov-16	63.3%	90.6%
	Dec-16	61.3%	92.3%
	Jan-17	52.8%	94.5%
	Feb-17	63.1%	94.6%
	Mar-17	57.6%	94.8%
	Apr-17	61.4%	90.2%
	May-17	55.0%	91.1%
	Jun-17	64.0%	91.9%
	Jul-17	57.1%	91.7%

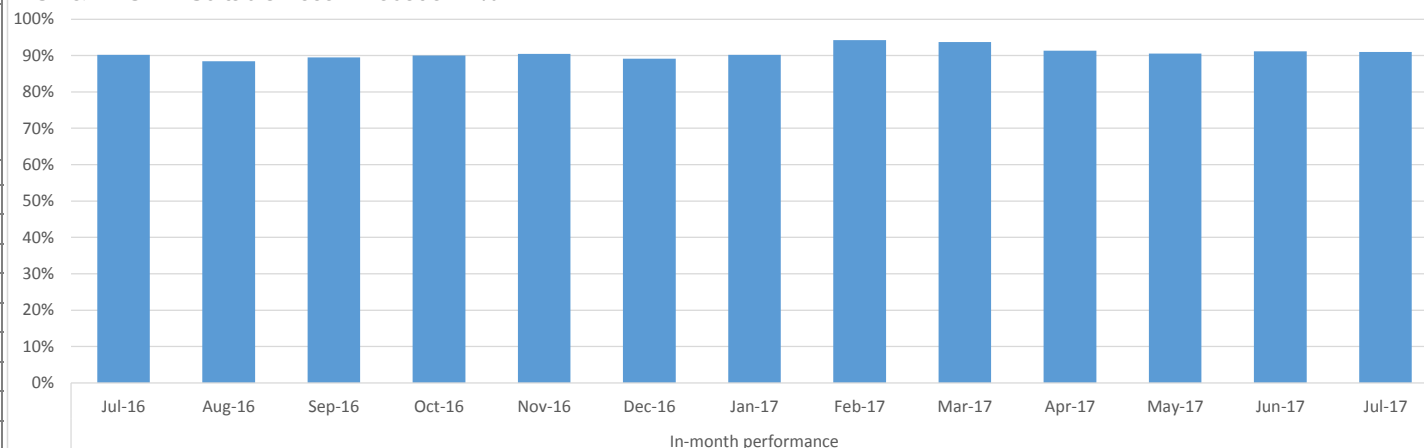


Definition A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.

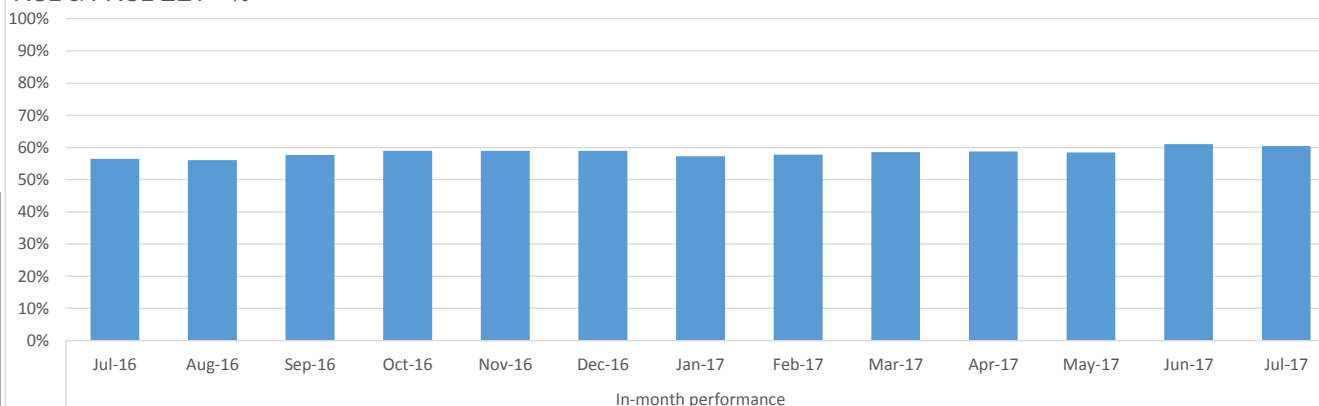
Performance analysis Working with care leavers remains a key area of focus in all localities. All PAs are required to attend countywide workshops that are scheduled in the next couple of months regarding good planning and assessment. EET figures are good but we want to be aspirational for our young people and are working hard to improve further. EET is an area that requires constant attention and is particularly challenging given the number of young people with complex health needs who face significant barriers into employment. The teams are forming good working relationships with other support services such as the DWP and Housing Departments.

		8.1	8.3	8.4
		Number of care leavers	RCL & FRCL in Suitable Accommodation - %	RCL & FRCL EET - %
Good perf. is:		High	High	High
In-month performance	Jul-16	480	90.2%	56.5%
	Aug-16	483	88.4%	56.1%
	Sep-16	484	89.5%	57.6%
	Oct-16	482	90.0%	58.9%
	Nov-16	482	90.5%	58.9%
	Dec-16	488	89.1%	59.0%
	Jan-17	478	90.2%	57.3%
	Feb-17	471	94.3%	57.7%
	Mar-17	463	93.7%	58.5%
	Apr-17	473	91.3%	58.8%
	May-17	465	90.5%	58.5%
	Jun-17	462	91.1%	61.0%
	Jul-17	465	91.0%	60.4%

RCL & FRCL in Suitable Accommodation - %



RCL & FRCL EET - %

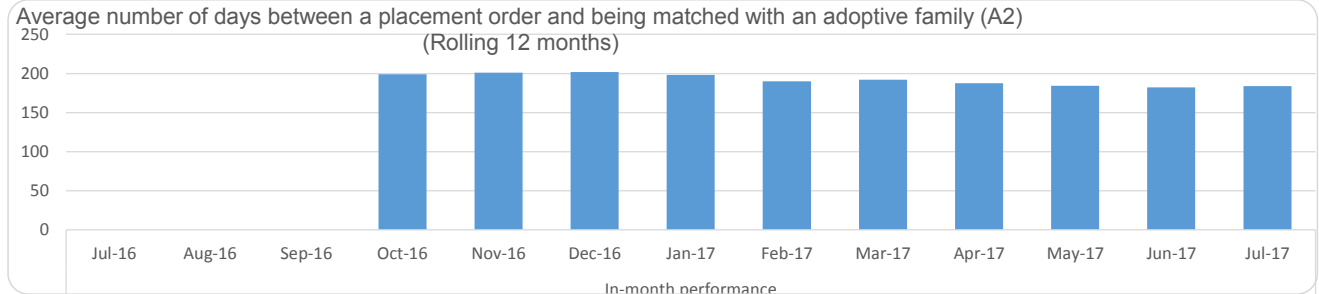
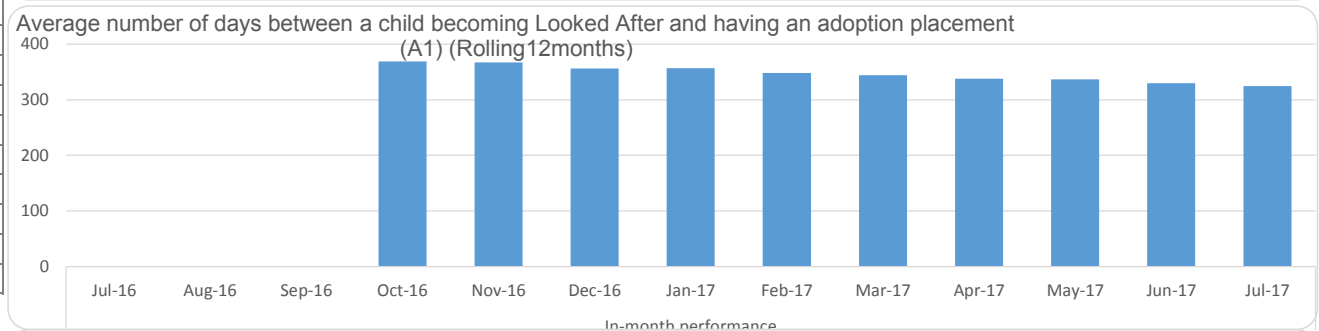
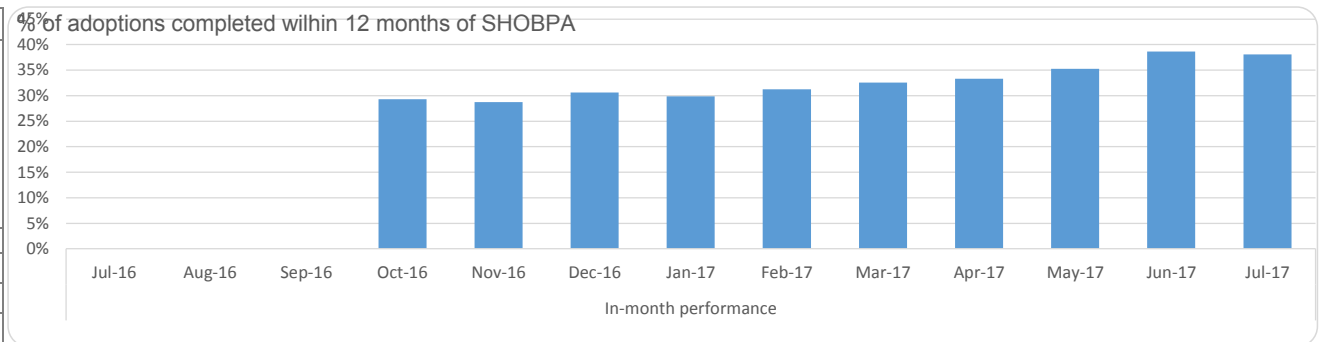


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	91.0%	88.0%	83.0%	94.0%	
RCL & FRCL EET - %	60.4%	53.0%	49.0%	63.0%	59.7%

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

Performance analysis The average number days between a child becoming looked after and having an adoption placement is lower than the Eastern Region average and the average number of days between placement order and being matched with an adoptive family is in line with the Eastern Region. It is positive that we are seeing a continuing trend of the average number of days between placement order and being matched with an adoptive family decreasing (from 369 days in Oct 16 to 325 days in July 17). It has to be noted that these figures relate to low numbers of children and therefore one or two unusual or complex cases that take longer than average can affect the figures. Longer timescales recorded do not always mean poor performance and quite often are a cause for celebration as they mean that children who have complexities that may make matching difficult have successfully been found adoptive families.

	10.1a	10.1b	10.2	10.3
	Number of adoptions completed within 12 months of SHOBPA	% of adoptions completed within 12 months of SHOBPA	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling 12 months)	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)
Good perf. is:	Info	High	Low	Low
Jul-16	-	-	-	-
Aug-16	-	-	-	-
Sep-16	-	-	-	-
Oct-16	24	29%	369	199
Nov-16	25	29%	367	201
Dec-16	26	31%	356	202
Jan-17	23	30%	357	198
Feb-17	25	31%	348	190
Mar-17	28	33%	344	192
Apr-17	28	33%	338	187
May-17	31	35%	337	184
Jun-17	34	39%	330	182
Jul-17	32	38%	325	184



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

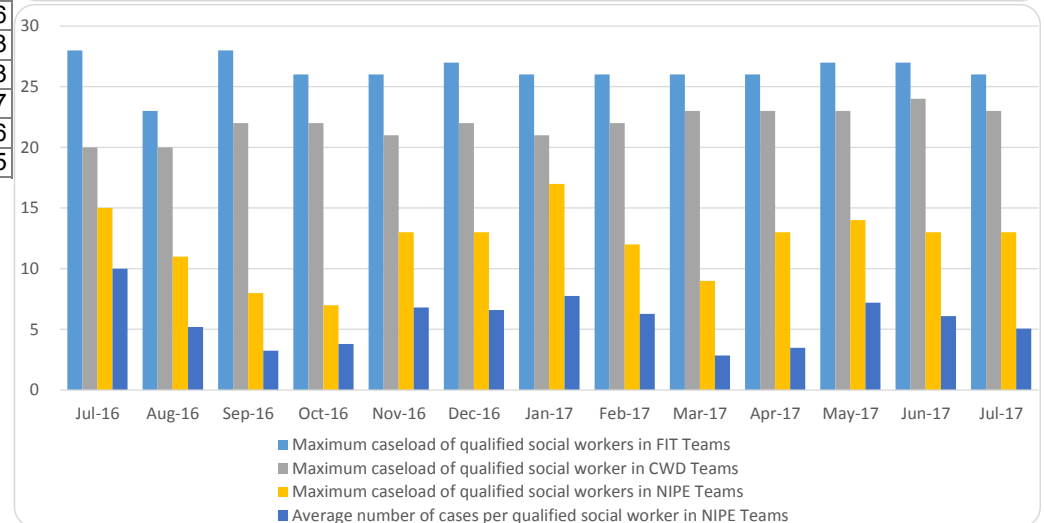
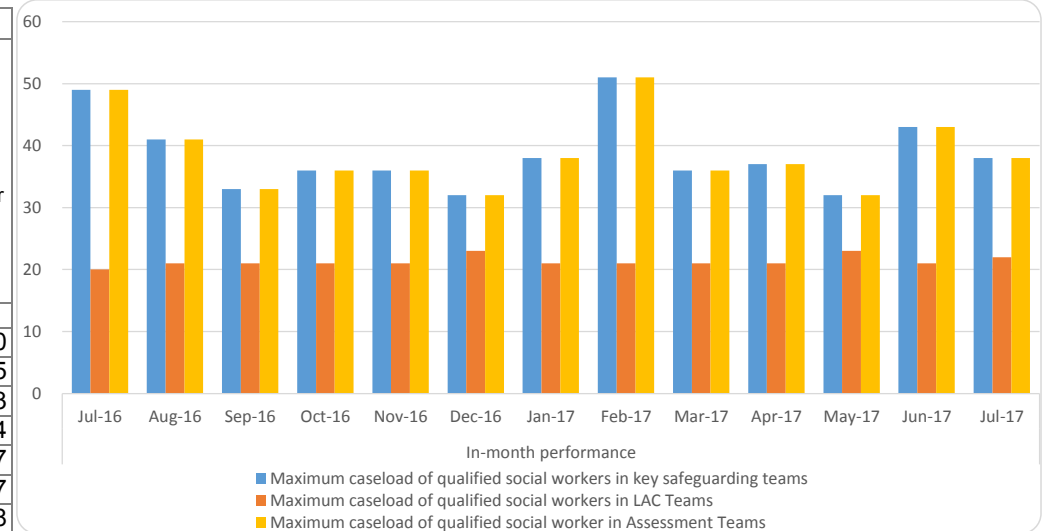
Definition Caseloads refer to the number of children allocated to individual workers.





Performance analysis

Localities are working hard to get caseloads within the county policy and the moves to smaller teams should eventually help this. There are however difficulties with staffing in some areas. As previously stated there are particular issues with recruiting and retaining staff in the North which has placed pressure on teams in managing the workflow within the system. The caseloads in the Assessment teams are of particular concern, although it is acknowledged that some of those cases have been assessed as needing no further action and should have been closed. A manager is now working with HR regarding recruitment of social workers and the particular issues some localities have regarding attracting and retaining high calibre agency workers is known by CSLT.

	11.1	11.2	11.3	11.4	11.5	11.6	11.6a
	Maximum caseload of qualified social workers in key safeguarding teams	Maximum caseload of qualified social workers in LAC Teams	Maximum caseload of qualified social worker in Assessment Teams	Maximum caseload of qualified social workers in FIT Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of qualified social workers in NIPE Teams	Average number of cases per qualified social worker in NIPE Teams
Good perf. is:	Low	Low	Low	Low	Low	Low	Low
Jul-16	49	20	49	28	20	15	10
Aug-16	41	21	41	23	20	11	5
Sep-16	33	21	33	28	22	8	3
Oct-16	36	21	36	26	22	7	4
Nov-16	36	21	36	26	21	13	7
Dec-16	32	23	32	27	22	13	7
Jan-17	38	21	38	26	21	17	8
Feb-17	51	21	51	26	22	12	6
Mar-17	36	21	36	26	23	9	3
Apr-17	37	21	37	26	23	13	3
May-17	32	23	32	27	23	14	7
Jun-17	43	21	43	27	24	13	6
Jul-17	38	22	38	26	23	13	5

In-month performance



Risk Register - Norfolk County Council																				
	Risk Register Name		Children's Service Risk Register														Red			
	Prepared by		Don Evans													High				
	Date updated		February 2017													Med				
	Next update due		February 2017													Low				
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Current Direction of Travel of Risk	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update	
C	Children's Services	RM14284	The amount spent on home to school transport at significant variance to predicted best estimates	Rising transport costs, the nature of the demand-led service (particularly for students with special needs) and the inability to reduce the need for transport or the distance travelled will result in a continued overspend on the home to school transport budgets and an inability to reduce costs.	04/11/2015	4	3	12	Continue to enforce education transport policy, and work with commissioners re school placements. Continually review the transport networks, to look for integration and efficiency opportunities. Work with Norse to reduce transport costs and ensure the fleet is used efficiently and effectively. Look for further, more innovative, ways to plan, procure and integrate transport. Overall risk treatment: reduce.	Norfolk County Council have now progressed to the contract 'sign-up' stage with Hackney Community Transport to formally start the 'payment by results' initiative. The plan over the next 5 years, is for a cohort of 100 pupils per year to be targeted for this intensive work via Hackney Community Transport (HCT). There was a 'start up' meeting on 2 March between the Passenger Transport Unit, Education Inclusion Service, Special School Headteachers and HCT. First cohorts have been identified by special schools and HCT have been advised. Contract sign-off is imminent and implementation via HCT will progress through the current summer term. Impact and implementation will be from September 2017. The recent budget setting process for FY2017/18 has confirmed that the budget will be increased and, therefore, the risk to achieving a balanced budget has reduced for this reason also. We are, therefore, now forecasting to achieve a balanced budget within FY17/18 and recommend that the risk target score is reduced accordingly from 6 to 4.	2	2	4	31/03/2018		Amber	Chris Snudden	Richard Snowden and Michael Bateman	31/07/2017	
C	Children's Services	RM14147	Potential failure to move out of intervention		01/12/2013	2	5	10	Quarterly stocktake meetings are undertaken by Essex, commissioned by the Department for Education. Responsive action plans are designed and delivered following each Ofsted monitoring visit/Essex stocktake. Our Improvement Plan is in place. An Improvement Board has been established to drive and monitor improvement activity. This Board is Chaired by the Managing Director and has a senior level multi-agency	Feedback from the June 2017 monitoring visit was positive with Ofsted identifying progress and expressing greater levels of confidence in key areas of previous concern. As a result of our improvement, Ofsted have assessed that we do not require further monitoring visits and as a result, we will be subject to reinspection in the next 6 months. Feedback from Essex stocktake meetings consistently evidence improvement. The Improvement Board is well established and is ensuring the requisite pace and focus is maintained.	1	5	5	31/03/2018		Green	Matt Dunkley	Don Evans	31/07/2017	
D	Children's Services	RM14157	Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.	Lack of NCC capacity and infrastructure to support the back-office functions that Children's Services needs in particular ICT and BIPS capacity limitations	13/03/2014	3	4	12	Corporate sign-up to 'Children First' with all support Departments prioritising Children's Services Replacement Social Care Recording System (Liquidlogic) has been procured.	ICT prioritising Children's Services requests/repairs. Recruitment processess for social workers have been streamlined and are being overseen by an experienced social work manager. A 'virtual team' for Chidlren's Services has been created within BIPS with additional resource added. Liquidlogic project is on and time and on budget	1	3	3	31/03/2018		Green	Matt Dunkley	Don Evans	31/07/2017	
D	Children's Services	RM14148	Overreliance on interim capacity	Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.	01/12/2013	2	4	8	Greater understanding of workforce data as it relates to geographical variation and the County as a whole. Review and update of our 'offer to social workers, to include the new social care academy. Where agency staff are working in opeartional teams, we will seek to retain the same worker in each role until a substantive replacement is secured.	HR Business partner is working with corporate colleagues on a suite of key workforce data. The NIPE programme is being evaluated to understand its impact. Greater flexibility is being used around the deployment of NIPE workers. The social care academy has been launched. Agency retention is generally good in realltion to achieving sustainable performance but clearly this implications in relation to costs. IR35 implications are understood and have been widely communicated.	1	3	3	31/03/2018		Green	Matt Dunkley	Don Evans	31/07/2017	

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Current Direction of Travel of Risk	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM13906	Looked After Children overspends	That the Looked After Children's budget could result in significant overspends that will need to be funded from elsewhere within Children's Services or other parts of Norfolk County Council	18/05/2011	3	3	9	The permanence panel and monitoring group are in place and are ensuring the right children are in the right placements. A residential placement panel has been established to ensure specific scrutiny is given to the appropriateness/efectiveness and costs of residential placements. A review of the indiviual and collective effectiveness of LAC-related panels is being undertaken. All CS costs are rigorously and routinely scrutinised. A centralised, coordinated approach to commissioning is being established.	New Directions edge of care service is now operational. The Head of Service for commissioning is now in post. The numbers of children in residential care are reducing	2	3	6	31/03/2018	↔	Amber	Matt Dunkley	Don Evans	31/07/2017

Children's Services Committee

Report title:	Norfolk County Council Adoption Agency Annual Review
Date of meeting:	12 September 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director of Children's Services
<p>Strategic impact</p> <p>Every adoption agency has a statutory requirement to publish, and regularly update, a document which describes the ethos and goals of the adoption service, its management and oversight arrangements and the experience of its staff.</p> <p>The following pages detail the performance of the adoption service and include the following information;</p> <ul style="list-style-type: none"> • Performance in recruiting adopters • Performance in finding adoptive families for children • Performance providing post adoption support • Complaints • Service-User Engagement <p>It is important to remember that the purpose of the adoption service is to approve prospective adopters, prepare children for adoption, and match adopters with children and to provide appropriate post adoption support. This supports the overarching outcome which is to ensure that children and young people are brought up in secure and permanent homes.</p> <p>This Statement of Purpose (appendix 1) is a public document, approved by the County Council each year before being made available to adoptive families, adopted children, their birth parents and guardians and staff working in the field of adoption. It is also inspected by OFSTED (Office of Standards in Education). This committee paper will focus on a performance review of Norfolk Adoption Service.</p>	

Executive summary

The key strengths:

- The number of adopters approved has decreased this year after 4 years of rising numbers mirroring national trends there also has been a reduction in numbers of children with a plan for adoption.
- The number of children matched with adoptive families, in 2015/16 was 73 compared with 85 the previous year. This decline follows a national trend and is likely to be linked to Case Law (Re BS Case).
- The number of adoption orders granted was 86 which is the largest number to date.
- Norfolk children, on average, are waiting for a shorter period between entering care and moving in with their adoptive family.
- Prospective adopters assessments are of a good standard
- The number of social workers in the Adoption Support Team have been increased by one FTE.
- We worked with three voluntary adoption agencies and 6 local authorities to prepare for regionalisation of adoption services.

- Early permanence decisions are being made quicker and with greater senior management oversight to ensure that children are placed swiftly and experience minimal delay including robust arrangements to track cases in public law.
- We achieved 9 foster to adopt placements compared with 7 placements the year before.

The Key areas of challenge:

- The number of children with a plan for adoption has slightly increased. This is a trend reflected locally and nationally.
- Variability in the quality of child permanence reports.
- Some children with complex needs or large sibling groups remain difficult to place.
- To ensure all children with adoption as a plan have good quality life story books.

Next year we will:

- Target recruitment on BME groups, those with an offer to large sibling groups and children with a disability.
- Continue to recruit and champion foster to adopt placements.
- Embed procurement process around adoption support applications.
- Further develop attachment friendly schools project.
- Continue to work with partners to create a regional adoption agency.
- Work with colleagues to improve the quality of life story work
- Re launch our magazine for adopters side by side

Recommendations:

To recommend approval of the statement of purpose to full council and provide scrutiny and challenge to the adoption service.

1. Proposal

- 1.1 Members are asked to scrutinise the information within the report and provide challenge to the service to ensure continued improved outcomes for Norfolk children and families along with internal performance improvement.
- 1.2 Members are asked to recommend approval to Full Council of the Statement of Purpose and Functions for the Local Authority Adoption Service to comply with the Care Standards Act 2000.

2. Evidence

2.1. What is Adoption?

Adoption is a way of providing a new and permanent family for children who cannot be brought up by their own parents. It's a legal procedure in which parental responsibility is awarded to the adopters who become the only adults with parental responsibility. Once an adoption order has been granted it can't be reversed except in extremely rare circumstances.

2.2 Performance & Benchmarking

2.2.1 Children Awaiting Adoption

The Department for Education produced two “heat maps” showing the number of children awaiting adoption (as at 31st March 2013) for each local authority. Norfolk was shown as having 85 children awaiting for adoption a reduction from 110 at 31st March 2012. As of March 2014 this had further reduced to 80 of which 12 were matched but not placed 23 were awaiting placement orders from the courts. As of July 2015 there were 39 children waiting adoption in Norfolk of which 24 had a potential match identified. On 31 March 2016 this had fallen to 35 children and as of August 2017 we have 32 children waiting to be matched with adopters.

2.2.2 Number of children being adopted.

The latest national figures report that had been a decrease in the number of children being adopted and this trend is reflected in the East of England and Norfolk.

The table below shows the numbers of adoption orders granted for England, the East of England and Norfolk from April 2012 to March 2016, plus additional Norfolk data for 2016/17:

Area	2012/13	2013/14	2014/15	2015/16	2016/17
England	4,100	5,550	5,360	4,690	-
East of England	370	510	530	430	-
Norfolk	58	81	100	74	86

[Source: Office of National Statistics (Adoption Orders Granted) and CareFirst Norfolk Data]

In the three years to 31st March 2017, 260 children in Norfolk were adopted, compared with 255 in the 3 years to 31st March 2016.

In 2015/16 18% of the children that stopped being looked after in Norfolk were adopted this compares to an average across England of 15% and the East of England is also 15%.

2.3 Recruiting Norfolk adoptive families

- 2.3.1 Since 2013 Norfolk Adoption Service significantly increased the annual marketing budget to attract prospective adopters in Norfolk, which has led to an increase in the number of initial enquiries year on year, till last year.
- 2.3.2 On average, Norfolk receives more enquiries and applications from prospective adopters and approves more adopters than local authorities across England as a whole. Last year we received 311 enquiries compared with 296 the year before. In 2016/17 we had 60 applications compared with 59 the year before. 43 perspective adopters were approved in 2016/17 the same figure as last year
- 2.3.3 National data shows that the number of children with a placement order so they can be matched with adopters fell by 34/% this fall was 15% in Norfolk.
- 2.3.4 An emerging trend seems to be that prospective adopters are contacting us earlier and after attending an open evening they are choosing to spend more time preparing to become adopters. The conversion rate of enquiries to adopters is similar to other authorities. As a result of open evenings which explain the legal and emotional commitment adoption involves, the majority of prospective applicants decide not to take their intent further.

2.4 Finding adoptive families outside Norfolk

- 2.4.1 As highlighted earlier in this paper, the last 2 years saw a decrease in the number of children placed for adoption mirroring a national trend and resulting from case law RE BS.
- 2.4.2 Last year 20 children were placed with families from other local authorities or voluntary agencies – a decrease of 9 on the year before. These are the most complex children awaiting adoption in Norfolk and will have special needs or developmental uncertainty. If not adopted it is highly likely that most or all of these children would have spent their childhood in care.
- 2.4.3 As part of the government reforms the inter agency fee increased to £27,000 for local authorities, to bring in line with the fee paid to voluntary adoption agencies. This has resulted in an increase in the budget required to pay for inter-agency fees. We have been able to claim £356,000 rebate from central government. In this financial year there will be no rebate from central government in 2017/18.

2.5 Matching Children with Adopters

- 2.5.1 Adoption is a key area of focus for the Government. The Department for Education (DfE) publication “An Action Plan for Adoption: Tackling Delay” (2012) has the key objectives of reducing the time it takes to recruit adopters and reducing the amount of time children wait to be adopted. Performance against these objectives is measured nationally through the Department for Education (DfE) Adoption Scorecard. The two key measures are:
- The 3 year average number of days between a child entering care and moving in with their adoptive family 2013 to 2016 is 496 for Norfolk compares with and England average of 593 days ranking Norfolk 18 in England out of 152 local authorities with responsibility for adoption.
 - The 3 year average number of days between a Norfolk receiving authority to place a child for adoption and the child being placed with their adoptive family 2013 to 2016 is 201 for Norfolk compares with and England average of 223 days ranking Norfolk 57 in England out of 152 local authorities with responsibility for adoption.
- 2.5.2 These figures do come with a caveat that the average timescales could increase if Norfolk find adoptive placements for those children who have waited the longest for adoption which can lead to much improved outcomes for children.

3 Post adoption support

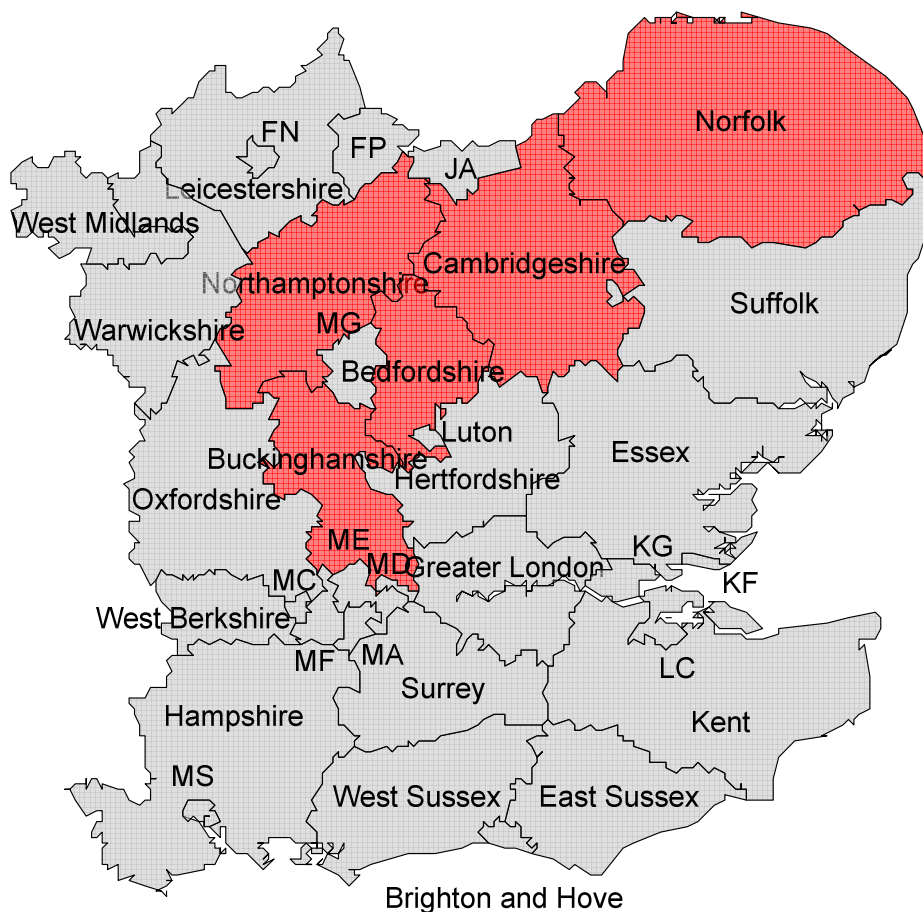
- 3.1 The Adoption Support team works with adopted children and their families after the adoption order.
- 3.2 In addition there is also a specialist Advice line and Consultation service twice a month for parents to meet with two social workers. If families want an on-going service from us then they are entitled to an Assessment of Need and a plan of intervention. As the majority of children have experienced developmental trauma, the intensive casework often involves therapeutic services including Therapy and

Developmental Re-parenting. In 2016-17 the Adoption Service worked with 170 post adoption support packages which included 108 new referrals.

- 3.3 Another area of adoption support provided by Norfolk Adoption Service is the Letterbox contact service where adopters and birth families can exchange messages. Between April 2016 and March 2017, over 3,000 exchanges were made.
- 3.4 Many queries arise from these exchanges and some have to be reviewed or have direct contacts supervised. Where required, birth parents are also given support to write their contact messages for children who have been adopted.
- 3.5 The Adoption Support Team provides access to information and intermediary services for adopted adults. In 2016/17, 240 cases were open. Intermediary services are also provided for birth relatives and in 2015/16 the Adoption Support Team handled over 30 cases.
- 3.6 The Department for Education (DfE) has stated that the support families receive after adoption should be improved and since June 2015 introduced the adoption support fund.
Since April 2016 to 1st April 2017 we have successfully bid for over £827,485 worth of therapy for 182 adopted children/ 138 adopted families in Norfolk.

4 The regionalisation of adoption services

- 4.1 In 2015 central government announced its intention that all local authorities should form into Regional adoption agencies taking powers to compel local authorities to regionalise by 2020. Central government is clear that they expect greater efficiencies and benefits from regionalisation particularly as they expect the voluntary sector to be a key partner. Norfolk is working with 6 local authorities: Cambridge, Northampton, Bedford borough, Central Bedfordshire, Milton Keynes and Buckinghamshire and 4 charities Coram I, Coram Cambridge, adoption plus and St Francis Children's society.



- 4.2 The regionalisation project is being led by central Bedfordshire who have successfully applied for grant money to allow project time to implement the regionalisation agenda.

5 Complaints

- 5.1 Between April 2015 and March 2016, Norfolk County Council received 16 complaints relating to the adoption service, all of which were resolved at an early stage compared with 13 the year before. The 16 complaints are above the average for local authorities in England which is 3, but this is to be expected due to the far higher numbers of enquiries and applications we process in Norfolk compared to the England average for local authorities. Norfolk Adoption Service is four times larger than the average English adoption agency. All complaints related to single, isolated incidents, and no systemic issues were highlighted within the service.

6 Finance Implications

- 6.1 There are no financial implications from recommending this report

7 Issues, risks and innovation

- 7.1 It is critical in performing its duty as a corporate parent that the committee scrutinises the functioning of its adoption service.

8. Background

8.1 Please see the attached Statement of Purpose (appendix 1)

Officer Contact

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

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

Officer Name: Peter Ronan **Tel No:** 222574
Email address: peter.ronan@norfolk.gov.uk



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.

CONSIDER Adoption

Norfolk County Council Adoption Service

Statement of Purpose 2017-18



LOCAL AUTHORITY ADOPTION SERVICE REGULATIONS 2003

CONSIDER Adoption



Foreword from the Children's Services Executive Director – Matt Dunkley

Putting Children first

Adoption is of critical importance to Norfolk County Council. We have implemented the Government's Action Plan for Adoption. We always guarantee a warm welcome to prospective adopters. If you can demonstrate that you could meet the needs of a child or young person who is in the care of the Local Authority awaiting adoption, then we will consider your application.

Some of the children we need to place in families will have suffered trauma, grief and loss. Some will have experienced or witnessed abuse or lived in chaotic environments, which may have left them feeling vulnerable and unsafe. We are looking for prospective adopters who can provide children with a safe and stable home for them to grow and develop. You will need to help them feel comfortable in your home and their surroundings.

It's important to remember that we are not simply looking for people who have had straightforward lives. We will consider your family history sympathetically. Coming through and learning from difficulties or losses can be helpful experiences for adopting a child.

We welcome applications from adults over 21 years of age, from all walks of life and all ethnic backgrounds and religions. It doesn't matter if you are a home owner, tenant, or on housing benefit, employed or not employed. You need to have a genuine commitment to care for a child and lots of energy, understanding and patience. You need to have a spare bedroom in your home and sufficient time and space in your family to adopt a child.

Once a child has joined your family you will not be on your own. We can provide a range of adoption support services throughout childhood.

CONSIDER Adoption

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Our Vision:

'Norfolk County Council will be a consistent, caring and responsible parent to all children and young people in our care through to adulthood. We Promise to put Children First and to work with them and the important people in their lives to ensure they are safe, happy and well. We will always be there at the right time to support children and young people to achieve their own personal ambitions by never giving up on them'

CONSIDER Adoption

The aims and objectives of Norfolk County Council Adoption Service are:

- ✓ For adopted children and young people to be happy members of a family, confident and achieving to their very best potential.
- ✓ Whatever their cultural background or disability, to identify and prepare children who need to join, and will benefit from, a permanent and legal adoptive family.
- ✓ To implement effective strategies for the recruitment of sufficient adopters able to meet the needs of children waiting for adoption.
- ✓ To aspire to achieving a successful outcome for each child placed with a new family, minimising the number of placement disruptions.
- ✓ To provide a comprehensive adoption support service to adopted children and their families and also to birth families.
- ✓ To provide intermediary services to adopted adults and to birth families.
- ✓ To maintain high standards of practice within the adoption service by, exceeding the National Adoption Minimum Standards and the challenges of timeliness.
- ✓ To promote opportunities for professional development of adoption workers, both social care and administrative staff, to increase their knowledge of good practice and personal development and to strive constantly for service improvement.
- ✓ Working to meet the challenges of the Adoption Scorecard.



CONSIDER Adoption

Last year we:

- ✓ Made 9 foster to adopt placements.
- ✓ Successfully applied for over £827,485 worth of therapy from the Adoption Support Fund.
- ✓ Attended permanence monitoring groups and permanence panel reclaiming permanence for our Looked after Children.
- ✓ Successfully bid with partners for DfE grants for the regionalisation of adoption agenda.
- ✓ Increased The Adoption Support Team by one social worker.
- ✓ Developed a pilot to deliver attachment friendly schools.
- ✓ Introduce and delivered Signs of Safety in our work.

This year we will:

- ✓ Target recruitment on BME groups, those with an offer to large sibling groups and children with a disability.
- ✓ Continue to recruit and champion foster to adopt placements.
- ✓ Embed procurement process around adoption support applications.
- ✓ Further develop attachment friendly schools project.
- ✓ Continue to work with partners to create a regional adoption agency.
- ✓ Work with colleagues to improve the quality of life story work
- ✓ Re launch our magazine for adopters side by side

CONSIDER Adoption

Prospective Adopters - Who are we looking for?

All sorts of people can make successful adoptive parents. Norfolk adoption service welcomes enquiries from people of any ethnic background, age, religion or sexual orientation and from people with disabilities. Applicants may be single, married or living with a partner and may or may not already have children in their family.

The important thing is that adopters have the potential to meet the needs of the children who are waiting for secure and trusting families.



What skills do adopters need?

- ✓ As can be seen from the flowchart which follows, Norfolk adoption service prepares and trains prospective adopters for the task of looking after, and claiming, children born to another family. The process helps applicants think about their strengths and skills and any areas where they may need more information or experience.
- ✓ Adoptive applicants don't have to be perfect. Nobody is. Often people who have had difficulties in their lives and have worked through them are stronger as a result.

By the time applicants are ready to adopt, we trust that they will be able to:

- ✓ *Provide a safe, stable, loving family life*
- ✓ *Have plenty of time and energy to spare*
- ✓ *'Stand in the shoes' of a child and understand how he or she may be feeling*
- ✓ *Help children feel good about themselves*
- ✓ *Encourage a child's education, hobbies and interests*
- ✓ *Keep a child safe and promote a healthy lifestyle*
- ✓ *Help a child feel a positive sense of who they are and where they have come from*
- ✓ *Tell their child about their background and sometimes keep in contact with important birth family members*
- ✓ *Be firm sometimes but also be able to negotiate and compromise*
- ✓ *Cope with the unexpected*
- ✓ *Stay calm and positive when things are not going according to plan*
- ✓ *Ask for help if they need it.*

CONSIDER Adoption

The procedures for recruiting, preparing, assessing, approving and supporting prospective adopters

The Adoption Service aims to recruit a wide range of families to meet the differing needs of children requiring adoptive homes. The agency will welcome all enquiries. Anyone who uses the adoption service will be treated with respect and honesty.

The agency's strategy for recruiting prospective adopters is to prioritise applicants to reflect the needs of looked after children waiting for adoption at any one time.

Publicity and recruitment materials and leaflets have been produced to support good communication with prospective adopters and more accurately represent the profiles of children waiting to be adopted.

Details of the process for recruiting, assessing, preparing, approving and supporting prospective adopters are set out in the Adoption Service's procedures, available on request to the public, professionals and other agencies.

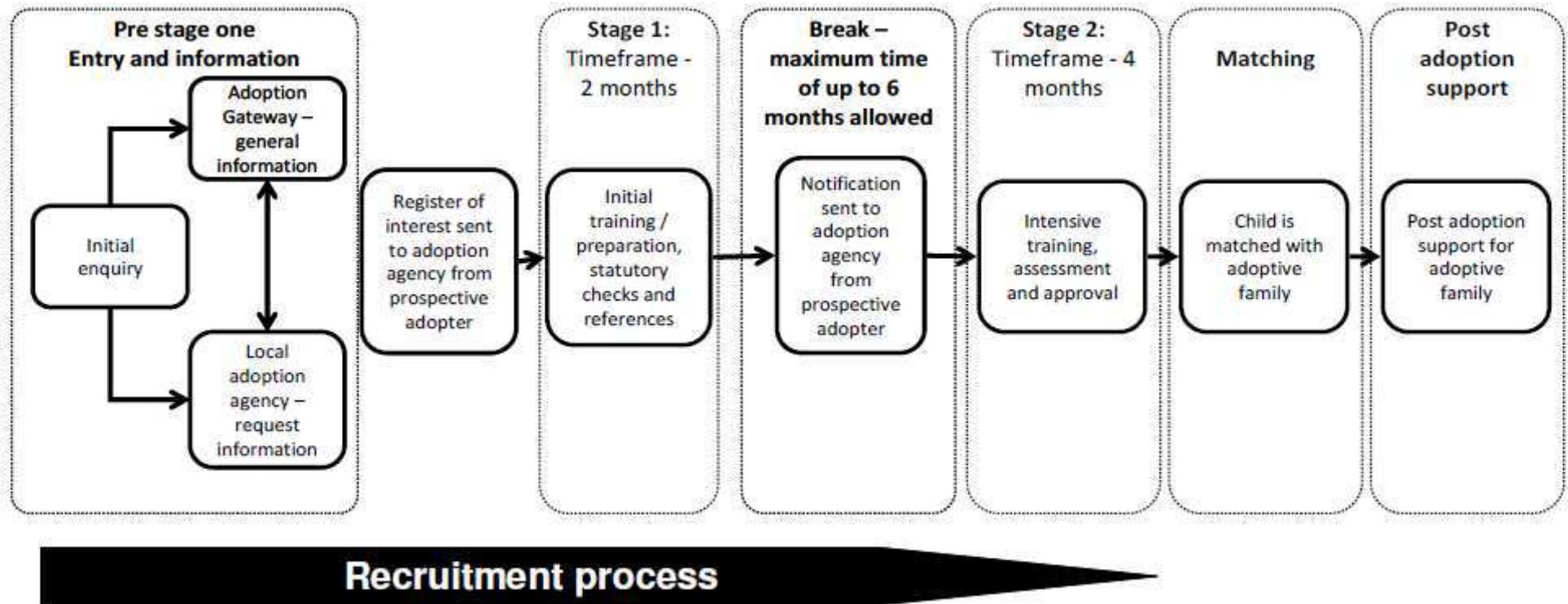
We aim to work in partnership and will seek your views about the assessment process and our relationship with you at regular intervals.



CONSIDER Adoption

Flowchart of steps in recruiting, preparing, assessing, approving and supporting prospective adopters

The Adoption process



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Services provided by Norfolk Adoption Service

The Adoption Service in Norfolk consists of three social work teams which deliver the following:

- The recruitment, training and assessment of prospective adopters, including inter-country and in-family applicants
- The preparation of children when required for an adoptive placement
- Placement of children with approved prospective adopters
- Counselling for birth families relinquishing a child for adoption
- Consultation to child care social work teams in respect of adoption issues
- Services to other professionals including facilitation of the independent Adoption and Permanence Panel and completion of reports for Courts; participation in the Eastern Region Adoption Consortium
- Provide a range of helpful support to adoptive families
- An assessment of need post adoption and planned services in consultation with the family
- A Letterbox contact arrangement for exchange of information between adoptive and birth families
- Facilitation of any arrangements for direct contact between adoptive and birth families as appropriate for the child
- Access to birth records and information for Adopted Adults
- Intermediary services for birth families and Adopted Adults
- Therapeutic provision for children where required pre and post adoptive placement.



CONSIDER Adoption

Quality Assurance Mechanisms

Norfolk's Adoption Service receives regular internal and external scrutiny to ensure that services are robust and of good quality.

Internal monitoring is achieved by:

- ✓ Collection and scrutiny of data, recording outcomes for children and adopters.
- ✓ Tracking systems to measure the timescales involved for providing services.
- ✓ Quarterly performance board which reviews outcomes to allow performance to be checked against key performance indicators and national standards
- ✓ The three adoption teams meet regularly and take part in practice development together
- ✓ Gathering of service user feedback at different stages of the adoption process
- ✓ Statutory reviews and planning meetings provide a structure for the agency to record progress in individual cases
- ✓ Staff performance is routinely monitored during regular supervision sessions and annual appraisals with line managers
- ✓ Elected Members scrutinise the Agency's output through attendance at adoption panels and the Agency's Annual Reports and the review of the Statement of Purpose & Function.
- ✓ Auditing of case files.



We also maintain our quality by:

- ✓ The independent Adoption & Permanence Panels which closely examine the quality of cases referred to Panel, with annual review between the Panel Chair and agency managers and decision-maker
- ✓ Input from specialist external agency staff (e.g. Family Futures) who provide clinical supervision of some aspects of practice and training opportunities
- ✓ Collective scrutiny of regional practice and service delivery through membership of the Eastern Counties Adoption Consortium which includes several other local authority and voluntary adoption agencies
- ✓ Comprehensive, regular inspection by OFSTED which measures the agency's performance against the adoption national minimum standards and regulations.

CONSIDER Adoption

How to Make a Compliment, Complaint or Challenge a Decision

While Norfolk's Adoption Service endeavours to get things right first time, every time, there may be occasions where service users wish to make a complaint. This section sets out the procedures in place, should this situation arise.

The complaints procedure

Norfolk County Council has a designated Compliments & Complaints Team which coordinates the investigation of representations made by prospective and approved adopters. All compliments and complaints are logged by the team.

Children, young people or their representative can make a compliment or complaint by using the local rate number 0344 800 2020 or accessing the Norfolk County Council website www.norfolk.gov.uk

The key features of this complaints procedure are:

- ✓ Most issues can be resolved informally by the manager responsible for the service within 10 working days.
- ✓ If the case is not resolved, an independent person completes an investigation within a further 25 working days.
- ✓ If the issue remains contentious, the Chief Executive's Department commissions another investigation to make recommendations to be considered by a Panel of three independent people.

Children and young people wishing to make a compliment or complaint must either be receiving or seeking a service from Norfolk County Council Children's Services.

Any individual or group, other than children and young people, receiving or seeking a service from Norfolk County Council, who wish to make a complaint, can do so by writing to:

Compliments and Complaints Manager, FREEPOST IH 2076
Norwich NR1 2BR or at www.norfolk.gov.uk

Challenges to decisions regarding suitability to adopt

If prospective adoptive enquirers are assessed as unsuitable as adopters before having a formal application accepted, they can seek to have the decision reviewed by a Team Manager.

If still negative, the enquirer(s) can ask for the decision to be referred to the Operational Manager (Adoption, Fostering & Residential Care) for final adjudication. If this reviewing officer upholds the original decision, there is no further ground for appeal.

If a formal application to adopt is accepted by the adoption agency, and doubts regarding suitability subsequently arise, the applicants are able to insist that their assessment as adopters is presented to the Adoption & Permanence Panel.

If the Panel recommends that the applicants are unsuitable as adopters, the case can be referred to an independent Panel through the Independent Review Mechanism.

CONSIDER Adoption



Any serious concerns regarding the agency's practice can be referred to the OfSTED inspectorate. The main office for the OFSTED adoption inspectorate service is:

OFSTED National Business Unit
Royal Exchange Buildings
St Anne's Square
Manchester M2 7LA
Tel: 0300 123 1231
e-mail address: enquiries@ofsted.gov.uk



If a child has any serious concerns relating to the adoption agency, they can contact the Children's Commissioner themselves.

The details are:

Children's Commissioner
Tel: 0800 5280731 (free phone)
e-mail: rights4me.org
website: www.rights4me.org

CONSIDER Adoption

Adoption Service Management Arrangements

The OfSTED named, responsible manager and adoption support services advisor is the head of social work resources.

Pen picture of Peter Ronan – Head of Social Work Resources:

- History Honours Degree (University of East Anglia, 1984)
- Diploma in Social Work (CETSW No 41175, 1993)
- Certificate in Management (NEBS NC970000221711051098, 1998)
- HCPC Council Registered Social Worker (Registration Number SW31989. Renewal Date 13/11/2014)
- Enhanced DBS July 2016

Peter has worked for Norfolk County Council since 1988 beginning in a residential children's home.

Peter chaired Foster Panels (1997 – 2000) and took on management responsibility for home care. Peter became the responsible individual for Children's Services Homecare, a service that has been constantly rated as 'outstanding' (3 teams) and 'good' (one team).

Peter became a key member of Norfolk Children's Safeguarding Board, acting as Chair of the Southern Local Safeguarding Group and leading and managing 5 child protection teams across the Southern area.

Peter brings a strong understanding of the families Looked After Children come from, detailed working knowledge of child protection and court process in adoption, fostering and residential care.

Since coming into his current post in June 2011, Peter has put continuous improvement at the heart of all three services he manages, and there are active improvement plans for each of the three Children's Services in place.

CONSIDER Adoption

The Adoption Recruitment Team takes a lead role in recruiting, assessing, training and approving prospective adopters. Other functions include providing the in-family (step-parent) assessment and court service and inter-country adoption.

The Adoption Children's Team specialises in family finding for children with complex needs, on a regional and national basis. A full matching, support and court reporting service is provided. These children can require therapeutic input to prepare them for placement and ongoing support

The Adoption Support Team provides post-adoption support services after an assessment of need. Such services can include casework, provision of therapy, support groups and links with trained 'buddies'. Counselling adopted adults regarding their personal histories, acting as intermediaries for birth relatives seeking contact with their adopted relations and delivering the 'letterbox' exchange of information between adopters and birth family members are vital components of the wider adoption support service.

Norfolk also has service level agreements with Family Futures and Barnardos for the provision of support services for adopted adults, birth family members as well as adoptive families.

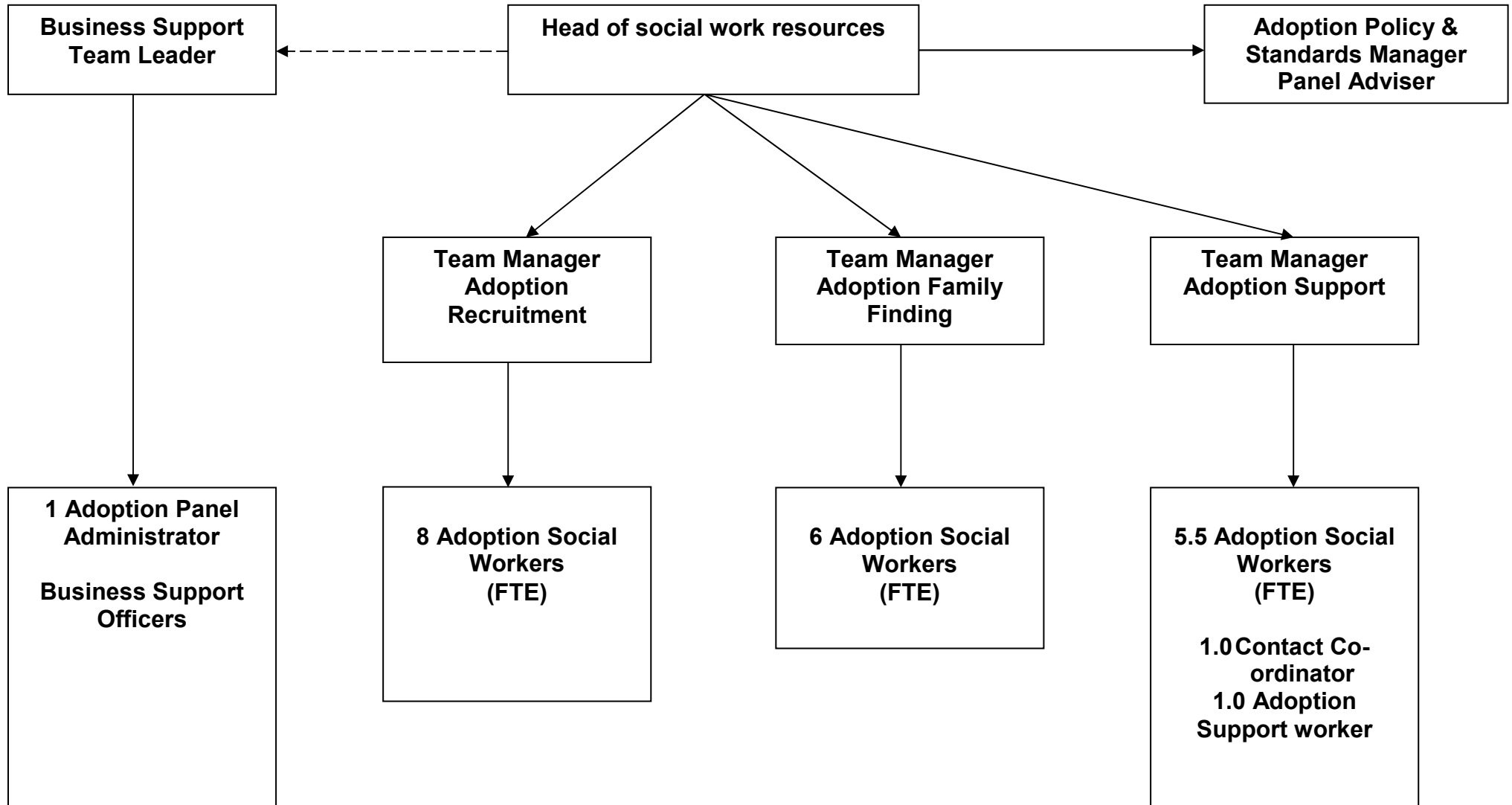
The Adoption Panel, commissioned by the adoption agency, meets once a week to make independent recommendations on the suitability of applicants as adopters and the quality of matches between families and children. The independent chair is a skilled, experienced adoption consultant. The Panel Advisor role is filled by the Policy & Standards Manager who is also an experienced child care manager.

The Norfolk County Council Adoption Agency is part of the regional East Anglian Consortium of Adoption Agencies consisting of three neighbouring local authorities and three voluntary adoption agencies. Children who cannot be placed within their 'home' area would be referred to the consortium as an identified priority.



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**Diagram 1: The Structure of the Adoption & Family Finding Unit
(from 1 April 2013)**



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Appendix One – Adoption Focussed Staff Employed by Norfolk Adoption Service

POSITION	QUALIFICATIONS	TOTAL SERVICE IN CHILD CARE	EXPERIENCE IN ADOPTION
Social Worker	Diploma of Higher Education in Social Work Studies, Diploma in Social Work, BA (Hons) in Specialist Practice (Children + Families)	15.5 years	3 years
Team Manager, Children's Team	MA DipSW Child Care Award	21 years	12 years
Social Worker	DipSw ; MA in Social Work , PQ Child Care Award BA (Hons)	18 years	14 years
Senior Social Worker	Diploma In Social Work Diploma in Higher Education Degree in Specialist Practice Working with Children and Families Theraplay® Practitioner Level 1 and 2	16 years	10 years
Social Worker	BSc Psychosocial Studies (Hons) MA/DipSW Social worker PQ1. Theraplay Practitioner	16 years	13 years
Senior social worker	BA Applied Social Studies; CQSW and PQSW	24 years	14 years
	CQSW	10 years	7 years

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	MPhil Diploma in Therapeutic & Educational Application of The Arts		
Team Manager Adoption Support Team (Job share)	Child and Adolescent Psychotherapy	11 years	8 years
Agency Panel Advisor	BA Hons Eng Lit DipSW and MA PQ award	17 years	17 years
Social Worker	BSc Psychosocial Sciences MA in Social Work	9 years	3 years
Social Worker	Diploma in Social Work Post Grad Diploma in Play Therapy Introduction to Theraplay Introduction to Filial Therapy	19 years	12 years
Social Worker	BA Hons in social work and welfare studies. Masters degree in social work.	9 years	4.5 years
Social Worker	MSc in Social Work	13 years	5.5 years
Senior Social worker	B.A Hons M.A. CQSW DASS	25 years	15 years
Senior social worker	NNEB CQSW	24 years	14 years
Adoption Support Worker	BA (Hons) Social Studies NVQ 3 Group and Foster Care Associate Theraplay	19 years	12 years

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	Therapist		
Social worker	Diploma in Social Work. Foundation in Art Therapy.	19 years	6 years
Social worker	BSC Psychology BA Hons in Social Work	6 years	3 years
Senior Social Worker	DipSW, DipHE, Practice Teaching Award	25 years	8 years
Senior Social Worker	MA DipSW DDP1 & 2; NPP 1 & 2; Theraplay 1 Dissociation(RM)	16 years	8 Years
Social Worker	BA (Hons) Psychology MA Social Work	15 years	8 years
Social Worker	BA (Hons) Communication Studies MA in Social Work	10 years	3 years
Social Worker	Dip/S.W. Dip/H.E.	27 years	3 years
Social Worker	University degree in social work/social pedagogy. Teachers degree Cert. in foundation course in systemic therapy. Cert. in foundation course music therapeutic methods and RA Forest school practitioner level 3	12 years	2.5 years
Social Worker	Diploma in Social work/HE PQ in social work BA Specialist practise module- practice education Cert. in counselling skills	6 years	6 years
Social Worker	BA Hons in social work	15 years	2 years

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Team Manager, Recruitment Team	DipSW; MA Social Worker Child care Award PQ in Advanced practice	21 years	13 years
Social worker	BSc Psychosocial Science MA Social Worker	3.5 years	2 years
Social Worker	BSc (Hons)Psychology MA Social Work ABE; ASI	7 years	2 years

Children's Services Committee

Report title:	Statement of Purpose of Norfolk's Fostering Services Annual Review
Date of meeting:	12 September 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director of Children's Services
Strategic impact <p>Every fostering service has a statutory requirement to publish, and regularly update, a document which describes the ethos and goals of the fostering service, its management and oversight arrangements and the experience of its staff.</p> <p>This Statement of Purpose (appendix 1) is a public document, approved by the Children's Services Committee before being made available to foster families, fostered children, their birth parents and guardians, and staff working in the field of fostering. It is also inspected by OFSTED (Office of Standards in Education).</p> <p>The committee paper will focus on a performance review of Norfolk Fostering Service.</p>	

Executive summary

The key strengths:

- Further developing the Norfolk Fostering Advisory Partnership introducing a new training bordure and a compulsory continuous professional development portfolio for foster carers.
- Increased the number of in house foster placements to 447 (31 March 2017) compared to 427 the previous year
- The proportion of Norfolk Foster Carers who have completed the Children's Workforce Development Council training – "Certificate in Training, Support and development Standards for Foster Care" remains very high
- Permanence decisions are made at the earliest opportunity via a permanence monitoring group and we have introduced a panel to agree long term foster placements ensuring children's needs are met and resources are provided if required.
- Ensured scrutiny of fostering panel minutes and the identification of key themes to improve opportunities and support to foster carers
- Established and grown the new kinship team.

The key areas of challenge:

- Recruiting more foster carers this year's target is 40 new foster carers rising to 60 the following year and 80 in 2020/21. National statistics show in 2016 applications to be a foster carer fell by a third from 16,920 to 11,460
- Providing foster homes for children stepping down to foster care having lived in children's homes.
- Work across children's services to implement the improvement plans and ensure the right children are in the right placement for the right amount of time. Including achieving 470 placements by December 2017.
- Mental health and wellbeing of our children in foster care.

Next year we will:

- Improve our fostering website (September 2017) to include short videos.
- Review staffing with in the recruitment team to create a duty worker role to improve the experience of perspective foster carers.
- Run social media recruitment campaigns in June September and January 2017.
- Develop a model of hub foster carers focussed on providing step down placements to family life for children in residential care.
- With the fostering advisory partnership ensure the needs of children in foster care are addressed in the recommissioning of child and adolescent mental health service.

Recommendations:

To recommend the approval of the statement of purpose to full Council and provide scrutiny and challenge to the fostering service.

1. Proposal

- 1.1 Members are asked to scrutinise the information within the report and provide challenge to the service to ensure continued improved outcomes for Norfolk children and families.
- 1.2 Members are asked to recommend approval to full Council of the Statement of Purpose and Functions for the Local Authority Fostering Service to comply with the Care Standards Act 2000.

2. Evidence**2.1 Norfolk Fostering Service recruits, assesses, approves and supports the following types of foster carers:**

- Long term foster care
- Short term foster care, including pre-adoption and pre-permanence
- Emergency foster care
- Friends and Family foster care
- Parent and child foster placements
- PACE foster care (established following the service's Ofsted inspection of November 2011 as PACE – Police and Criminal Evidence Act beds to prevent young people staying overnight in custody suites)
- Short break foster care and support foster care.
- Step down placements for children in residential care

2.2 The service is made up of the following teams:

- Three Fostering Support Teams who supervise and support foster carers (this includes on-going training needs)
- A Fostering Recruitment Team with responsibility for assessing and training prospective foster carers
- County Children with Disabilities Service – which runs two resource centres (short break residential units) and provides support to disabled children and young people to access the most appropriate services

- A new kinship Care team to offer assessment, support, advice and assistance to special guardians

2.3 **Numbers of children in Foster Care, Foster Carers, number of Carer Households and Placement Stability.**

- 2.3.1 At 31st March 2017, 447 children and young people were placed in mainstream and friends and family foster homes provided by Norfolk Fostering Service.
- 2.3.2 71 young adults remained in their foster placement after their 18 birthday, supported by Norfolk County Council.
- 2.3.3 Norfolk Fostering Service supported 694 approved foster carers across Norfolk at the end of March 2016 in 398 households, including 294 mainstream foster care households, 72 friends and family (kinship) foster carers and 32 short breaks carers.
- 2.3.4 14 Foster Carer placements were subject of unplanned endings in 2016/17, compared with 6 and 18 for the two years before. Nationally in 2016 2,910 children experienced an unplanned placement ending representing a rate of 5.6% the Norfolk rate is 3.1%.

2.4 **Recruitment & Retention of Foster Carers**

- 2.4.1 In 2016/17 we had 272 initial enquiries and 140 newly approved fostering households of these households 119 were temporary approvals of friends or family carers and 41 were fully approved foster carers following a panel of which 21 were task centred foster carers. In the same period 154 households left the register of which 107 were temporary friends and family foster carers usually becoming special guardians and 43 were mainstream foster carers. So overall in 2016/17 we had a net loss of 20 mainstream fostering households. The director of children's service has taken decisive action to deal with this, by moving temporary approvals of friends and family foster cares and these assessments to the kinship care team and setting stretch targets for the fostering service in terms of recruitment and placement numbers (see above).
- 2.4.2 On average Norfolk fostering service has 40 vacancies it can match to at one time. Foster carers can be on hold for a variety of reasons including family circumstance, ill health, the needs of a child already placed or rarely as a result of concerns of allegations.

2.5 **Concerns and Allegations against Carers and Child Protection Enquiries**

- 2.5.1 There were 18 referrals and discussions with the Local Authority Designated Officer relating to Norfolk foster carers between April 2016 and March 2017 of which 7 resulted in an investigation. This compares to 1 the year before and 29 the year before. All our foster carers have access to an independent advice and mediation worker employed by the fostering network and based in Norfolk.
- 2.5.2 Our foster carers are provided with individual membership of the Fostering Network – this provides access to a comprehensive website which includes library items on fostering, help lines, legal and medical advice, stress counselling and a new on-line community. It also provides the support of a

solicitor and a worker who provides advice, mediation and advocacy for our foster carers. The Fostering Network is well used by our carers.

2.6 Incidents of Restraint and Children Going Missing from Care

- 2.6.1 There were 5 incidents of restraint on children by Norfolk foster carers between April 2016 and March 2017 compared to 0 and 9 in the previous 2 years. All our foster carers are taught de-escalation techniques restorative approaches and longer courses are available to help carers therapeutically re parent children
- 2.6.2 Thirteen children/young people went missing from a Norfolk foster home in 2016/17 on 37 separate occasions. Last year 8 children were missing on 17 occasions. As a percentage 2.9% of children went missing from a Norfolk foster home compared with a national percentage of 5.8% in 2015/16.

2.7 Support for, and Supervision of, Foster Carers

- 2.7.1 Every year, foster carers should be reviewed by their supervising social worker to ensure their continued appropriateness for the fostering task (an Annual Review). The number of fostering households who have not had an annual review within the last 12 months to 31. As a percentage 93% of review are in time scale all of the overdue reviews are being actively worked and in 8 cases the review has been written and is with the foster carer for comment. The table below shows a breakdown of the length of time reviews are overdue.

Time Overdue (months)	Number
0-<1	17
1-<3	11
3-<6	2
6+	2

- 2.7.2 Norfolk Fostering Service should complete one unannounced visit to each fostering household per year. As at 4 August 2017, 31 carer households had not had an unannounced visit within timescales visits were undertaken Urgent attempts are being made to visit these households but as the visits are unannounced there is often no one at home.
- 2.7.3 Foster Carers are required to have up-to-date DBS (Disclosure and barring service that replaced Criminal Records Bureau (CRB)) checks. As at 7 August 2017, 1 of 694 foster carers are awaiting up to date DBS checks and this is 2 days out of date.
- 2.7.4 Norfolk Fostering Service has a duty desk, which provides 24 hour telephone cover, staffed by experienced social workers from the service outside of normal office hours, and by specialist carer support workers during office hours. This means that if a carer is unable to reach their allocated social worker, there is ALWAYS a person to contact and help with any problems they might be facing.
- 2.7.5 In the last three years 15 fostering households have transferred from being agency foster carers to becoming in-house foster carers. They are clear the

quality of support and training offered is a key factor in their decision to transfer. In the last 3 years no foster carers have left Norfolk Fostering Service to join an agency.

2.8 Foster Carer Training

- 2.8.1 Foster carers are encouraged to complete the Children's Workforce Development Council's (CWDC) certificate in 'Training, Support and development Standards for Foster Care'. Foster carers are meant to complete this training within 12 or 18 months of their approval. Currently (10 August 2016) 7 fostering households have not completed in their relevant timescale or 98.% of carer household have completed or are on course to complete within time scales.
- 2.8.2 Norfolk Fostering Service provides a wide range of training opportunities for foster carers. In addition to the mandatory courses of safeguarding and emergency aid, a variety of long and short courses are available both face-to-face and on-line via e-learning technology. Additional training is provided by Norfolk Safeguarding Children Board (NSCB), which carers often attend directly without the explicit knowledge of the fostering service. Carers are also able to access training courses provided by BREAK. This is done via the NCC Learning and Development team so that places can be monitored. Training is overseen by the fostering advisory partnership and all training is co delivered by foster carers who have been selected and trained as trainers.

The following table shows attendance at courses run from September 2016 –August 2017

Course name	No of sessions	cancelled	No. of FC
MANDATORY COURSES			
First Aid for Foster Carers	15	0	146
Introduction to Safeguarding for Foster Carers	5	0	64
CORE COURSES			
Bridging to Adoption	4	0	28
Child Sexual Exploitation	2	0	31
Delegated Authority Training	1	0	23
Equality and Diversity	2	0	20
Introduction to the Secure Base	2	0	26
Norfolk Steps (De-escalation Training)	6	0	66
Signs of Safety Briefings	6	2	40
Stepping Stones	12	0	138
SHORT COURSES			
ADHD Awareness	2	0	45
Foetal Alcohol Syndrome	2	0	41
Helping Looked After Children to Learn	2	0	33
Introduction to Life Story Work	2	0	34
Moving and Handling	4	4	0

Paediatric First Aid	2	0	12
Parent and Baby Placements	2	0	19
Supporting the Mental Health needs of LAC	2	0	33
Understanding Developmental Trauma and Attachment	3	0	53

LONG COURSES

Solihull Training	12	0	168
Nurturing Attachments	19	0	237
Secure Base Training	10	0	100

OTHER

TAC Conference			156
Foster Carer Self-Service Feedback	1	0	2
Foster Carer Statement of Purpose	1	0	6

2.8.3 In addition to this training with the fostering advisory partnership we run 6 support groups across the county and delivered a conference on trauma attended by over 100 foster cares. The service has also delivered signs of safety workshops to over 90 foster carers.

2.8.4 This year we have introduced a continuous professional development portfolio that foster carers can log learning from all sources and link it to improving their practice. From January 2017 these portfolios will be part of their annual review and to be eligible to future placements foster carers will need to demonstrate their learning in practice.

2.9 Complaints

2.9.1 Between April 2016 and March 2017, Norfolk County Council received 6 complaints relating to the fostering service.

2.9.2 As a result of complaints we have and our work with the fostering advisory partnership we have issued:

- Guidance on Contact and Fostering Network books purchased/distributed to each support group.
- Guidance and workbook devised on Carers Recording.
- Deep Dive into Health and Wellbeing – Charter (ongoing).
- Event for fostering family at Open.
- Guidance on placement endings.
- Form devised for hearing the child's voice at carers annual reviews.
- TAC – Social Workers Profile rolled out and given/posted to children when they have a new worker.
- New Children with Disabilities FAP group.
- Improve the use of Children's Centres (ongoing).
- Involvement of Staying Put, NIPE and Compass within FAP.
- FAP involvement in Education Conference and the Virtual Schools 'Foster Carer Forum'.
- Term Time Holiday guidance for carers.

3. Finance Implications

3.1 There are no financial implications from recommending this report

4. Issues, risks and innovation

4.1 It is critical in performing its duty as a corporate parent that the committee scrutinises the functioning of its fostering service.

5. Background

5.1 Please see attached Statement of Purpose (appendix 1)

Officer Contact

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

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

Officer Name: Peter Ronan **Tel No:** 222574
Email address: peter.ronan@norfolk.gov.uk



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.

My Name is Hope – I Am a Foster Carer

Norfolk County Council Fostering Service

Statement of Purpose 2017-18



LOCAL AUTHORITY FOSTERING SERVICE REGULATIONS 2011

My Name is Hope – I Am a Foster Carer



**Foreword from the Children's Service Executive Director –
Matt Dunkley**

Putting children first

Foster carers are of critical importance to Norfolk County Council.

We welcome people from all walks of life and all ethnic backgrounds and religions. It doesn't matter if you are a home owner, tenant, or on housing benefit, employed or not employed. If you can demonstrate that you could meet the needs of a child or young person who is in the care of the Local Authority, then we will consider your application.

Many of the children we need to place in foster care will have suffered trauma, grief and loss. Some will have experienced or witnessed abuse or lived in chaotic environments, which may have left them feeling vulnerable and unsafe. We are looking for carers who can provide children with a safe and stable environment in which they can grow and develop. You will need to help them feel comfortable in your home and their surroundings. Foster carers work as part of a team with birth parents and a range of professionals to ensure good outcomes for children and young people.

It's important to remember that we are not simply looking for people who have had straightforward lives. We will consider your family history sympathetically. Coming through and learning from difficulties or losses can be helpful experiences for fostering.

We welcome applications from adults over 21 years of age. You need to have a genuine commitment to care for a child and lots of energy, understanding and patience. You need to have a spare bedroom in your home and sufficient time and space in your life to care for children and young people who may have a range of additional needs.

Thank you for taking the time to find out more about fostering in Norfolk.

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Aims & Objectives of the Norfolk Fostering Service

Norfolk Children's Services Vision: Our Vision: Children First

'Norfolk County Council will be a consistent, caring and responsible parent to all children and young people in our care through to adulthood. We Promise to put Children First and to work with them and the important people in their lives to ensure they are safe, happy and well. We will always be there at the right time to support children and young people to achieve their own personal ambitions by never giving up on them'

The aims of Norfolk County Council's Fostering Service:

We believe that children and young people in our care should:

- ✓ Be helped to grow and reach their potential
- ✓ Be given safe, nurturing experiences within a variety of caring resources which reflect need, respect difference, value diversity and promote inclusion
- ✓ Be listened to and services we provide should take these views into consideration
- ✓ Receive high quality, relevant aftercare.

We believe that children looked after by Norfolk Children's Services deserve:

- ✓ Services which help them overcome adversity and positively address disability
- ✓ Good assessments and understanding of their needs
- ✓ Positive care planning and high aspirations for their future
- ✓ All significant adults in their lives to be working together
- ✓ To be heard

The objectives of Norfolk County Council Fostering Service are:

- ✓ Recruit and assess carers who can meet the needs of Norfolk's looked after children and young people
- ✓ Train carers to the highest standards possible to ensure they can offer children and young people a safe and nurturing experience
- ✓ Ensure carers, as part of the team around the child, are able to support children and young people in accessing a full range of services to meet their needs; this will include their educational, health and attachment needs
- ✓ Work in partnership with our colleagues within Children's Services and external agencies to keep the child's best interests paramount
- ✓ Help carers to support our aims through:
 - Regular, planned and recorded supervision sessions
 - Ensuring the holistic, continuous professional development of all foster carers
 - Regular carer support groups (Network Groups)
 - Annual appraisals/reviews of carers that reflect continual practice and development
 - Publishing and advising our foster carer handbook
 - Agreeing a foster care charter with our carers
 - Offering 24 hour support
 - Involving carers in recruitment and training of new carers
 - Paying allowances and fees to carers

My Name is Hope – I Am a Foster Carer

Who Are We?

Norfolk Fostering Service comprises 4 teams plus 2 resource centres which offer short-term break to children with a disability:

The Fostering Recruitment Team recruits new foster carers and Agency Foster Carers wishing to transfer over to Norfolk Fostering Service

Three Family Placement Supervision Teams supporting foster carers. These teams each service a geographical area.

The Children with Disabilities Family Service workers are based at Marshfield in Kings Lynn and Springwood in Norwich. The team also recruits and supervises carers offering short-term breaks for children with a disability.

Appendix 2 gives full details of all personnel in our service.



My Name is Hope – I Am a Foster Carer

Achievements in 2016/17 & Plans for 2017/18

Last year we:

- Reclaimed permanence for children by attending permanence panel and our staff co-producing linking reports matching the child to their foster carer
- Scrutinised more carefully the quality of viability assessments to ensure they are of a good standard.
- With the fostering advisory group published a new foster care charter with it becoming a team around the child charter
- Established the kinship care team who have undertaken over 500 reviews offered a twice weekly helpline to kinship carers
- Embedded signs of safety within the service a foster carer presented their signs of safety work to the Norfolk signs of safety conference
- Introduced a continuous professional development (CPD) portfolio for all fostering households

Next year we will:

- Improve our fostering website (September 2017) to include short videos
- Review staffing with in the recruitment team to create a duty worker role to improve the experience of perspective foster carers
- Run social media recruitment campaigns in June September and January 2017.
- Develop a model of hub foster carers focussed on providing step down placements to family life for children in residential care.
- With the fostering advisory partnership ensure the needs of children in foster care are addressed in the recommissioning of child and adolescent mental health service

Glossary to Abbreviations

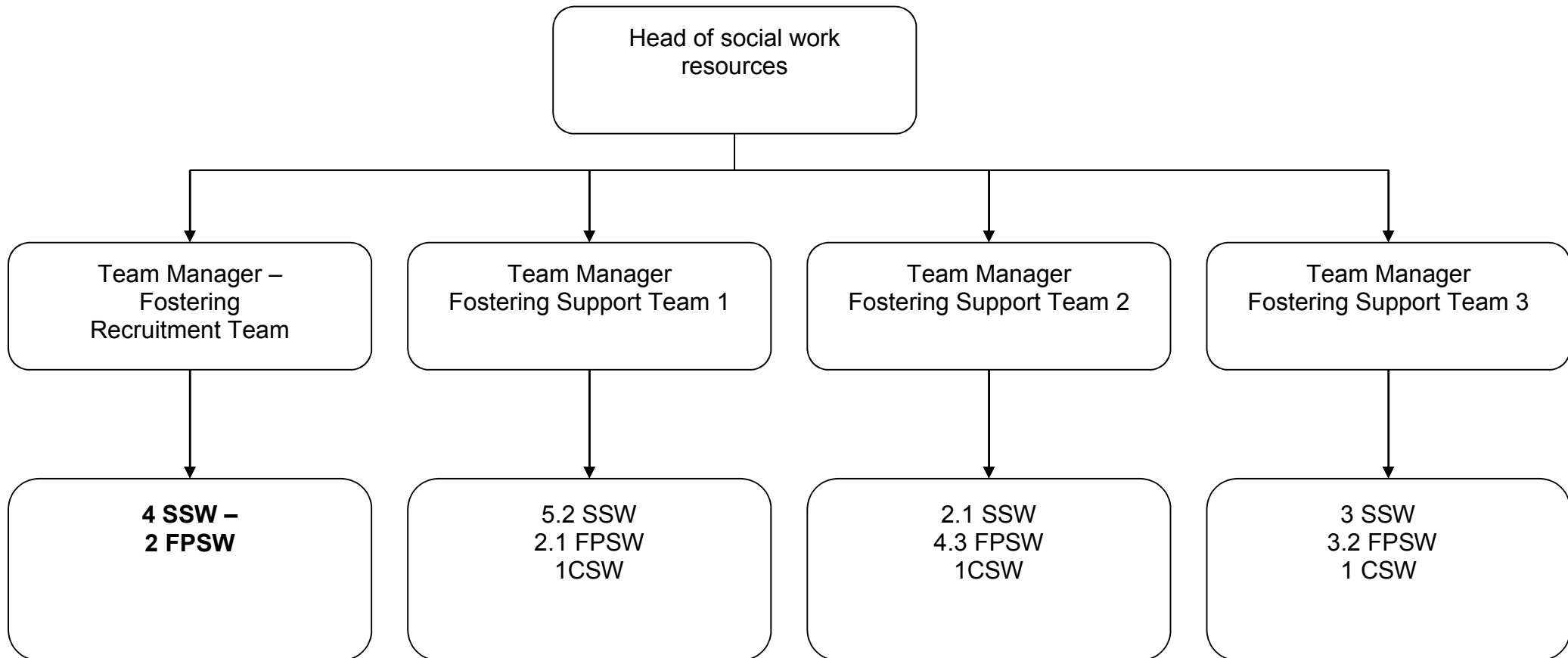
TM : Team Manager

SSW: Senior Social Worker

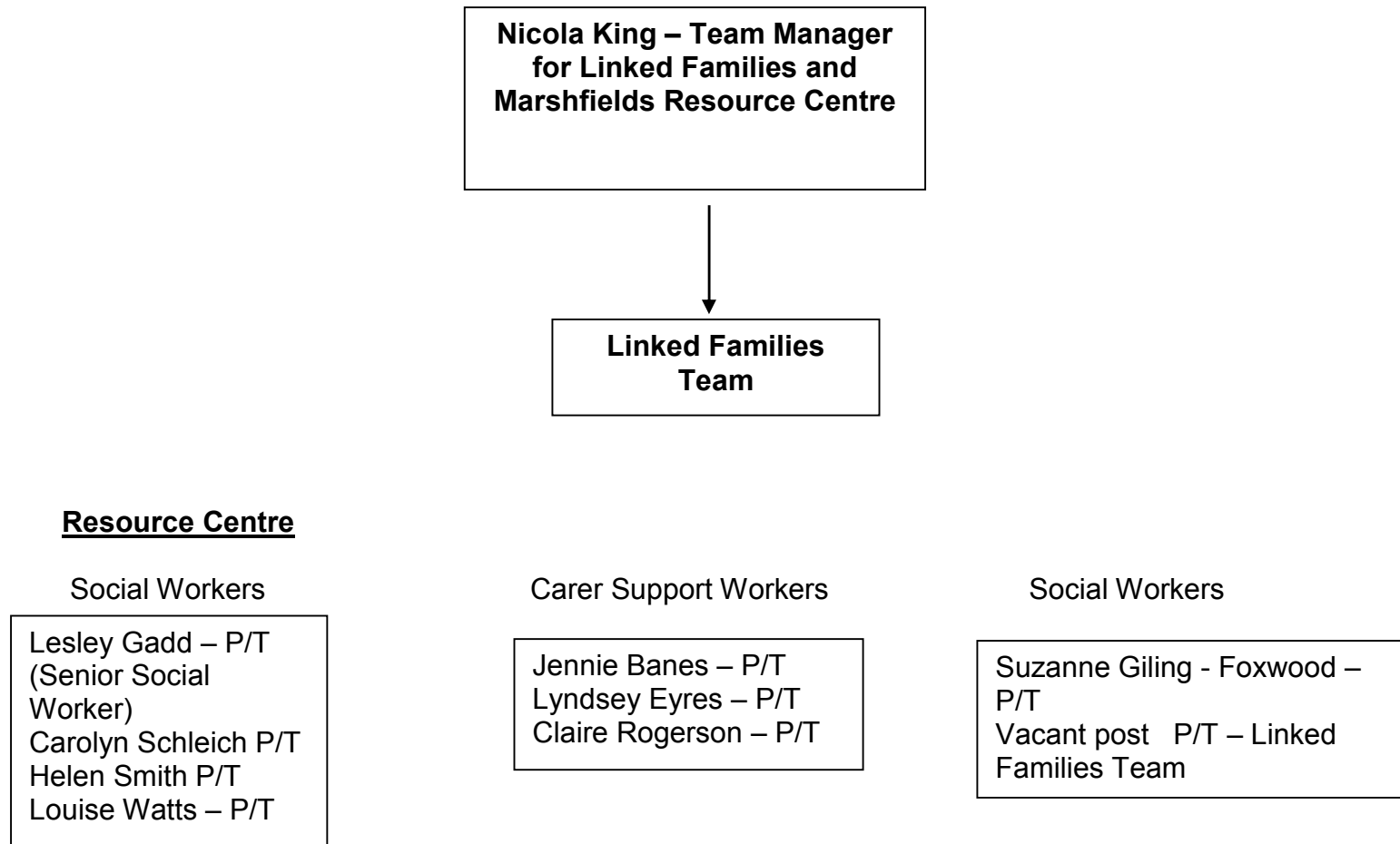
FPSW: Family Placement Social Worker

CSW: Carer Support Worker

Norfolk Fostering Service Structure



Norfolk Children with Disabilities Service Structure



My Name is Hope – I Am a Foster Carer

Types of foster carers, numbers of foster carers and children

Foster Carer Types: who are we looking for?

Foster carers are approved to offer:

- ✓ Foster placements to meet the objectives of a child's care plan
- ✓ Parent and child placements
- ✓ Connected Persons (Kinship Care) approved as foster carers in order to offer a placement to a specific child or children known to them
- ✓ Short Term Breaks / Short Breaks Plus for children who have a disability
- ✓ Targeted recruitment for carers who can take sibling groups teenagers and parent and child placements.

Numbers of carers:

At 31 March 2017, Norfolk County Council supervised and supported 398 foster carer households.

In the year 2016/2017, Norfolk County Council recruited 41 foster families and 107 temporary approvals of kinship connected foster carers.

Numbers of Children:

At the end of March 2016, there were 447 children living in Norfolk County Council foster homes. The short term break scheme and short term plus scheme for children with disabilities offered placements to 32 children and young people.



The Fostering Recruitment Team

The Fostering Recruitment Team (FRT) has taken the lead in raising the public's awareness of the need for foster carers, responding to all initial enquiries, and in preparing and assessing all foster carers with the exception of those who specifically wish to care for children who have a disability.

Aims and Objectives

In its fostering role, our aims are to target recruitment to meet placement demands and meet the diverse and complex needs of Norfolk's looked after children by:

- ✓ **Inviting people who are enquiring about fostering to attend information sessions. They are shown a presentation about fostering and the recruitment process and get the opportunity to talk to experiences foster carers and social workers. Evaluation from people who have attended these meetings have proven to be positive.**
- ✓ **recruiting carers and assessing their suitability to offer fostering placements for children aged 0-18 years and into adulthood**
- ✓ **we assess carers who wish to transfer to Norfolk from Independent Fostering Providers or other local authorities**
- ✓ **undertaking kinship care assessments (connected person carer assessments) using BAAF (British association of fostering and adoption) form C**
- ✓ **we have a diverse and experienced staff team which includes qualified social work practitioners and administrative support**
- ✓ **we involve foster carers and young people who have been in foster carer in our recruitment and preparation training**
- ✓ **we raise an awareness of fostering with the general public, conducting specific publicity campaigns and promoting fostering**



Work of the Fostering Recruitment Team

Publicity

The Fostering Recruitment Team has collaboratively worked in partnership with the Norfolk County Council Corporate Marketing Office and Communications Unit neighbouring Local Authorities and Fostering Net Work.

The team have implemented Stage 1 and Stage 2 of the Assessment and approval of foster carers: Amendments to the Children Act 1989 Guidance and Regulations.

Information on our website produces a significant number of enquiries, and informs enquirers of the new processes.

There is on-going monitoring of the sources of our initial enquiries and recruitment and assessment process.

Recruitment and Assessment

(a) All members of the public who make an initial enquiry can do so by contacting Norfolk County Council Customer Services on 0344 800 8020. Information about Fostering for Norfolk Children's Services can be found on the Norfolk Fostering service web site www.norfolk.gov.uk/fostering.

Once an enquiry has been noted, a Stage 1 Fostering Recruitment Social Worker will make contact with the enquirer to discuss the fostering task, including current placement and matching needs, they will gather basic information and if appropriate invite them to an information session.

Generally the information sessions are held every 3 weeks. A Fostering Recruitment Social Worker, a Fostering Supervision Worker and an experienced Foster Carer will be available to present information about fostering, the assessment process and answer any questions. People attending these sessions will be invited to complete and return a Register of Interest Form (ROIF) and once this has been received and discussed with a Team Manager a decision will be made as to whether an Initial Home Visit will be arranged.

(b) Applicants progressing beyond the initial visit stage are invited to attend a preparation course based on Fostering Network's "Skills to Foster" course. Working with difference is stressed throughout the course. The service aims to complete six courses per year. Basic Emergency Aid training is also provided. Young people from the Norfolk In Care Council attend this training and talk about their experiences of being fostered, **and an experienced foster carer co presents the training with a qualified social worker.**

(c) For those who are considered suitable and identify their wish to proceed, a social worker will be allocated to start the BAAF form F Fostering Assessment. This normally involves 8-10 visits to both partners (less if a single applicant) and two individual sessions. In addition, a comprehensive set of checks are completed in line with the Brighton and Hove Part VIII report including:

- Disclosure and Barring Service (DBS) checks
- Six references
- Employment check/reference
- Contact made with ex-partners of a significant relationship
- GP report
- A Health & Safety checklist
- A Safe Caring Family Policy
- The assessing social worker also conducts an unannounced visit.

Applicants read, comment and contribute to the report by writing some sections themselves. Where an assessor and applicant(s) have differing views this will be clearly stated in the report.

(d) The report is presented to a Foster Panel for a recommendation on whether the application should be approved and the terms of any such approval. A suitably qualified senior manager, as Agency Decision Maker, will make the final decision.

Work of the Fostering Recruitment Team – Continued

Family and Friends wishing to be approved as foster carers (connected persons)

Regulations require that children who are looked after by the local authority can only be placed with either an approved foster carer or, for a period not exceeding 16 weeks, with a relative or friend of the child who has been approved as a temporary foster carer by an appropriate senior manager within Children's Services.

- The FRT offers consultation to the team and the practitioner where connected persons assessments may be required, and when temporary approval has been given
- Once temporary approval has been granted a social worker from the FRT will undertake an initial visit to complete the necessary paperwork required by regulation
- If suitable for assessment by FRT an assessment plan will be agreed and reviewed.
- The assessing social worker, together with the child's social worker, will complete a BAAF Form C assessment and present it to the fostering panel. The agency decision maker will make the final recommendation
- The FRT also undertake fostering assessments where specific children have been identified but not yet placed.



Fostering Supervision and Support Teams

The teams offer supervision and support to foster carers. All carers have an allocated supervisor who will visit regularly, conduct an annual foster carer review, liaise with children's social workers and help to ensure appropriate placements are made. All children placed with foster carers should be in placements with a carer who has the quality, skills and experience to meet their needs.

The teams supervise and support two types of foster carers:

Fostering: Offering placements to children until the conclusion of their care plan.

Connected Persons (Kinship Care): Offering a Looked After Child a placement where the child is known to them as a family member or friend.

All newly registered foster carers are approved to care for children and young people between the ages of 0 to 17, but in line with our smoking policy, some carers will not be approved for children under the age of 5 (with exceptions for connected carer approvals).

Foster carers and their families receive:

- ✓ Regular supervision visits **in line with the fostering task, generally 4-8 weeks**
- ✓ Twenty-four hour telephone support from an on-call **Fostering worker**
- ✓ Invitations to regular support groups held throughout the county, including educational and social events and a group specifically for the children of foster carers.
- ✓ All foster carers on approval are funded for membership of the Fostering Network which provides independent advice and mediation as well as other associated benefits
- ✓ On-going training to encourage continuous development

Fostering Supervision and Support Teams – Continued

The team provides supervision and support to enable foster carers to work to young people's care plans. We aim to provide foster placements offering therapeutic care by promoting a Team Around the Child approach, with the focus on the foster carer providing 'therapeutic re-parenting'. We actively manage the placement to ensure that outcomes for the children are our primary focus.

Foster carers need the following to "therapeutically re-parent" young people:

- To be seen as a key part of the Team Around the Child
- A heightened sense of self-awareness, including being emotionally grounded and evidencing the ability to be reflective in their practice
- To possess a good working knowledge of theoretical models to use as a framework for understanding young people's behaviour
- Access to good quality wrap-around services.

Partnership Working

The Fostering advisory partnership which consist of foster carers and staff has become the group that drives our service over seeing training and improving team around the child working.

All carers are required to work closely alongside the families of looked after children, with sensitivity and an understanding of the responsibility attached to looking after another person's child. This can be complex and demanding, both for the carers and the child, and requires an emphasis to be placed on joint working with social workers and colleagues in all relevant agencies.

All carers are required to record details of the child's life in their care and contribute to effective assessments.

In addition to the basic allowance, in Norfolk we operate an accreditation scheme, based on the 'Task Skills Profile' which is used by the social worker and carer to determine whether a carer has the skills required to be accredited at a higher level.

All carers can access the LAC CAMHS Service (A Primary Mental Health Service for Looked After Children and Adopted Children). This service provides consultation and guidance to foster carers and professionals working with looked after children. Each child's situation will be considered individually.

Annual Foster Carer Review

Annual reviews of carers ensure that we keep in the forefront our aims and objectives for the children in our care. The views of all those involved are sought to contribute to the review. It is particularly important that the child or young person's voice is heard.

It is at the review that decisions are made regarding the carers' continued suitability. Their terms of approval are reconsidered and support and training needs identified.

The supervision teams have developed the way in which reviews are carried out to ensure that foster carer reviews are reflective of continual practice, and support the continuous professional development of all foster carers.

User Engagement

The fostering service has strong links with the Norfolk In Care Council (NICC). The NICC comprises a group of children and young people who are or have been looked after by Norfolk County Council Children's Services. It is hoped that by talking with and listening to those in our community who experience what it is like to be looked after in a foster family we can find ways to improve our service.

NICC contribute to the Skills to Foster preparation training for applicants to foster by attending a session and taking questions. All participants attending the course find this a useful part of the preparation training.

The NICC have been working in partnership with the fostering service and the virtual school to develop training programmes focused upon the educational requirements of looked after children and the role foster carers can play in maximising educational opportunities for the children in their care.

NICC have also been involved in helping to train foster panel members and divisional managers in the importance of placement planning. They attended sessions and underlined the importance of delegated authority



Children With Disabilities

Linked Families Team

The Linked Families Team supports a county wide scheme with supervising social workers based in Marshfields in Kings Lynn and Springwood in Norwich. The Linked Team are responsible for the recruitment and assessment of prospective Linked Families who are then approved, supervised, supported, reviewed and trained in line with all other foster carers in the broader fostering service. The Linked Families Team are responsible for the matching and placing children and ensure the carers are fully involved in the matching process.

Linked Families Fostering Scheme

As a county wide scheme the Linked Families carers are located across the county. The scheme provides a series of planned short breaks for children and young people with complex disabilities who are referred by the children with disabilities field work teams. The children primarily live at home with their parents and/or carers and can receive sitting, day care or overnight stays with a Linked Families foster carer.

The Linked Families Scheme currently has 32 fostering households approved, of which 8 are fee paid carers, to provide short break links. Carers can have a variety of experience in working with children with disabilities, most have a background in Health, Social Care or Education. Each will be able to offer a unique experience due to their family composition, living environment, background, availability to offer care and personal interests. Alongside providing short breaks, Linked Families carers have also supported parents in addressing challenging behaviours or developing a child's skills, for instance personal care or independence skills. There have been occasions when carers have undertaken task centred, time limited, work with the child and their family to benefit the child's well-being; this could include support within the family home through sitting or within the community. Requests for this support are made by the child's Social Worker in consultation with parents. Linked Families carers have at times also been able to provide emergency and unplanned care for children in response to parental ill health or safeguarding concerns. These requests would be made by the child's Social Worker in consultation with parents.

When children are matched to carers for short breaks, the Linked Families practitioner will identify any training needs associated with the placement in consultation with the family, carers and other professionals involved in the child's care. This could include Moving and Handling, Epilepsy Awareness, Administering Medication, Gastrostomy training, Steps On, Signalong, Autism Awareness or any other course required to provide safe care for that child or young person.

Children with Disabilities

Linked Families Short Breaks Plus Scheme (Fee paid)

The Short Breaks Plus Scheme are fee paid carers and was commissioned to provide a service for children and young people with complex health needs, autism and/or challenging behaviour who were 'hard to place'. Fee paid (or contract) carers provide up to four nights planned care per week. High levels of support, more in-depth training and an expectation to take 'hard to place' children distinguish these carers from the non fee paid scheme.

Linked Families carers are provided with necessary furniture and equipment to meet the needs of the child and adhere to safety standards. This can include mobile hoists or toys to promote children's development and skills and those that record or capture a child's experience of their short breaks.

Current and future equipment needs are identified at the start of each placement and will be reviewed on a regular basis to promote positive and suitable, lasting links. Carers are encouraged to raise any aids and adaptations needs with their supervising social worker as and when the need arises.

Learning & Development

Skilled foster care is central to the County Council's ability to provide the best possible service to children; training is of central importance in supporting carers and helping them to increase skills to face the many challenges that foster caring brings.

To encourage and support the development of the *Team around the Child* fostering, training has been incorporated within the wider corporate parenting training plan. This facilitates and supports our belief that those who train together will work well together. It breaks down barriers and improves understanding of colleagues' different perspectives.

We have a training strategy that reflects the core beliefs and aims of the fostering service, and addresses the requirements set out in the National Minimum Standards for the Fostering Service Regulations.

Integral to all our training is valuing difference, diversity and challenging discrimination. Anyone who delivers training for Norfolk County Council is expected to sign a tutor agreement form which clarifies our anti-discriminatory practice.



Training for foster carers ensures the following:

- Training meets the needs of foster carers, the requirements of National Minimum Standards for the Fostering Service, and the Training, Support and Development Standards for Foster Care
- The training provided enables foster carers to provide high quality care which meets the diverse and complex needs of the children placed with them
- The training promotes the recruitment and retention of foster carers
- The training ensures that carers are an integral part of Children's Services
- The training is delivered within existing and planned resources
- All training promotes partnership working.

We offer foster carers & staff an increased knowledge of what works & why, and some fresh ideas through the training programme.

The service offers foster carer buddies who work with carers to help them achieve the Fostering Training Standards and all aspects of the fostering task.

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The full Training Plan is updated each year. Every carer is expected to gain the knowledge required from the core training courses, which include: Skills training, Safeguarding Children and Emergency Aid; de-escalation training and workshops on equality and diversity.

Following the core courses, carers can choose from a range of further opportunities including:

- Working with Children and Young People in Care
- Fostering Changes Programme
- Managing Relationships
- Courses on attachment/helping manage behaviour
- Making and Maintaining Positive Relationships with Birth Families
- Making the Most of Reviews
- Substance Misuse
- Bridge training
- Secure Base training

Learning is offered by face to face courses, as well as e-learning and other learning opportunities.

An NVQ Level 3 qualification is available.



How to Complain or Challenge a Decision

While Norfolk's Fostering Service endeavours to get things right first time, every time, there may be occasions where service users wish to make a complaint. This section sets out the procedures in place, should this situation arise.

The complaints procedure

Norfolk County Council has a designated Compliments & Complaints Team which coordinates the investigation of complaints made by prospective and approved foster carers. All complaints are logged by the team.

Children, young people or their representative can make a complaint by using the local rate number 0344 800 2020 or accessing the Norfolk County Council website www.norfolk.gov.uk

The key features of this complaints procedure are:

- ✓ Most issues can be sorted out informally by the manager responsible for the service within 10 working days.
- ✓ If the case is not resolved, an independent person completes an investigation within a further 25 working days.
- ✓ If the issue remains contentious, the Chief Executive's Department commissions another investigation to make recommendations to be considered by a Panel of three independent people.

Children and young people wishing to make a complaint must either be receiving or seeking a service from Norfolk County Council Children's Services.

Any individual or group, other than children and young people, receiving or seeking a service from Norfolk County Council, who wish to make a complaint, can do so by writing to:

Compliments and Complaints Manager, FREEPOST IH 2076
Norwich NR1 2BR or at www.norfolk.gov.uk

Challenges to decisions regarding suitability to foster

If prospective fostering enquirers are assessed as unsuitable as foster carers before having a formal application accepted, they can ask for a Team Manager to review the decision.

If the Team Manager upholds the decision, the enquirer(s) can ask to refer the decision not to proceed with the process to the Operational Manager -Adoption, Fostering & Residential Care for final adjudication. If this reviewing officer upholds the original decision, there is no further ground for appeal.

If a formal application to foster is accepted by the fostering agency, and doubts regarding suitability subsequently arise, the applicants are able to insist that their assessment as foster carers is presented to the Fostering Panel.

If the panel recommends that the applicants are unsuitable as foster carers, and this recommendation is agreed by the agency decision-maker, the prospective carers can refer themselves to an independent panel through the Independent Review Mechanism.

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Any serious concerns regarding the Fostering Service practice can be referred to the OfSTED inspectorate. The main office for the OFSTED fostering inspectorate service is:

OFSTED National Business Unit
Royal Exchange Buildings
St Anne's Square
Manchester M2 7LA
Tel: 08456-40-40-40
e-mail address: enquiries@ofsted.gov.uk



If a child has any serious concerns relating to Fostering Service they can contact the Children's Rights Director themselves. The details are:

Office of the Children's Rights Director
Ofsted
Aviation House
125 Kingsway
London
WC2B 6SE

Tel: 0800 528 0731
web address: rights4me.org

Fostering Service Management Arrangements

The OfSTED named, responsible manager is the head of social work resources.

Pen picture of Peter Ronan – Head of social work resources

- History Honours Degree (University of East Anglia, 1984)
- Diploma in Social Worker (CETSW No 41175, 1993)
- Certificate in Management (NEBS NC970000221711051098, 1998)
- HCPC Council Registered Social Worker (Registration Number SW31989.)
- Enhanced DBS July 2016

Peter has worked for Norfolk County Council since 1988 beginning in a residential children's home. Peter developed a key worker system whilst studying for his diploma in social work. Post qualifying, Peter developed an interest in working with families to achieve change. He Developed and led the Children Support Team which developed flexible packages of support to assist families to change drawing particularly from solution focused and attachment theory.

During this period Peter also chaired Foster Panels (1997 – 2000) and took on management responsibility for home care. Peter became the responsible individual for Children's Services Homecare, a service that has been constantly rated as 'outstanding'(3 teams) and 'good' (one team).

In 2006 Peter became a key member of Norfolk Children's Safeguarding Board, acting as Chair of the Southern Local Safeguarding Group and leading and managing 5 child protection teams across the Southern area.

Peter was also the operational lead for the re-write of Child Protection Procedures following Working Together 2010.

Peter brings a strong understanding of the families Looked After Children came from, detailed working knowledge of child protection and court process in adoption, fostering and residential care.

Since coming in to his current post in June 2011, Peter has put continuous improvement at the heart of all three services he manages, and there are active improvement plans for each of the three services in place

APPENDIX ONE: Staffing

Staffing at 01.04.2013 is as follows. Full time hours unless stated.

Adoption, Fostering and Residential Care Operational Delivery Manager

	Total Experience of Children and Families	Experience of Fostering
Peter Ronan	27	4

County Fostering Recruitment Team

	Total Experience of Children and Families	Experience of Fostering
Team Manager		
Sheila English Certificate in Social Services, PQ Child Care Award, HCPC-registered Social Worker	43 years	23 years
Family Placement Social Workers		
DIP SW, BA Specialist Award Children & Families, PQ Certificate HCPC registered Senior SW	19 years	6yr & 3 mths
BSc (Hons), MA Social Work, DipSW, HCPC-registered Social Worker	15 years	9 years
DipSW, PSCC Inservice London, HCPC-registered Social Worker	32 years	14 years
CQSW, BA Specialist Award Children & Families, HCPC-registered Senior Social Worker	29 years	13 years
DipSW (Germany), MA Social Work, PQ certificate, HCPCGSCC-registered Senior Social Worker	20 years	9 years
DipSW, Degree in Social Sciences, RSA in Counselling Skills, HCPC registered Senior Social Worker, NNEB in Child Development	19 years	17 years

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Fostering Team 1

	Total Experience of Children and Families	Experience of Fostering
Team Manager Mike Woodward CQSW, Cert. Counselling, HCPC Registered SW	29	25
Family Placement Social Workers BA Classical Studies, MA/Dip SW, Child Care Award (MA Route). HCPC registered SW	14	8
DipSW, Practice Teaching Award, Specialist Award (Hons), HCPC Registered SW	24	9
DipSW, PQ1, HCPC registered SW	28	22
CSS. PQ, HCPC registered SW	35	11
BA Hons (First Class) History, MA/ DipSW (Distinction), HCPC registered SW	14	8
BA Hons Theology, MA/DipSW, HCPC registered SW	9	8
BA Hons Social Work, HCPC registered SW	13	1
BA Hons Drama & English Literature, MA in Social Work, HCPC registered SW	11	6
BA Hons Early Childhood Studies. MA in Social Work. HCPC registered SW, HCPC registered SW	13	1
Carer Support Worker NVQ Level 3 – Business Studies	4	4

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Fostering Team 2

Team Manager Suzy Holman, BA (Hons), CQSW, MA Social Work, Practice Teacher Certificate, Counselling cert, HCPC registered SW	27	15
Family Placement Social Workers DipSW, PQ (1), HCPC registered SW	14	9
Dip Sw, PQ, RGN, Management cert, HCPC registered SW	21	1
Dip SW, HCPC registered SW	27	9
DipSW, HCPC registered SW	24	14
DipSW, Montessori Teaching Cert. HCPC registered SW	23	9
Dip SW, HCPC registered SW	14	8
BA Hons in Social work, PQ, HCPC registered SW	25	6
Carer Support Worker BA English lit, Post graduate cert	6	6
NVQ 3 (Business) RSA 1, 2 3	20	1

My Name is Hope – I Am a Foster Carer

Fostering Team 3

	Total Experience of Children & Families	Experience of Fostering
Team Manager Martyn Lovett NEBS Management Certificate, DipSW, HCPC registered SW	31 Years	4 Years
Senior Social Worker CSS, HCPC registered SW CSS, HCPC registered SW CSS, HCPC registered SW CSS HCPC registered SW	17 Years 25 Years 33 Years 22 Years	15 Years 8 Years 24 Years 12 Years
Family Placement Social Workers		
MA in Social Work, HCPC registered SW	5 Years	3 Year
MA in Social Work, HCPC registered SW	8 Years	2.5 years
MA in Social Work, HCPC registered SW	3 Year	3 Year
MA in Social Work, HCPC registered SW CSS, HCPC registered SW	22 Years	2 Years
Carer Support Worker	12 Years	12 Years

Children's Services Committee

Report title:	Annual Review of Norfolk Residential Service
Date of meeting:	12 September 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director of Children's Services

Strategic impact

Annual approval of the Statement of Purpose of Norfolk's Residential Children's Homes and a Summary Review of the Year. The statements of purpose for each home will be available in the members room and members insight website.

Members in their role as the registered provider of these homes are required under law (Children's Home Regulations 2015 (as amended); Care Standards Act 2000) to approve each children's home's Statement of Purpose and Functions.

It is a requirement that each of our children's homes has a clear Statement of Purpose which details the aims and objectives and how the standards will be met. The nine standards are:

- Quality and purpose of care standard
- Children's wishes and feelings standard
- Education standard
- Enjoyment and achievement standard
- Health and well-being standard
- Positive relationships standard
- Protection of children standard
- Leadership and management standard
- Care planning standard

Each home must also provide a children's guide which explains for the child, the purpose of the home as well as how the child can complain and access advocacy services. Each home's Statement of Purpose is available on Members Insight and hard copies will be in the Members' room.

Executive summary

This paper reports to Members on the performance and outcomes achieved by the Norfolk Residential Service.

The key performance outcomes achieved for the service this year are:

- Ofsted inspection outcomes which are above the national average.
- The service continues to offer high occupancy levels.
- Short breaks service have worked within the Edge of Care Strategy, to support

families staying together, promoting permanence for children and young people.

- The service continues to offer beds at a rate comparable with similar provision nationally.
- The service has contributed to reducing the number of looked after children placed in out of county provision.

Recommendations:

Members are asked to:

- Scrutinise the information within the report
- Challenge the service on the performance and outcomes achieved
- Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000

1. Proposal

- 1.1 Members are asked to scrutinise the information within the report and provide challenge to the service to ensure continued outcomes for Norfolk children and families along with internal performance improvement.
- Members are asked to recommend approval to Cabinet of the Statement of Purpose and Functions for the Local Authority Residential Service to comply with the Care Standards Act 2000.

2. Ambition

- 2.1 We want all of our young people to be safe, happy and well cared for. We want our young people to be respectful to themselves and others from which quality relationships can be built. We aim to help them have a well-rounded education and develop important life skills. We want them to be the best version of themselves in everything they do. We aim to help them grow as individuals who actively make positive steps towards achieving their goals. We act as good role models and we do our best to help our young people succeed in their lives.
- 2.2 We work with our young people to help them identify their aspirations and progress to improve their outcomes. We support them to develop their social skills and emotional literacy so they can make appropriate peer relationships that are sustainable. We provide a secure base and promote appropriate attachments to assist them in successful transitions to independence. We advocate for them to receive the services they require to promote and enhance their development in order to approach the next stages of their lives with positivity and hope.

3. Evidence

- 3.1 The Norfolk Residential Children's Service currently has six children's homes, three residential short breaks children's homes and five supported flats. The service works alongside other services, supporting children and families in need. Accommodating children is always a last resort and the authority has to be satisfied that the care threshold is met. Over the past year the service has accommodated the majority of young people referred in need of accommodation,

unless their risk assessment identifies that the placement in Norfolk Residential Children's Services would not be suitable (fewer than 5 occasions). We have reviewed and changed the services provided to ensure they meet the needs of all young people including those with challenging behaviours.

3.2 The following homes deliver a range of interventions to children and young people within residential care, depending on their individual needs:

- Norwich Road and The Lodge provide eight beds between them, offering emergency accommodation, for children where there is an immediate need for accommodation, following a crisis breakdown either at home or at their current placement. This accommodation is used while an alternative, appropriate placement is sourced.
- Waterworks Road and Well Green are both 2-bedded Emergency/Crisis Intervention Homes. The aim of the homes is to provide emergency and time-limited residential care. They are specialist homes for young people (male and female) aged between 8 and 17 years.
- Aylsham Road Short Breaks provides planned or short term stays of residential care to children and young people aged between 5 and 17 who are considered on the edge of care.
- Loki House is a 4 bedded home offering care planning and assessment placements specialising in young people returning from out of county.
- Easthills is a long term home which provides support and accommodation for 4 young people up until independence.
- Marshfields is a short breaks home providing 4 beds for children and young people who have severe learning/ physical disabilities, including children and young people with complex health needs and challenging behaviour.
- Linked Family's Short Breaks Fostering Service, this service is linked to Marshfields residential home, it offers short breaks for children with disabilities.
- Foxwood is a 9 bed home (functioning 8 beds and 1 emergency bed) providing overnight short breaks for children with physical disabilities, learning disabilities and sensory impairments, aged 5 to 17 years.
- The Outreach Team is linked to the residential service and is a short term edge of care support service which offers 24/7 support to families countywide. Outreach enables families to remain together despite issues or crises until longer term support can be put in place or issues are resolved. The Outreach Team moved into the New Directions team with effect from 5th June 2017.
- There are four supported flats available which are managed in partnership with Broadland Housing and one private flat. These provide accommodation for 16 and 17 year-olds and help them prepare for independent living. The young people receive 37 hours of support each week by Children's Services staff with 24 hour (7 days per week) telephone support available.

3.3 What Children and Young People say about the service

Feedback is gathered by the service from the young people as well as from families and professionals. This feedback is analysed to identify areas for development and to improve the service.

The following is a selection of comments about Norfolk's Residential Service from children and young people who have been accommodated during the past 12 months:

"I feel listened to and respected by staff. I am safe and feel that I am cared for. I enjoy the food and we are able to help ourselves when we are hungry. Sometimes I cook, and I enjoy this. I like the days out that we have. Although we are in care we still do nice things and that makes me feel more normal." **(Young person accommodated at The Lodge)**

"The Manager is a bit weird at times but alright, the manager does most things I ask of him, trusting me with cutlery after an incident, taking me climbing, he helps me when I am angry or upset. He is honest with me about what he can and can't do even if saying no to something will make me angry. I like some of the staff, because they are brutally honest they encourage me to do good things like, spending time with my family, going to Sensi, Climbing, swimming and dog walking. They discourage me from doing things I shouldn't and help me understand why I shouldn't do certain things." **(Young person accommodated at Waterworks Road)**

One young person said she loved coming to short breaks so much she wanted to come for longer, a whole weekend if possible, she really enjoyed the activities she did and making friends with other young people. She always looked forward to her next stay. **(Young person accessing short-breaks at Aylsham Road)**

RH said that Norwich Road never gave up on him, no matter what he did to push us away, we treated him as though he had done nothing wrong and continued to offer support no matter what. RH was pleased to tell me that after all of our help he is now happy with his family. He said he was on such a wrong path and we saved and changed his life, helping him to realise what is really important in life. **(Young person accommodated at Norwich Road)**

"I know that if I get into trouble you will help me out and collect me from wherever I am. I know feel that I have somewhere to come home to. I don't think I am really ready to be out there by myself, even though I like to think I can be. I think that you can help me with this." **(Young person accommodated at Easthills)**

A child stated she enjoyed her birthday party at Foxwood. Another young person expressed he was happy now we have a wheelchair swing. Other young people said "I like everything at Foxwood.", "I like going out shopping in the minibus." **(Young people accessing short-breaks at Foxwood)**

3.4 Compliments

Each home has a feedback folder to capture positive experiences for children and young people. Please see some examples outlined below:

Compliment from a parent of a young person who became 18 years old in May 2017 and was accessing short-breaks at Marshfields:

*Thank you so very much for being such a positive and supportive team of very special people. H**** has come so very far and I do believe that you have all played a part in this! We shall miss you terribly. You have been such a big part of H****'s life it seems so sad to say goodbye. We wish you every success in the service you provide to families like ours and to young people like H****. Once again thank you for everything.*

The Independent Reviewing Officer for AB fed back the following:

"Loki House have been a great support for AB in the time he has been with them. He has progressed wonderfully and is a responsible young man who is able to make positive choices. He has built relationships with staff which are important for him as he now successfully transfers to independence.

Loki have enabled and empowered AB, and this has allowed for him to build the necessary skills for his independent living to progress and develop to a point where all professionals around him feel he has the ability, skills and knowledge to transition safely and successfully.

I have great confidence in Loki House management and staff team and AB is evidence of what good support to a young person looks like."

An Email from a Head of Year in relation to a young person accommodated at The Lodge:

I wanted to put in writing how impressed I've been with the both of you and the support, exceptional attitude and impact you are having on T. You always have his best interests at heart and show real passion to get a positive outcome for him. He's lucky to have you in his life when everyone else seems to have deserted him. You're a credit to your company.

IRO for a young person accommodated at Frettenham:

I have continued to be impressed with contact I have had with Frettenham Residential Home. Natalie has always ensured that I have up to date information even if it should have come from other sources. I have always been impressed with how Natalie continually advocates for the young person I work with. She listens to him and ensure that his views are appropriately expressed.

Parent feedback about Aylsham Road

She thought the Aylsham Road team were proactive, dynamic, know what they're doing and are so reliable. It gave her faith in the service and she felt she could trust the team to look after her child.

3.5 Complaints

- 3.5.1 Each home has a complaints book in which all complaints are recorded. Young people have open access to a telephone should they wish to make a complaint at any time. Contact numbers for Ofsted, the Children's Rights Director and Voice, the independent advocacy service, are available to young people, as are complaints leaflets.
- 3.5.2 The homes' welcome books, which are available in a variety of formats to make them accessible for all ages and levels of ability, provide information and advice on how to complain. All residential staff have mandatory training on complaints and there is a Norfolk County Council complaints team which can offer consultation and advice to both staff and young people.

3.5.3 Since September 2016 the service has received 13 complaints in total. One complaint from a neighbour due to noise from the home, three from neighbours about young people's disruptive behaviour in the community, and four due to cancelled care. In all instances the Managers responded to the complaints and resolved the issues. Five complaints were received from one young person making allegations against staff and other young people in the home. All of these were investigated and no further action was required. All complaints are responded to as per procedure in order to find resolution and improve practice where appropriate.

3.5.4 All young people have the opportunity to discuss any complaints with the manager and explore a satisfactory solution. At every house meeting the young people are given feedback which is recorded. The managers have engaged with the local community to address any concerns and improve relationships, this has been supported by the local police community support officer when needed.

3.6 **Proposed next steps for the service**

- Review residential policies and procedures in line with Ofsted
- Signs of Safety Risk Assessments to be implemented across the Service following monitoring and evaluation and positive feedback from Ofsted.
- Ensure each home has a tailored Improvement Plan alongside the Regulation 45 Report.
- Increase the number of relief bank workers across the Service.
- To visit private, regulated and unregulated provisions in and out of county alongside the Quality Assurance team to ensure all Norfolk young people are receiving a good quality of care.
- To ensure that residential services are working in line with the LAC Strategy and that staff are aware of the goals.
- Implementation of Result Training to another Children's Home and refresher training for the Homes trained in the approach, in line with the recommendations within Narey's report (2016) for improving residential care.
- Review training needs of the service including having in-house Norfolk Steps trainers.
- Explore a psychologist being attached to the service, to address access to services, avoiding drift and delay for young people and increasing the workforce's knowledge and skills when responding to unmet needs.
- Embrace the new Apprenticeship scheme for new staff and those who may be eligible for the new Social Work Apprenticeship.
- More user involvement in some of the recording processes, for example, feedback forms.
- All Homes' internet access to be reviewed and updated for the young people.

- The Service to play a key part with regards to Norfolk's response to the Sexually Harmful Behaviour Strategy.
- The Service to take a proactive role within the Social Care Academy.

3.7 Ofsted Inspection Outcomes

3.7.1 Each residential home is inspected twice a year by Ofsted who conduct a full and an interim inspection. The latest judgement from the most recent full inspection of each home is shown in the table below:

Home	No. of beds	Overall inspection findings	The overall experiences and progress of children and young people living in the home are	How well children and young people are helped and protected	The impact and effectiveness of leaders and managers
Marshfields	4	Outstanding	Outstanding	Outstanding	Outstanding
Aylsham Road	4	Outstanding	Outstanding	Outstanding	Outstanding
Foxwood	9	Good	Good	Good	Good
Norwich Road	4	Good	Good	Good	Good
Loki House	4	Outstanding	Outstanding	Outstanding	Outstanding
Waterworks Road	2	Good	Good	Good	Good
Frettenham	2	Good	Good	Good	Good
Easthills	4	Good	Good	Good	Good
The Lodge	4	Requires improvement to be good	Requires improvement to be good	Requires improvement to be good	Requires improvement to be good

3.7.2 The above table shows 3 Outstanding, 5 Good and 1 requires Improvement to be good Ofsted inspection judgements so 89% of our homes are good or better. This compares with national data (inspections carried out between 1 April 2016 and 30 September 2016) where 73% were good or better, 26% requires improvement and 9% inadequate.

3.7.3 The Residential Service continues to review and improve the standards of its service to meet the revised criteria from Ofsted, who continue to "raise the bar" in their inspections. There is an active improvement plan and after each inspection key themes and trends are shared across the service.

3.8 Achievements for Young People

- Moved on successfully to long term, permanent placements.
- Improved independence skills.
- Some young people achieved awards in 'Let's get cooking'.
- Completed Asdan Bronze award.
- Engaged in Social Development Work around what it's like to be a parent.
- Won a virtual school achievement award at the recent ceremony for efforts in education.
- Remained in placement for one year – longest placement he has ever maintained.
- Reintegration into educational setting after years out of this environment.
- Improved self-confidence, esteem and skills in self-efficacy. He has made appropriate friendships in the community which have now become significant relationships for him and have promoted the development of his identity.
- Has completed the year at City College Norwich on his catering course, despite some difficulties along the way. He has achieved and maintained a part-time job at The Assembly House kitchen.
- Fully engages in her sessions with the Youth offending Team including, working with the volunteers at PACT animal sanctuary.
- Achieving permanence, enjoying short breaks and re-building relationships within their family home to avoid placement breakdowns.
- Practised fire bell tests, is now less anxious and is taking the lead in directing people to safe areas.
- Completed BTEC Diploma from Easton and Otley in Sport. Secured placement for independent living at Campion House. Completed KickStart scheme and now has moped for independent travel.
- Attends Cadets and has progressed through 3 ranks from Private to Lance Corporal.

3.9 Children Missing from Norfolk Residential Service Children's Homes

- 3.9.1 A missing from care procedure has been implemented by the Residential Service, which includes sexual exploitation, radicalisation risk assessments and an awareness of and the impact of Operation Gravity on the young people we look after. All staff have had training in these areas. The definition of missing from care for the service includes children and young people who leave the residential home without permission, those who do not return to the home at the agreed time and those who are absent overnight. Each young person has an individual care plan, which identifies strategies to be implemented for a young person who is absent without authorisation or is missing from care.
- 3.9.2 The table below shows the number of times children and young people went missing from Norfolk's Residential Service Children's Homes in 2016/17, September to August.

Children / Young People Missing from Norfolk's Residential Service Children's Homes

	2016/17 Sep - Aug
Number of times children / young people went missing	177
Number of children / young people who went missing	26
Number of overnight absences	58
Number of children / young people who did not return at the agreed time or left without permission	117

3.9.3 This year we have seen an increase in the number of young people missing from care within the service. This relates to an increase in the number of 16-17 year olds accommodated who have lived more independently.

3.9.4 We continue to work with partner agencies to address the risk of looked after children going missing and produced a working protocol to regulate practice. The service has built close working relationships with the Missing Persons Coordinator (police), Safer Neighbourhood Teams (police), Youth Offending Team, Barnardo's and The Rose Project.

3.10 Physical Intervention and Positive Handling

3.10.1 All of the residential staff have been trained in the Norfolk Steps de-escalation and positive handling strategies. As per national guidance and local policy the Residential Service will only use restrictive physical intervention as a last resort when the young person places him/herself or others at risk of injury or may cause significant damage to property. If such risks exist, consideration is given to effective strategies that will be employed to minimise the risk.

3.10.2 For the period of September 2016 – August 2017 there were a total of 123 incidents of physical intervention across the service, these were mostly carried out in our emergency homes (95 interventions), with 70 for two younger children (due to their age and level of aggression, physical intervention was used to prevent them from running away and harming themselves or others) and the other 25 involved 9 young people. 26 were in our CWD homes involving 7 young people and the other 2 were individual cases. All restraints were necessary to ensure the safety and well-being of the young people. All restraints carried out in the homes are reviewed by the Regulation 44 visitors and Ofsted inspectors and in all cases they agreed with the actions taken.

3.11 Significant Incidents Reported

3.11.1 Ofsted must be notified (Regulation 40 Notifications) of all significant incidents that occur in any residential children's home. The reasons for notifications for 2016/17 by Norfolk's Residential Services are shown in the following table:

Total Regulation 40 Notifications by Classification Type

Regulation 40 Notification Classifications	2016/17 Sep - Aug
Serious incident - police called to home	48
Serious complaint about the home or person in the home	1
Instigation & outcome of any child protection enquiry involving child in the home	1
Other incident relating to a child that the registered person considers to be serious	19
Total Regulation 40 Notification Classifications	69

3.12 Outcomes for Permanency

3.12.1 From September 2016 to August 2017 Norfolk Residential Children's Homes have provided accommodation for 183 children and young people that reside in Norfolk. Of these 126 were short term breaks, and 39 children have moved on following interventions delivered by the service, these have been complex cases, and 18 are still currently accommodated:

- 10 young people returned home
- 5 to foster care
- 5 to independent living or supported lodgings
- 7 to other children's homes
- 4 to in house children's homes
- 3 to specialist placements
- 3 to secure training centre
- 2 to Educational placements

3.13 Number of Children Accommodated in the Homes and their Occupancy Rates

3.13.1 The table below shows the occupancy rates for all residential homes since September 2016:

Occupancy Rates & Children / Young People Accommodated by Children's Homes

	% Bed Nights Occupied	Number of Children/Young People Accommodated
Easthills Road	100%	4
Frettenham	96%	3

Loki House	100%	5
Norwich Road	82%	24
The Lodge	94%	18
Waterworks Road	84%	3

3.13.2 As Norwich Road and The Lodge offer emergency provision turnover is necessary to be able to have placement availability for unplanned admissions, but in some cases due to the level of need they have not run at full capacity.

3.13.3 Waterworks Road has at times been providing a single placement in order to meet the needs of the young person accommodated.

Number of Children offered Short Breaks:

	% Bed Nights Occupied	Number of Children/Young People Accessing Short Breaks
Aylsham Road	78%	Offered short breaks for 44 children
Foxwood	70%	Offered short breaks for 50 children
Marshfields	68%	Offered short breaks for 32 children

3.13.4 In some cases the occupancy rate has been affected in the homes, due to the level of need and risk assessment of the young people. For example, we have accommodated young people in an emergency, which has impacted on the group dynamic risk assessment resulting in a restriction on the number of available beds, in order to meet the needs of the young people already accommodated.

4. Improvements made to our Children's Homes

What the Managers say:

- Changing to a single key system for all doors in the home with a master and slave key system for young people's rooms. This allows less keys to be carried by staff and allows easy access to rooms and leaving the building in an emergency to keep staff and young people safe.
- Buying new communication aids, games, toys, DVDS and having an area of the garden redeveloped to include more sensory and colourful planting.
- The home has had a big make-over with new decor, paint and items to brighten it up and to give it a more 'homely' feel. There are photographs up of days out with the children and they enjoy looking back on the memories they have made whilst staying at The Lodge. The home certainly feels a brighter and happier place to be as a result of these changes.
- We have reduced our occupancy from 6 to 4 young people. This has enabled us to provide a more child-centred service that has been reflected in the improving

positive outcomes of the young people in placement. As part of this process we have also streamlined our staff team and this has been part of the improved morale currently experienced.

- Whole staff team now trained in understanding sexually harmful behaviour, the AIM assessment and intervention model of working with young people, and working from a Good Lives model basis to promote positive outcomes for young people with maladaptive coping strategies.
- Wheel-chair swing installed, symbol display boards in bathrooms/shower-rooms. Shower room also refurbished. Garden area improved with sensory boards and toys. Staff toilet and a bedroom redecorated. Reviewed and updated young people's records.
- The home has had much improved links to the educational sector this past year after young people who had previously not engaged in education had access to education for the first time in years.
- Much of the home has been redecorated to create a more homely and welcoming feel; much of it has been repainted, using different and brighter colours, new decorations and pictures hung, inspirational scripts transferred onto many of the walls, new carpets, furniture and curtains have been put in place. This has created a much brighter and happier feel within the home. Additionally we have had our CCTV and external lighting upgraded and extended around the outside of the home; with a video monitor installed in the residential office.

5. Service Development

- The Outreach team continue to offer a vital service within Norfolk. The team has now been incorporated into a bigger team countywide, called New Directions.
- The Service has offered multiple placements to social work and police students to give them the opportunity to work more directly with young people. These placements offer valuable learning opportunities to all involved.
- We have continued to inspect the county's private regulated and unregulated residential homes. This has been beneficial to share best practice between agencies and ensures all Norfolk young people are receiving a good quality of care.
- All residential staff continue to undertake training via a range of recourses, these include The Learning Hub and internal and external agencies.
- The management team and the training department reviewed the training needs of the service to ensure appropriate training is offered to meet the needs of the young people we look after.
- Continuing review of residential policies and procedures in line with any Ofsted changes.

- New managers have undertaken the NVQ Level 5 Diploma in Leadership and Management.
- Young people within the Homes have actively taken part in the In-Care Council process as well as interviewing potential employees for Norfolk County Council.
- Another Home's whole staff team have been trained in Result training.

6. Financial Implications

- 6.1 Each placement in Norfolk's Residential Service children's homes in 2016/17 was on average £2,844 per week. This compares favourably with the agency placement costs of £3,855 for the basic package of care, anything extra would incur further charges.
- 6.2 Following the last financial year, Norfolk Residential Children's Services finished the year within budget.

7. Issues, risks and innovation

- 7.1 The key challenges for the Service are:
- Ensuring the Service meets the Ofsted criteria and expectations
 - Ensuring that our young people have permanence plans that meet their needs
 - Expansion is in line with the sufficiency report
 - Working alongside corporate strategies to ensure the residential services aligns with these.

8. Equality Impact Assessment (EqIA)

- 8.1 As can be seen in the purpose and function documents, all our homes are committed to policy, procedures and practice which promote equality and address the poor outcomes for this group.

9. Impact on Children and Young People in Norfolk

- 9.1 Norfolk Residential Children's Services deliver a range of residential homes to meet the needs of young people who require residential care. As can be seen from the quality of care judged by Ofsted, the achievements recorded at the Homes and independent quality assurance checks from the Quality and Compliance Team, the children's homes are having positive impacts on the outcomes and progress of the young people accommodated within the Service.

10. Background

The statement of purpose for each home is available for Members Insight

Officer Contact

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

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Children's Services Committee

Report title:	Norfolk Youth Justice Plan 2017-18
Date of meeting:	12 September 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director of Children's Services
Strategic impact Norfolk Council is the lead authority in the statutory multi-agency partnership that comprises Norfolk Youth Offending Team. An annual Youth Justice Plan is required to be produced and submitted to the Youth Justice Board, part of the Ministry of Justice. Since the formation of Youth Offending Teams nationally in January 2000 it has been the practice in Norfolk for the youth justice plan to be presented to Norfolk County Council, through its committee structure (or equivalent) for comment. This process has also served the additional purpose of providing an annual update to Members on the work of Norfolk Youth Offending Team.	

Executive summary

The existing Norfolk Youth Justice Plan (noted by Full Council on 11 April 2016) has been updated to outline the actions, risks and opportunities identified to ensure that the desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2017 -18. Additionally the Plan sets out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation) and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board. A copy of the full 2017 - 18 Plan is attached as Appendix A.

Recommendation: That Children's Services Committee note the details contained in the Norfolk Youth Justice Plan 2017–18 and recommend them to Council.

1. Proposal

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

- 1.3** The Youth Justice Plan also supports Children's Services' ambition to provide comprehensive, multi-agency early help to improve outcomes for children and young people, their families and local communities

2. Evidence

- 2.1** The Plan includes a performance review against the 2016/17 objectives and sets out priorities, actions and milestones for 2017/18.

- 2.2** The Plan focuses on three outcomes prioritised nationally by the Ministry of Justice Business Plan which are:

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

- 2.3** A restorative approach to work with young people and the victims of their crimes is a key theme running throughout NYOT activity. From November 2015 responsibility for the corporate development of restorative approaches transferred from Children's Services Joint Commissioning (Health & Disability) to Norfolk Youth Offending Team. This involves works with a broad range of teams and services, both internal and external to NCC, to inform on and deliver the NCC Restorative Approaches Strategy, 2017 - 2020. Staff also lead on restorative approaches training and interventions, including with educational settings and children's residential provision. This includes work to improve behaviour in educational settings and reduce exclusions as well as deliver against the joint protocol and implementation plan to reduce offending and the criminalisation of Looked After Children

- 2.4** Added to the range of services delivered this year is a new programme to improve responses to harmful sexual behaviour [HSB] by children and young people. Norfolk YOT and Norfolk and Suffolk Foundation Trust [NSFT] have formed a partnership *The Norfolk Harmful Sexual Behaviour Team* which aims to develop a skilled children and young people's workforce across the county that is confident in identifying, assessing and intervening across all levels of HSB in children and young people. The team comprises a Specialist Clinical Psychologist and HSB Specialists with significant skills and experience in working with sexual violence, trauma, sexually appropriate behaviour, child sexual exploitation and harmful sexual behaviour. The HSB project will be providing a range of training in relation to HSB from improving basic skills in recognising HSB to specialist bespoke training for professionals working with more complex cases. Professionals will also be able to seek case consultations in respect of children under 18 living in Norfolk and Waveney where there are concerns or worries about HSB. Whilst the two areas of work outlined above are the current priorities, in due course the HSB project will undertake some direct intervention work.

- 2.5** Successful delivery of NYOT priorities would mean that:

- Children and young people would be law abiding, engaged in positive behaviour and show respect for others
- Parents take responsibility for their children's behaviour
- Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police
- Victims of crime would feel some of the damage caused had been restored and the public would have confidence and feel protected.

3. Financial Implications

- 3.1 NYOT does not have a base budget but each year seeks a contribution from the four statutory funding partners. The financial position for 2017/18 is outlined in the Youth Justice Plan. A number of grants are also received for specific purposes that are all included within the anticipated gross income for 2017/18 of £3,434,231 which includes an 'in-kind' contribution from partners of £1,003,520 in respect of seconded practitioners. Further financial information is set out in section 3 of the Plan.

4. Issues, risks and innovation

- 4.1 **Impact on Children and Young People in Norfolk:** Norfolk YOT is committed to ensuring that children, young people and their families have a voice and influence in the youth justice system and has developed a service user participation and involvement strategy. This strategy includes a number of tools and mechanisms for routinely seeking the views of children and young people on the services they receive. Additionally, in 2014, Her Majesty's Inspectorate of Probation [HMIP] asked all YOTs in the country to complete an ongoing e-survey so that they may use the reported outcomes from Norfolk young people as part of the inspection process. 83 completed questionnaires were submitted by young people involved with Norfolk YOT against a target of 72 and the feedback is summarised within the report.
- 4.2 **Legal Implications:** NYOT works within a range of legislation connected with both criminal justice and child care.
- 4.3 **Human Rights:** All NYOT activity takes into account human rights legislation and principles.
- 4.4 **Equality Impact Assessment (EqIA):** All internal and partnership policies and procedures undergo structured equality impact assessments before being issued. NYOT monitors the ethnicity, age and gender of all young people on a quarterly basis and carries out a full biennial audit to ensure that disproportionate activity in what it or the youth justice system does is noted and minimised.
- 4.5 **Section 17 – Crime and Disorder Act:** All NYOT's activity relates to the prevention of crime and disorder and making Norfolk an even safer place to live and work is a major priority
- 4.6 **Risk implications** relating to the work of NYOT are reviewed quarterly with action points included, if required. The Plan contains an account of the risk implications associated with the achievement of actions, key performance indicators and objectives.

5. Background Papers

5.1 Norfolk Youth Justice Plan 2017 – 18 (Appendix A)

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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Norfolk Youth Justice Plan 2017 - 18

Chris Small – Head of Youth Offending Service

Signed:

**Wendy Thomson - Chair of the Norfolk Youth Justice
Board and Managing Director of Norfolk County Council**

Signed:



Norfolk County Council

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The annual Youth Justice Plan for Norfolk will be presented for approval by the Norfolk Youth Justice Board on 19th September 2017 and its recommendations and amendments incorporated.

The annual Youth Justice Plan for Norfolk will be presented to the Children's Services Committee of Norfolk County Council on 12th September 2017 with an accompanying report by the Executive Director of Children's Services.

The existing Norfolk Youth Justice Plan has been updated to outline the actions, risks and opportunities identified to ensure that desired outcomes for young people and the victims of their crime are achieved by Norfolk Youth Offending Team in 2017 - 18. The Plan sets out the key external and internal drivers behind this area of the County Council's work which is delivered in partnership with the required statutory agencies on the Norfolk Youth Justice Board (Health, Police and Probation); and others such as the County Community Safety Partnership and the Norfolk and Suffolk Criminal Justice Board.

The national Youth Justice Board issued the Terms and Conditions of the Youth Justice (YOT) Grant (England) 2017/18 on 19th May 2017. Attached was the Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships, which offered guidance regarding the content and structure of the Youth Justice Plan. The requirements of this guidance are incorporated in this Plan.

1. Our service

Service profile

Our customers

Our primary customers are children and young people in the youth justice system, their families and the victims of their crimes.

We also work with children and young people and their families to prevent them entering the youth justice system.

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

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

What do young people think of us?

From 2014/15, Her Majesty's Inspectorate of Probation (HMIP) asked all YOTs to complete an ongoing e-survey provided by the Viewpoint organisation for those cases that have been open between three and six months. The completed surveys were submitted electronically and anonymously direct to HMIP, and aggregated by HMIP to produce a national picture which has helped to inform HMIP inspections and formed part of their annual report on the quality of youth offending work. This national service user survey will not be continued in 2017/18.

The 2016/17 year ended on 31st March. 83 completed questionnaires were submitted by young people involved with Norfolk YOT against a target of 72¹. This is the highest ever number submitted by Norfolk YOT. HMIP commented *'I am pleased to report that you met your e-survey target for the number of completed surveys during 2016/17. Due to the way that we set the targets, linked to statistical robustness, they had risen for many YOTs compared to previous years so this is a great achievement. A big thank you to all staff and young people involved.'*

A Norfolk specific report has been produced by HMIP providing some direct feedback to us on what young people in Norfolk think of the services we provide. 86% of respondents were male, 44% aged 17 or over and 95% aged over 14, 88% self-classified their ethnicity as 'white', of which 93% described themselves as 'British'. 28% had been in local authority care at some stage of their life.

Overall it is a very pleasing picture and I am proud to lead a YOT that consistently

¹ This was a minimum target set by the inspectorate (HMIP)

provides services to children and young people that are well received, seen as helpful and most importantly make a real difference by helping young people to make changes in their lives and to achieve positive outcomes for themselves. We consistently scored higher than the national averages.

Last year's return raised some concerns from young people about positive responses to diversity and preferred language, help with debt management and money, and assistance with finding suitable accommodation. In contrast, this year, of the 7 cases where the young person's preferred language was not 'English' 4 said they were asked which language they wanted to use and the other 3 'did not know' or 'could not remember'. No young people said they were not asked. Both the young people who said they needed help with money problems or getting out of debt got it, as did 7 of the 8 young people who said they needed help with where they live. Seven Norfolk YOT staff have recently completed a half day training course provided by 'Your Own Place', a local Community Interest Company, covering engaging ways of supporting young people to develop their budgeting and money skills.

- 96% of young people felt that Norfolk YOT staff took their views seriously 'always' or 'most of the time'
- 93% (98% last year) of young people were asked to explain what they thought would help stop them offending
- 97% (98%²) of young people on Referral Orders had enough say on the content of their intervention plan and 93% (93%) understood fully what they were required to do to help stop them offending
- 92% (94%) of young people on other orders or interventions agreed to their 'plan', 100% (100%) had enough say in its content and 100% (87%) understood fully what they were required to do to help stop them offending
- 96% (91%) of young people felt that Norfolk YOT staff took their views seriously 'always' or 'most of the time'
- 25 young people felt that there were things that made it harder for them to 'take a full part in their sessions' with Norfolk YOT and all 22 of the young people who wanted help felt their Norfolk YOT worker did enough to help them take part
- 6 young people said that during their time in contact with Norfolk YOT there were things that made them feel afraid or unsafe and all of those who wanted help got help from their Norfolk YOT worker to feel safer
- 35 young people felt they needed help with school or training, 31 got the help they needed and for 24 things got better
- 10 young people said they needed help to cut down on their use of drugs, 8 got the help they needed and for 9 things got better
- No young people said they needed help to be able to drink less alcohol.

² The figure in brackets is the comparative performance in Norfolk in 2015/16

- 11 young people said they needed help to improve their health, 7 got the help they needed and for 8 things got better
- 8 young people said they needed help to 'deal with strange or upsetting thoughts', 7 got the help they needed and for 7 things got better
- 8 young people said they needed help with where they lived and 7 got the help they needed
- Just 2 young people said they needed help with money problems or getting out of debt and both got the help they needed
- 13 young people said they needed help with relationships or things about their family and 87% got the help they needed
- 19 young people said they needed help to feel less stressed and 95% got the help they needed
- 18 young people said they needed help with what they thought of themselves or others thought of them and 94% got the help they needed
- 49 young people said they needed help to be able to make better decisions and all got the help they needed
- 46 young people felt they needed help to stop offending and all got the help they needed and 83% said they were a 'lot less likely' to offend. One said they were 'more likely' to offend.
- 81% (86%) of young people said they had been treated fairly 'all of the time' and 14% (13%) 'most of the time'
- 56% (77%) of young people think the service given to them by Norfolk YOT has been 'very good', 38% (20%) 'good most of the time', 2 said 'not very good' and 3 said 'poor'

The full report can be made available on request and is reported to the Norfolk Youth Justice Board biannually. There are some interesting text responses providing more detail about what young people actually said in response to the questions which are enlightening and informative.

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

What we deliver for Norfolk

Norfolk Youth Offending Team (Norfolk YOT) is a statutory multi-agency partnership hosted within Norfolk County Council.

Our purpose is to prevent children and young people from offending whilst safeguarding

their welfare, protecting the public and helping restore the damage caused to the victims of their crimes.

Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. We strive hard to work proactively with Norfolk's diverse population.

This plan will focus on three outcomes prioritised nationally by the Ministry of Justice Business Plan, which are:

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

Restorative Practices

A restorative approach to Norfolk YOT's work with young people and making amends to the victims of youth crime is a key theme running throughout our activity.

In November 2015 responsibility for the corporate development of restorative approaches transferred from Children's Services Joint Commissioning (Health & Disability) to Norfolk Youth Offending Team. This involved the transfer of two posts and the associated funding and accountabilities. These posts are a Restorative Approaches Manager who, together with a separate post of Restorative Approaches Coordinator, works with a broad range of teams and services, both internal and external to NCC, to inform on and deliver the NCC Restorative Approaches Strategy. They also lead on restorative approaches training and interventions, including with educational settings and children's residential provision. This should better align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county and add value to the work we all do.

The Norfolk Restorative Approaches Strategy 2017-2020 is attached at Appendix 3. The countywide Restorative Approaches Strategic Board [RASB] retains responsibility for multi-agency ownership of the strategy and the attendant action plan, reporting to the NCC Policy & Resource Committee and the wider NCC Leadership Team and the Office of the Police & Crime Commissioner for Norfolk as appropriate. The RASB will monitor the implementation and impact of the strategy on the people of Norfolk through performance data provided by all partner organisations.

Our people

As a statutory requirement of the legislation under which the YOT was formed in January 2000, practitioners are seconded from the Police, Health, NCC Children's Services (including discrete representation from social work and education) and the National Probation Service. We also directly employ practitioners with skills in achieving positive change, reducing substance misuse, delivering restorative justice and community reparation and working with parents. Details of the agency employer, gender and ethnic

mix of all Norfolk YOT staff including volunteers are included in the appendices and confirm that Norfolk YOT is fully compliant with the staffing requirements of the Crime and Disorder Act, 1998, section 39(5).

Norfolk YOT delivers interventions intended to prevent offending and reduce re-offending. Service level agreements with various partner agencies and other providers are in place where necessary to support this approach.

Offending behaviour programmes are designed to address the risks presented by young people whilst meeting their individual needs. These are delivered within the framework of an *Interventions Strategy* established in 2014 which sets out the principles that staff are required to apply when developing, identifying, delivering and evaluating interventions with children, young people and families.

The focus of practice remains on high quality assessment and high-risk case management skills. Assessment is the key to deciding how responsive young people are likely to be, how we target those who are at risk of offending or who offend, how we invest resources and how this will be done to achieve the highest impact on reducing anti-social behaviour, preventing offending and reoffending.

The delivery of staff development is managed through a cross-service, non-hierarchical Effective Practice Group under the leadership of the Area Manager in Norwich. The Head of the Youth Offending Service is a member of the group. Regular in-unit delivery of training to meet core service development needs is supported by additional internally and externally delivered programmes.

Training in the last year focused on children and young people in custody, attendance at the International Signs of Safety Gathering held in Norwich, budgeting and money skills when working with young people (in direct response to feedback comments from young people), assessments and desistance, engaging young people and structured assessments of the risk of violence by young people. This work was supported by refresher and practice training for staff on safeguarding children and young people, Referral Order Panel and Advisor practice, Pre-sentence reports, cyber-crime and restorative approaches. Staff with discrete specialised roles have been enabled to keep up-to-date with developments in their professional practice including autism, harmful sexual behaviour work including assessment and intervention; working with those with learning disabilities, restorative justice and victim contact, working with young women and substance misuse. Training required by our involvement in a range of partnership work has been delivered including: safeguarding children and young people in relation to both social media and cultural competence, child sexual exploitation, neglect and preventing extremism.

This directly delivered and accessed activity is fully supported by the use of e-learning programmes both internal (to NCC) and external opportunities, such as the Youth Justice Board (YJB), supported Youth Justice Interactive Learning Space (YJILS) and specific programmes which are increasingly becoming available. Use of the YJILs e-learning package is monitored.

From a staff development perspective a significant amount of training and informal technical support continues to be delivered by our Performance and Information team to staff at all levels of the organisation in relation to the full and effective use of our case management and other information systems including through a unit-based 'clinic'

process.

Following a structured induction programme and after completion of the probationary period all Norfolk YOT staff are offered the opportunity to undertake the YJB recommended, accredited, national qualification of which the current version of this is known as the Youth Justice Effective Practice Certificate and is delivered by 'Unitas'. Two members of staff completed this during 2016/17 and four others are currently engaged in the programme. Of the 48 current staff eligible for the programme 39 (81%) have successfully completed it.

All new managers are required to undertake an accredited management or leadership qualification.

Our overall learning and development aim is to continue to build a workforce that:

- is assertive and confident
- is able to appropriately challenge service provision by ourselves, partners and stake-holders
- understands the focus of their individual contribution and role
- secures positive outcomes for children and young people who offend and the families and communities in which they live
- has easy and regular access to performance data and routinely scrutinises it to inform improvement.

NCC is committed to promoting the good health of its employees and managing well-being in the workplace. This includes a commitment to the promotion of personal well-being and creating a positive and effective work life balance. NCC recognises that there is a need for well-being and work life support to be available to all staff in all departments. Norfolk YOT has fully implemented the NCC well-being approach across all units and there is an identified well-being lead representative in each. Health and safety is paramount in all our thinking with risk identified and contained in the risk register. Sickness absence is monitored monthly and managed closely with return to work interviews conducted on each occasion.

The most recent corporate survey of NCC staff attitudes and engagement was the Employment Engagement and Enablement Survey conducted by the Hay Group in 2014. A service-wide well-being survey of all Norfolk YOT staff will be conducted by the NCC Well-being Team during the 4th – 15th September 2017. The outcome of this will be added to and support a smaller survey of business support staff in Norfolk YOT conducted earlier this year and reported on in June 2017. This was a really positive report, with no strong areas of concern for a majority of the team.

All new employment contracts are Monday to Saturday with stand-by clauses where required. This will assure the ability and resilience of Norfolk YOT to provide a six day a week service with access to management guidance and the provision of safe working practices for staff. As Norfolk YOT develops the range of services it delivers, Saturday working is increasingly becoming the norm and necessary to fulfil statutory duties in relation to Intensive Supervision and Surveillance requirements on Youth Rehabilitation Orders (which require seven-day-a-week contact with young people), the provision of interventions through the Junior Attendance Centres (which meet on Saturdays) and unpaid work (which has to be delivered to young people around their employment and education commitments). Historically all staff have been required to work very flexibly to

meet the needs of children and young people, their parents/carers and the service. This includes a clear expectation of regular working across evenings and weekends.

Our partners

Norfolk Youth Offending Team (YOT) is a legislated, multi-agency partnership hosted within Norfolk County Council (NCC). There are four **statutory partners** as a requirement of the Crime and Disorder Act, 1998 under which YOTs were formed; the Police, Health (now through the Clinical Commissioning Groups), NCC Children's Services (including discrete representation from social work and education) and the National Probation Service (Norfolk and Suffolk).

Strategic partners include many agencies who deliver services to children, young people and their families in the statutory, community, voluntary and commercial sectors; most significantly schools, the police, all eight local authorities in Norfolk including Norfolk County Council, especially Children's Services and the Norfolk Safeguarding Children Board.

The priorities for joint work with the **National Probation Service (NPS)** in 2017/18 include

- developing the local response to the joint national Transitions Protocol for managing the planned and safe transition of young people and their sentence management from YOTs to probation service providers on or around their 18th birthday;
- working together to address the local shortage of available Probation Officers and deliver effective, alternative means of providing an interim staffing contribution to Norfolk YOT whilst longer term solutions are sought.

Within Norfolk County Council, Norfolk YOT transferred from the former Chief Executives' Department to **Children's Services** in April 2010. It is currently located within Children's Services Early Help and the Head of Youth Offending Service is line managed by the Assistant Director for Early Help and is part of that management team. However Norfolk YOT works with young people across the full spectrum of Children's Services, responsibilities including those in universal services, those at risk of falling off the 'universal' pathway, those who are 'looked after' or leaving care and those who are in need of more targeted or intensive support including safeguarding.

Norfolk YOT is a substantial contributor to the development of more integrated service delivery to children and young people including representation on the appropriate bodies and strategic partnerships. The current primary focus remains on assisting and playing an appropriate part in the development of the wider early help agenda for children, young people, their families and communities in Norfolk. Norfolk YOT's unique role and purpose in this work and the principal, statutory aim of the youth justice system is to prevent offending by children and younger people.

The priorities for joint work with **Children's Services** in 2017/18 include

- through representation on the New Direction's Board working with Barnardo's to consider where Norfolk YOT and New Directions Services might best interface to reduce the numbers of Children Looked After by exploring opportunities for joint work and the co-working of cases.
- how we can work more effectively with the Multi-Agency Safeguarding Hub

Work continues with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the emergence of County Lines³ in Norfolk and the serious youth violence and gang related behaviours which are associated with it; including the exploitation of vulnerable young people both from Norfolk and Metropolitan areas. This work contributes to the shared national aim of *Ending Gang and Youth Violence*.

Development work with **Norfolk Police** for 2017/18 is focused on:

- exploring means of enhancing the tiered Triage scheme '*Challenge 4 Change*'⁴; reducing the number of children and young people entering the criminal justice system for the first time in Norfolk.
- working together to address the local shortage of available Police Officers and deliver effective, alternative means of providing relevant services to Norfolk YOT whilst longer term solutions are sought

Health

From April 2015 NHS England funded the implementation of a 'Liaison and Diversion' scheme in all Norfolk Police Investigation Centres (PICs) and courts aimed at diverting those with a range of health needs from the criminal justice system into appropriate 'early help' services. This scheme is provided by Norfolk and Suffolk Foundation Trust (NSFT). Norfolk YOT remains fully involved in the operational and strategic development work and is a key delivery partner. Work continues to develop clear pathways for both effective information sharing and young people to ensure they can always access screening, advice, guidance and rapid intervention or are referred appropriately to services in the community.

Further development work with **Health Services** in 2017/18 is focused on:

- contributing to the *Healthy Child Programme* to ensure children and young people in the criminal justice system are able to access relevant health services
- Norfolk YOT have been awarded some of the £2million Child and Adolescent Mental Health Services [CAMHS] Local Transformation Plan (LTP) monies from CCGs, specifically to improve responses outside of the formal criminal justice system to harmful sexual behaviour (HSB) by children and young people. Norfolk YOT and NSFT have formed a partnership *The Norfolk Harmful Sexual Behaviour Team* (The HSB Project) to deliver a Norfolk response to addressing HSB. The HSB project aims to develop a skilled workforce that is confident in identifying, assessing and intervening across all levels of HSB in children and young people. The Norfolk HSB Team comprises a Specialist Clinical Psychologist and HSB Specialists⁵ with significant skills and experience in working with sexual violence, trauma, sexually appropriate behaviour, child sexual exploitation and harmful sexual behaviour. The HSB project will be providing a range of training in relation

³ Large scale, class A, drug distribution by organised crime groups and street gangs based in metropolitan areas exploiting vulnerable people in Norfolk

⁴ Which screens all young people on the verge of receiving a first Caution for the direct and indirect provision of 'early help' and intervention services from Norfolk YOT with the aim of reducing the number of children and young people entering the criminal justice system for the first time in Norfolk.

⁵ 2 x 0.6 FTE posts

to HSB from improving basic skills in recognising HSB to specialist bespoke training for professionals working with more complex cases. The aim is to build the capacity of children and young people's sector practitioners to address harmful sexual behaviour at the earliest opportunity and across the continuum of behaviours. Professionals will also be able to seek case consultations in respect of children under 18 living in Norfolk and Waveney where there are concerns or worries about HSB. Whilst the two areas of work outlined above are the current priorities, in due course the HSB project will undertake some direct and joint HSB interventions in conjunction with other agency practitioners/professionals. The LTP funding⁶ is ongoing until March 2020. In order to support and innovate and progress the aims of the project, Norfolk YOT has committed additional monies for the first year. NSFT receives separate funding from the LTP to support its contribution to the HSB project.

Since 2013 the **Police and Crime Commissioner (PCC)** has been represented through a co-opted seat on the YOT Management Board alongside the other major stakeholders in the local youth justice arena. Additionally Norfolk YOT is an enthusiastic member of the PCC led County Board for the Rehabilitation of Offending (established in 2014). Closely working with the Office of the Police and Crime Commissioner (OPCC) and the 'Rehabilitation Board', has positively increased access to rehabilitation services and opportunities, and brought clear, tangible benefits for Norfolk YOT staff, and importantly, to young people who offend, their families, the victims of their crimes and the communities in which we all live. It also assists the PCC in moving forward those intentions in the Police and Crime Plan which Norfolk YOT is also concerned to deliver as part of Norfolk's Annual Youth Justice Plan.

In respect of the **criminal justice system**, Norfolk YOT works across all relevant agencies both operationally and strategically and most critically through the **County Community Safety Partnership** and the joint **Norfolk/Suffolk Criminal Justice Board**.

Development work with the **County Community Safety Partnership (CCSP)** and Police remains focused on dealing with children and young people vulnerable to radicalisation. In particular *Prevent*, the strategy to stop people becoming radicalised or supporting terrorism, and *Channel*, the process and programme for supporting those who are at risk of being drawn into terrorism. All Norfolk YOT staff have received a WRAP3 (Workshop to Raise Awareness of Prevent) training input, the standardised national programme. The CCSP Plan for 2015 – 18 concentrates on key business areas where a partnership response is required and significant improvements are possible and aims to ensure that the work of the CCSP is effective in adding value to those priority areas which are not picked up by other partnerships. This results in four priority areas for the CCSP to focus on over the period 2015/18, all of which Norfolk YOT makes a direct contribution towards:

- Domestic abuse & sexual offences
- Anti-social Behaviour
- Community Resilience
- Prevent Duty

Norfolk's Youth Court is a primary strategic partner and we continue to focus on maintaining positive and effective partnership working and relationships to manage the

⁶ Currently Norfolk YOT receives £65,000 per annum through the LTP.

impact of significant reductions in the resources available to the Court. This includes a well-established annual review day which is conducted jointly. HM Courts and Tribunals Service is currently evolving the way it delivers services and the introduction of a single, centralised 'remand court' for the county based in Norwich. Practice in relation to remand courts to improve efficiency and use resources more effectively continues to evolve through the virtual remand courts pilot in which alleged offenders will 'appear' in Norwich court 'virtually' from the Police Investigation Centres (PICs) around the county. If agreed this proposal will have an impact on the way Norfolk YOT allocates its resources.

Direct **governance arrangements** for the Youth Offending Team are through the Norfolk YOT Partnership Board, which is chaired by the Managing Director of Norfolk County Council. As well as the statutory partners the Board includes additional representation from the Countywide Community Safety Partnership, Housing Services, Norfolk's Police and Crime Commissioner, Public Health, representatives from Norfolk's Borough, City and District Councils and Her Majesty's Courts and Tribunals Service. Management Board membership has changed significantly over the last twelve months.

Norfolk YOT continues to make a full contribution to the **Norfolk Safeguarding Children's Board** (NSCB) of which it is a statutory member and is represented on the Board and the working groups on Child Sexual Exploitation and Child Sexual Abuse, especially in relation to children and young people in the criminal justice system with sexually harmful behaviour. At a local level Norfolk YOT is actively involved in the area-based Local Safeguarding Children's Groups (LSCGs) and regularly participates in the NSCB multi-agency audit programme looking at both themes and cases.

Norfolk YOT completed its required self-assessment against its statutory obligations under section 11 of the Children Act, 2004 in February 2017 and attended a validation meeting with the NSCB at a 'Challenge and Feedback' session on the 27th March 2017. An agreed action plan is in place to drive continuing improvements.

Norfolk YOT is currently fully and actively engaged in joint work in support of the following current NSCB priorities;

- Provide a lead 'worker' and actively contribute to the working group progressing the NSCB development priority: Child Sexual Abuse, especially in relation to children exhibiting sexually harmful behaviour
- Actively contribute to progressing the NSCB development priority: Neglect, including effective awareness raising within the staff group of Norfolk YOT
- Provide a lead 'worker' and actively contribute to the working group progressing the NSCB led response to Child Sexual Exploitation, including effective awareness raising within the staff group of Norfolk YOT

Norfolk YOT's performance is reported quarterly through all these key partnership structures.

The Norfolk YOT Management Board is represented by its Chair on the **Norfolk Public Protection Forum** (NPPF) comprising of all of the chairs of strategic multi-agency groups with a key role to put in place effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected. It is important that there is good coordination between these partnerships to ensure our approach overall is coherent, efficient and effective, that gaps are identified and duplication avoided. The statutory functions of individual partnerships and boards remain, with the NPPF providing

a focus for tackling shared challenges to help us ensure that cross cutting agendas affecting vulnerable people are effectively joined up and we use our resources to best effect.

Where we work

Norfolk YOT delivers services across the county of Norfolk and is based in three, main, operational locations: Kings Lynn, Norwich and Great Yarmouth. A single room sub-office which is not permanently staffed is maintained in Thetford.

From June 2014 responsibility for delivering 'unpaid work' for 16 and 17 year olds on Youth Rehabilitation Orders transferred from the National Offender Management Service to YOTs. This additional responsibility was supported by a reallocation of the associated funding. In order to deliver services in relation to these new responsibilities Norfolk YOT has acquired small workshop premises in Kings Lynn and Great Yarmouth.

A small headquarters unit comprising the Head of Youth Offending Service and two teams, one devoted to performance and information management and the other to business and finance support functions is co-located with the Norwich operational unit in the North Wing of County Hall.

The location and volume of Norfolk YOT's work is primarily driven by statutory activity within the youth justice system. Early intervention is based on areas of most need, such as higher incidents of anti-social behaviour.

Service review

How we are performing including key risks and key drivers for our service

Performance Report

In summary; Performance in 2016/17 was satisfactory with some in year variation between periods. Targets in relation to all three primary national indicators were met at year end. Performance in Norfolk exceeds the national comparators in all three indicators but lags behind all the 'family' and regional comparators with the exception of the 'family' First-time Entrants indicator.

Reoffending: is reported as a simple binary measure; *has a young person reoffended or not?* The absolute numbers of young people reoffending in the July 2014 to June 2015 period decreased by 0.2% percentage points compared to the equivalent period in the previous year. Reoffending in Norfolk is 36%, better than the national: 37.7% comparator but below the regional (35.2%) and family comparators of 34.6%. This performance is achieved despite a larger decrease in the overall numbers offending in the period from 747 to 705 (-5.6%). The continued reduction in First-time Entrants means that those left in the criminal justice system have more persistent, chronic and entrenched offending behaviours which are more difficult to moderate. A small internal working group is currently considering how we might provide and track data more contemporaneously.

First-time Entrants (FTE): The number of FTE into the criminal justice system in Norfolk has more than halved since 2013 and continues to fall. FTE performance for the 2016 calendar year shows a 33.1% decrease over the previous year from 458 per 100,000 to 307. The actual numbers have reduced from 325 to 221 (-32%); 104 fewer young people in Norfolk entering the criminal justice system for the first-time in the period as compared to the same period in the previous year. This is the lowest FTEs in Norfolk have been since the target in its current form began. There is no doubt that the impact of the Challenge for Change (C4C)⁷ triage scheme introduced in June 2015 has been significant. The Norfolk rate is now below all but the regional comparator and reducing at a faster rate than any.

Use of Custody: For the period April 2016 to March 2017 the rate decreased in comparison with the same period in the previous year from 0.32 (23 young people) to 0.24 (17 young people). A reduction of 0.08 percentage points (which in real terms is six young people) and a 35.3% reduction. Performance is substantially better than the national comparator (0.36) but not quite as good as either the regional (0.20) and 'family' (0.20) comparators. The rate of performance improvement is better than all the comparators. The relatively small numbers being sentenced to custody means that we are likely to see quarter on quarter fluctuations and longer term comparisons would be of more strategic value.

Performance in relation to those securely remanded: Local monitoring of Remands to Youth Detention Accommodation (YDA) and Remands to Local Authority Accommodation (RLAA) commencing in 2016/17 shows that there were 12 (10 in 2015/16) Remands to

⁷ Challenge 4 Change (C4C), is a joint diversionary scheme between Norfolk Youth Offending Team and Norfolk Constabulary targeting young people at the point of arrest in Police Investigation Centres offering a voluntary intervention programme

YDA and 6 (2 in 2015/16) RLAA, for a total of 373 and 147 nights respectively (186 and 47 respectively in 2015/16). Individual stays ranged from 6 night to 66 nights. No young people spent over 80 days on remand awaiting trial, compared with 4 in 2014. These young people were awaiting sentence and not yet convicted. Of the 13 individual young people involved 12 were male and just one female. At year end five young people remained on YDA and two on RLAA, moving across into the new financial year. Most, but not all of those remanded in custody will subsequently move to being sentenced to custody so there will be an overlap between the two cohorts.

Despite the significant increase in remand bed nights in the latter half of the year, performance still came in under the budget provided by the YJB to NCC Children's Services for this specific purpose with a surplus of £14 581 from a total budget of £101 429. The budget received from the Ministry of Justice to pay for this is based on previous years' performance⁸ and for 2017/18 is currently £94.405.

Education, Training and Employment: 2016/17 out-turn was poor at 62% against a 5-year average of 65.86%. Performance was strongest for young people of statutory school age (69.1%) against 56.8% for those aged 17 or older.

Quality Assurance: Regular, business as usual audits of practice took place during the year including Enforcement, Referral Order Contract quality and Sexually Appropriate Behaviour work.

The **Youth Justice Board** required all YOTs to complete audit work in relation to the implementation of Asset Plus. The fieldwork for this took place on 13th March 2017 and 22 cases were audited. The outcomes have been submitted electronically to the YJB and the feedback, if any, will be reported to the Norfolk Youth Justice Board when it is received. Locally we have summarised the findings and lessons learnt in a Signs of Safety format, circulated this to staff and are now working to embed the action points required to produce change.

Through its regional effective practice fora the Youth Justice Board has also conducted an Asset Plus moderation exercise to try and establish a national agreement on what good (and poor) practice in assessment looks like. Active participation in this enabled Norfolk YOT to objectively examine (and agree how to resolve) any differences in opinion and judgement within our own management structure.

The annual, Youth Justice Board (YJB) required **National Standards Audit** took place in November 2016 and was reported to the YJB before the deadline at the end of March 2017. This year as well as victim engagement the audit focused on four National Standards that relate to reducing custody. Provisionally, following moderation by the Youth Justice Board and a subsequent verification discussion, the results outlined in the table below were attained. Formal, written confirmation is awaited from the Youth Justice Board and will be brought to the Norfolk Youth Justice Board when it is received.

There were insufficient cases to meet the criteria for audit of National Standards for Bail and Remand Management and Long-term custody. I have agreed Norfolk YOT will embed the recommendations for improvements into service plans and priorities that are overseen by the Norfolk Youth Justice Board and this work has been done. A follow-up audit will be completed before the end of 2017 to assess progress made.

⁸ So the more successful the performance (averaged over a three year period) the less funding an authority receives.

NATIONAL STANDARD	SELF ASSESSED RESULT	MODERATED RESULT
NS3 Bail and Remand Management	Nil return	Agreed that Norfolk would include Bail and Remand cases in their routine internal audit processes during 2017/18 clearly identifying areas for improvement.
NS5 Reports for courts, youth offender panels and civil courts in Anti-Social Behaviour Order proceedings and gang injunctions,	Standard Met with Recommendation for Improvement	Standard Met with Recommendation for Improvement
NS6 Work in courts	Standard Met with Recommendation for Improvement	Standard Met with Recommendation for Improvement
NS10 Long-term custodial sentences (sections 90/91 of Powers of Criminal Court (Sentencing) Act 2000 and sections 226/228 of Criminal Justice Act 2003	Nil return	Supported
(Yearly audit), NS7 Work with Victims of Crime	Standard Met	Standard Met

All ten National Standards have now been audited over the three-year period 2014 – 2017.

Diversity: The most recent biennial Norfolk YOT Diversity Report (2014 - 2016) was presented to the Norfolk Youth Justice Board meeting in December 2016.

Broadly, the headlines are:

- The number of young people in the youth justice system overall has declined since 2011/12; to the end of March 2016 by 36%.
- The proportion of Black and Minority Ethnic [BME] young people in the youth justice system overall continues to rise and is currently 7.7% against Norfolk population data from the 2011 census of 4.4%. In 2011 the proportion of BME cases was 4.3%. More recent population data is needed for a more meaningful comparison. Colleagues in Public Health and Cambridge Community Services have provided a mid-period (2015) estimate from the Healthy Child Programme dataset which appears to project a BME proportion of 10 to 17 year olds of 14.9%. This estimated projection needs to be treated with caution
- Gender data evidences that the numbers of young women in the youth justice system overall has been largely consistent since 2011/12 but decreased significantly in 2015/16 to 18.6%, the lowest it has been in the last five years.

- Offence data shows that whilst the number of offences committed has decreased by 9% since 2011/12 this is at a much slower rate than the numbers of young people in the youth justice system overall suggesting that the number of crimes committed per young person has increased. This is particularly so for the BME population at a proportion of 11.1%.
- BME representation in pre-court decision-making (6.3%) and early help referrals (6.7%) have both increased and both are above the 2011 census population data but both are lower than the 7.7% BME representation in the system as a whole.
- Court remands data shows BME representation at 33% but from a very small cohort where n = 12
- Disposals data shows that the BME proportion has increased significantly in the last two years; 10.2% in 2014/15 and 12.8% in 2015/16. This roughly mirrors the BME proportion of the offences data at 11.1%. Custodial sentencing in relation to the BME population was 20% in 2014/15 but just 6.7% in 2015/16.
- There is clearly an apparent over-representation of BME young people in the youth justice system in Norfolk alongside a suggestion of under-representation in early intervention work. The level of disproportionality appears to be rising slowly. The reliability and significance of the data is adversely affected by (i) the relatively small numbers of young people involved which creates variances year-on-year, and (ii) a lack of accurate, recent population data for BME young people in Norfolk.
- It is intended to commence work this year to collect nationality data to examine the representation of young people from new and emerging communities in the youth justice system in Norfolk

For the aged 10 to 17 population of Norfolk as a whole⁹ the offending population has reduced from 1.13% in 2014/15 to 0.76% in 2015/16. That is one young person in every 132 young people in Norfolk committed an offence in 2015/16. The number of young people in the criminal justice system in Norfolk has decreased by 36% since 2011/12. In 2015/16 the gender differential of young people in the criminal justice system in Norfolk was male 81%, female 19%¹⁰. The average over the last five years has been male 78%, female 22%. The peak age of young people in the criminal justice system is 17 years with a significant increase after the age of 13/14. The number of offences they committed (1,605) decreased by 15% in 2015/16 compared with the previous year but proportionally the average number of crimes committed per young person has increased. The most frequently committed offences remain violence against the person, theft and criminal damage and increasingly drug offences.

We are committed to developing and practicing in ways that actively promote and value diversity in all areas of our responsibilities. This is essential to every intervention and activity we undertake. Our ability to practice in this respect will be subject to regular review through both supervision and appraisal. We undertake Equality Impact Assessments on all our policies.

In 2015/16¹¹; 38 children and young people **looked after by the local authority** were subject to a court conviction or formal out-of-court disposal¹², 7.1% of the Looked After

⁹ 2015/16 data based on population estimates of 76,919 and an offending population of 582, 2014/15 data based on 2013 population estimates of 73,625 and an offending population of 830

¹⁰ A specific intervention programme *the Pink Project* is used for working with girls and young women where appropriate. The next programme will be available in September 2017

¹¹ In 2014/15; 29 children and young people looked after by the local authority were subject to a court conviction or formal out-of-court disposal, 5.2% of the Looked After Children population (N = 554). The national average comparator for the same period was 5%.

Children population¹³ (N = 535). The national average comparator for the same period is 5%.

Milestones from last year's plan which have been met (or largely so) and have assisted in delivering the performance outlined above include:

- developed practice guidance and a Policy and Procedure in relation to Safer Recruitment using Warner Principles to ensure we recruit sufficiently experienced and qualified staff to deliver high quality outcomes for young people
- explored the feasibility of adopting an enhanced triage model to increase and widen the impact of triage and further reduce the number of first-time entrants into the criminal justice system
- implemented the Children's Services Guide to Effective Supervision process and amended the supporting 'principles of management oversight' to ensure that robust supervision and management oversight is in place throughout the organisation
- reviewed the current tools for assessing young people's Learning Styles and revised the approach to use AssetPlus to put interventions in place that are appropriate to the young person's needs
- developed an Early Help service specification for Norfolk YOT to address the high levels of first time entrants and deliver on performance measures to reduce FTEs and reoffending.
- considered relevant recommendations from the 2015 Criminal Justice Joint Inspection (CJJI) report on the contribution of Youth Offending Teams to the work of the Troubled Families Programme in England
- actively participate in the Admissions to Care Panel to advise on risk assessment and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities
- implemented the Norfolk Restorative Approaches Strategy 2015-2018
- provided workforce development in relation to restorative practices across NCC and the wider county
- commissioned a consultation and intervention services from NCC Speech and Language Therapy services
- worked with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing challenges
- collaborated more closely with the Children's Services Placements team to improve the quality of placement matching and appropriateness
- achieved and supported the routine participation of young people known to Norfolk YOT in staff recruitment and selection practices
- improved the completion rates of service user feedback tools and processes and reported regularly on the findings to staff and the Norfolk Youth Justice Board
- introduced a feedback session into the Junior Attendance Centre programme to provide information to both Norfolk Constabulary and Norfolk YOT from a young person's perspective
- increased the engagement of victims in restorative processes
- ensured Norfolk YOT is fully compliant with the requirements for statutory victim

¹² Youth Caution, Youth Conditional Caution or the now defunct Police Reprimand or Final Warning

¹³ The National Statistics Code of Practice requires that reasonable steps should be taken to ensure that all published or disseminated statistics produced by the Department for Education protect confidentiality. Figures have been rounded to the nearest 5.

contact work as set out in YJB National Standards and the Code of Practice for Victims of Crime

- developed the Norfolk YOT Domestic Abuse Strategy to include '*This is abuse*' a healthy relationship intervention addressing child on parent violence and the 'Step-up' programme' which addresses child on parent abuse
- worked with the Police and Children's Services to provide more effective structures and responses to the emergence of County Lines in Norfolk
- with the Home Office *Ending Gangs and Youth Violence Unit* and Norfolk Constabulary we undertook a Local Assessment Process to contribute to the national aim of Ending Gang and Youth Violence
- liaised more effectively with agencies working to safeguard girls at risk of sexual exploitation
- considered and begun to implement inspection recommendations on the effectiveness of arrangements for the transfer of young people from youth to adult based criminal justice services
- developed gender specific working practices for Norfolk YOT that aim to improve the experience of young women involved in the youth justice system and achieve better outcomes for them
- worked with the Office of the Police and Crime Commissioner to develop a female offender scheme that includes young women
- worked with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour including the continued expansion of Sexually Appropriate Behaviour practice to include work with those aged under 12s and iAIM¹⁴
- contributed service actions to address hate crime and specifically disability hate crime to the Norfolk and Suffolk Joint Criminal Justice Board action plan in response to a Criminal Justice Joint Inspection
- considered the needs of young people at risk of custody at High Risk Case Management Panels to formulate interventions designed to reduce the risk of custody
- reviewed cases where custodial sentence or remand to youth detention may have been avoided to explore the potential for learning and practice improvement
- provided creative alternatives to custody to sentencing courts in PSRs which make full use of a range of interventions delivered by both Norfolk YOT and partners
- considered and implemented the relevant recommendations from the 2015 HMIP joint thematic inspection report on *Resettlement Services to Children by Youth Offending Teams and Partner Agencies*

Risks to service delivery, opportunities and external and internal drivers that guide our priorities and activity are detailed below in section 4, 'Delivering Our Priorities' which contains details of the actions that the service will deliver in order to meet its priorities.

Norfolk YOT maintains a Business Risk register which is compliant with current NCC expectations and practices. Nominated risk owners review and update the risk register and it is collectively reviewed periodically at a strategic management meeting. The Norfolk Youth Justice Board is briefed on the work undertaken by Norfolk YOT Strategic Management Group in establishing and monitoring business risk and informed of the detail of the highest risks identified and the measures taken to mitigate them.

¹⁴ iAIM addresses sexual offending and behaviours committed on-line

Business Continuity

Norfolk YOT has recently fully updated its Business Impact Analyses (BIAs) and Business Continuity Plans (BCPs) and amalgamated its previous four, unit-based BCPs into two separate plans, one for operational delivery and the other in relation to the strategic functions delivered through the Headquarters unit. Each plan is compliant with current NCC expectations and practices and follows corporate best practice guidance. The overall purpose of these plans is to support the restoration of Norfolk Youth Offending Team's critical services in a structured and prioritised manner in the event of an incident where normal working environments or practices are not available. The plans contain details of the steps necessary to enable recovery of key business processes in the Norfolk Youth Offending Team. Both plans are routinely updated to incorporate new detail and changed circumstances. The BCP was last updated in February 2017 and the BIA on 31st August 2017.

2. Our priorities

Our service priorities for the next 3 years

Norfolk Youth Offending Team (Norfolk YOT) is a multi-agency partnership. Our purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. Our aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. We try to work proactively with Norfolk's diverse population.

The legislation (Section 37 of the Crime and Disorder Act, 1998) sets a single statutory purpose for Youth Offending Teams which is *"It shall be the principal aim of the youth justice system to prevent offending by children and young persons"*.

There are three key outcomes prioritised nationally by the Ministry of Justice Business Plan and the Youth Justice Board which are:

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

The Youth Justice Board's 'Vision' is that *'Every child and young person lives a safe and crime-free life, and makes a positive contribution to society.'*

The stated 'Mission' is;

- *Developing and championing a child-centred and distinct youth justice system*, in which a designated youth justice service keeps children and young people safe and addresses the age-specific needs of the child, to the benefit of the community.
- *Developing a 'centre of excellence approach' in youth justice* which will support innovation by using and interpreting available evidence to support the delivery of youth justice services in custody and the community. Also more effectively drawing on the contribution of academic institutions and other relevant bodies.
- *Driving continuous performance improvement in youth justice services* delivered in custody and the community through our robust monitoring system and by identifying and promoting best practice.

The 'Strategic End Benefits' detailed in its Business Plan for 2016-17 are:

- To reduce the number of children and young people entering the youth justice system
- To reduce reoffending by children and young people in the youth justice system
- To improve the safety and wellbeing of children and young people in the youth justice system
- To improve the positive outcomes of children and young people in the youth justice system
- While working to achieve the strategic end benefits, we will also endeavour to improve

the YJB's value for money in everything we do.

The YJB has also identified three cross-cutting themes. The purpose of these is to enable the YJB to keep these issues at the forefront and to consider and take opportunities to act across all our work. The themes are:

- Engaging and hearing the voice of the young person
- Addressing the over-representation in the youth justice system of young people from Black, Asian and minority ethnic backgrounds and looked after children
- Meeting the needs of victims.

Youth Justice Review: on 11th September 2015 the Ministry of Justice launched a review of the youth justice system, to be carried out by the review lead, Charlie Taylor reporting to the Secretary of State. Publication of the [final report](#) was delayed until December 2016, by which time the Secretary of State for Justice had changed and was accompanied by a [formal response from Government](#) which set out a number of actions including reviewing governance of the system, improving the support available to young people 'upstream' and throughout the youth justice system, and taking decisive action to tackle violence and improve outcomes for young people in custody. The Government has also committed to further engagement with stakeholders and interested parties on a number of Charlie Taylor's recommendations. A priority remains continuing to reduce the level of youth crime through intervening early to prevent children and young people from committing offences in the first place. A youth justice reform programme has been established to oversee this work. Reform of governance and accountability, particularly youth custody includes moving the responsibility for delivering and commissioning youth custodial services from the YJB to the new Youth Custody Service in Her Majesty's Prison and Probation Service (HMPPS) and the Ministry of Justice (MoJ) Commissioning Directorate respectively. The YJB will refocus to provide unique whole-system monitoring across the youth justice system, advising ministers and sharing good practice whilst continuing to administer the youth offending team grant, and provide support to local areas. Work to deliver these intentions and improve the services and outcomes for children and young people is still in development but there will be consultation with the sector to seek views and experience to help define the work and as yet the real impact on Youth Offending Teams working in the community and based in local authorities remains undefined.

Charlie Taylor was appointed as the Chair of the Youth Justice Board from March 2017.

Inspection

Her Majesty's Inspectorate of Probation (HMIP)

The external **Short Quality Screening inspection** by Her Majesty's Inspectorate of Probation [HMIP] was conducted from 23rd – 25th May 2016 which involved reading 32 case files and interviewing Norfolk YOT case managers. A short report provided to the Chair of the YOT Management Board was published on 22nd June 2016 and identified the most significant strengths, and areas for improvement, together with a commentary on the work that is designed to explain the findings and help the YOT understand where to focus its post-inspection improvement work. There is no overall judgement. The YOT manager is also provided with a set of charts summarising the key data from the inspection. This is for internal use solely within the YOT and is not for publication. The Improvement Action Plan was presented to the Norfolk Youth Justice Board at its meeting on 13th December 2016 and progress has been tracked at subsequent meetings.

Following a continuing and extended period of consultation HMIP are planning to change the way they inspect YOT provision through the design and delivery of a new set of quality standards that will underpin the inspection methodology. Three pilot inspections are planned during 2017/2018 which will be used to test the strength of the new methodologies and evaluate the effectiveness of the proposed ways of working. HMIP are seeking thoughts or feedback around the work they have done so far through a series of consultation events in the early autumn of 2017 at which Norfolk YOT will be represented. All services will be inspected at least once every four years using a 'risk and random' approach influenced by published performance information and other available intelligence. Bigger YOTs will be inspected every two years and poorer performing YOTs prioritised for inspection with others randomly selected. For the first time, and as a welcome change, out-of-court cases will be inspected as well as those post-court which have always been included. All YOTs will be rated in order to set and measure against standards, enable service improvements and ultimately improve public confidence. HMIP will consult the sector on the ratings scheme it is proposed to use.

On 7th September 2016 HMIP published the report on its **national thematic inspection of Accommodation of Homeless 16 and 17 Year Old Children Working With Youth Offending Teams**. Norfolk YOT was one of six local authorities that took part directly in this inspection and some Norfolk good practice examples were cited in the report. Overall YOTs were seen to be making a valuable contribution in this area of work but it was stressed that providing accommodation is not the remit of YOTs. Unfortunately, not all social workers used YOT case managers' skills and knowledge to full effect. YOT case managers' were not always consulted or advised when changes were being planned, and this was sometimes to the detriment of the child. HMIP found one in three of the children whose cases they inspected were in unsuitable or unsafe accommodation. Some placements put children at risk from unknown and/or dangerous adults and some provided perfunctory and inadequate support. Of those children in good quality supported accommodation, a detailed look at their background often revealed a history of previous unsuitable placements. Of the 14 'Recommendations' made in the report 10 are for Directors of Children's Social Care Services and 2 for Chairs of Youth Offending Team Management Boards.

The national recommendations were reviewed against current practice in Norfolk and added to a local action plan based on the verbal feedback offered which was initiated immediately following the HMIP visit to Norfolk at the end of September 2015. Following publication of the national report Norfolk YOT produced a local action plan detailing where improvements could be made in the practice of Norfolk YOT. This action plan responded to the recommendations, additional points raised in the body of the inspection report and the initial informal feedback. A further set of actions arose during a related review and refresh of the Norfolk YOT Accommodation Strategy which also form part of the action plan. The Improvement Action Plan was presented to the Norfolk Youth Justice Board at its meeting on 13th December 2016 and progress has been tracked at subsequent meetings.

Although this was an inspection of young people working with Youth Offending Teams, many of the cases looked at, both in Norfolk and elsewhere, were children who were Looked After. The inspectors therefore also scrutinised the work of Children's Services, who have the responsibility for provision of suitable accommodation for 16 and 17 year olds under the *Southwark Judgement, 2009*.

A second HMIP report on a thematic inspection examining Referral Orders and whether or not they achieved their potential was published on 5th July 2016. The national recommendations were reviewed against current practice in Norfolk and a number of practice changes and actions implemented as a result.

At the request of HMIP in June 2017 Norfolk YOT completed a survey sent to all YOTs to assist with a forthcoming **thematic inspection with regard to Out-of-court disposals** the field work for which will be undertaken between July and August 2017.

How our priorities help to deliver the County Council's Strategic Ambition and corporate priorities

The County Council elections in May 2017, in which the Conservatives won a majority, set the political course for the next four years. The Conservative Party manifesto 'Caring for our County' offered key commitments to the people of Norfolk across the full range of our services. In keeping with this democratic mandate, these pledges will inform the Council's planning and budget-making process. They will be reflected in the County Council Plan for the next four years, which will be prepared by officers from across the council for publication in autumn 2017. The previous Council's priorities formed the basis of the Council Plan 2016 -19. This will be reviewed and changed to reflect the electoral pledges made by the new administration. We know the challenges we face, with ever-growing demand for our services. We need to develop and implement more sustainable service delivery models that support individuals and communities to care for each other; prevent, delay and reduce demand for specialist professional services; and improve efficiency and effectiveness.

The new administration has a clear set of priorities based around 'Caring for our County':

- Caring for your money
- Caring for your family
- Caring for your community
- Caring for your health and well being
- Caring for your roads and environment
- Caring for your economy

The Council is already implementing a number of strategic initiatives focused on 'demand management', prevention and early help. In responding to the manifesto pledges, a number of corporate priorities have been identified to make better use of resources, inform service strategies and departmental plans. These seven corporate priorities form a transformation programme called 'Norfolk Futures' which will deliver new models of service delivery, new relationships with citizens and partners, and with other changes will deliver over £100m of savings. These include the following initiatives most relevant to Norfolk YOT:

- **Local Service Strategy:** to empower local people and local communities to help themselves, our front line services need to be brought together and work together, targeting people with the greatest need. Services are adapted to manage and meet the demand and requirements of the community together, building on the strength of existing organisations, assets and capacity in the community.

- **Demand Management and Prevention Strategy – Children’s Services:** Deliver services to children and families in ways that will reduce the number of referrals, assessments, Child Protection plans and Looked After Children, whilst also improving outcomes for those children who do need formal social care intervention. This approach will drive down the unit costs of children’s social care, making services sustainable.
- **Demand Management and Prevention Strategy – Information and advice:** Provide accurate and accessible information and signposting to sources of help either in a locality or virtually, with the aim of helping people to move away from reliance on County Council services towards self-reliance, self-help and the take-up of community resources. These services will form a first line in more integrated local services, as one element of the Local Service Strategy
- **Technologically-driven efficiency:** Achieve organisational efficiencies, smarter ways of working and cost reduction through effective and innovative use of technology both internally and in frontline service provision.
- **Local Government Commercialisation:** Council operations to be delivered in a more business-like way and where appropriate enable some to become a standalone business able to operate competitively and generate additional revenue to support frontline services.

The Norfolk Youth Justice Plan 2017 -18 will also support priorities detailed in:

- the Police and Crime Plan
- the County Community Safety Partnership Plan 2015/2018
- the Victims’ Code of Practice
- the priorities of the Norfolk Safeguarding Children’s Board
- the *Healthy Child* programme of Public Health
- the *Restorative Justice Action Plan for the Criminal Justice System*
- *Transforming Rehabilitation: a Strategy for Reform*
- *Transforming the Criminal Justice System: a Strategy and Action Plan to Reform the Criminal Justice System*

Successful delivery of Norfolk YOT priorities would mean that:

- Children and young people would be law abiding, engaged in positive behaviour and show respect for others.
- Parents take responsibility for their children’s behaviour.
- Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police.
- Victims of crime would feel some of the damage caused had been restored and the public would have confidence and feel protected.

3. Our budget

The tentative gross income for 2017/18 is £3,434,231¹⁵ which includes a predicted 'in-kind' contribution from partners of £1,003,520 in respect of seconded practitioners.

Norfolk YOT does not have a base budget but each year seeks a contribution from the four statutory funding partners and the Police and Crime Commissioner. Additionally a number of grants are also received for specific purposes that are all included within the gross income amount for 2017/18.

Budget

Children's Services: have confirmed the continued provision of staffing and funding at 2016/17 levels.

Clinical Commissioning Groups (CCGs)¹⁶: with the exception of North Norfolk CCG, the four remaining CCGs have confirmed the continued provision of funding at 2016/17 levels. Repeated correspondence from the Chair of the Norfolk Youth Justice Board (Management Group) to the Chief Officer of North Norfolk CCG has not been responded to. Despite the statutory requirement placed on it by the Crime and Disorder Act, 1998 as amended by the Health & Social Care Act, 2012, North Norfolk CCG has made no financial contribution to Norfolk YOT since 2015/16. South Norfolk CCG contributed at 89%¹⁷ of previous levels in 2016/17 and it has been assumed they will make a similar contribution in the current year. Whilst all three Health Coordinator posts are currently filled one member of staff has given notice from late August 2017. Due to limited interest from potential candidates recruitment has previously been problematic and on occasions taken a considerable time.

National Probation Service (NPS): have confirmed, as expected, that the tapered reduction announced in 2015/16 to deliver Transforming Rehabilitation is now fully implemented. The previous NPS contribution to the 'pooled' budget which was £98,310 in 2015/16 has been replaced by a £5,000 per head of seconded staff (£20,000 total) management contribution. Two of the 3.5 FTE Probation Officer posts will be vacant by September 2017. NPS is experiencing considerable recruitment difficulties locally with vacancy levels as high as 24%. This situation is mirrored nationally and in several areas is preventing NPS from meeting their statutory obligations. As a result, at the end of June 2017, NPS reversed their previous position and have now agreed to pay for YOTs to recruit agency social workers to fill the seconded Probation Officer role on a temporary basis. NPS also announced that a review of the provision of resources to YOTs is required for the 2018/19 financial year. To inform this a process of consultation, review and collection of data will begin in the summer of 2017 which will include appropriate fora for feedback to be received from stakeholders including YOT Managers.

Norfolk Constabulary: have confirmed the continued provision of staffing and funding at 2016/17 levels. One of the three Police Officer posts seconded to Norfolk YOT has been

¹⁵ This amount includes £316,982 from reserves. The 2016/17 initial budget anticipated a 'call-on reserves' of £577,351. By year end the actual 'call-on reserves' had reduced to zero due to in-year efficiency savings and staffing vacancies.

¹⁶ Of which there are 5 in Norfolk

¹⁷ Based on assessment of the proportion of active cases held by Norfolk YOT with a General Practitioner in South Norfolk

unfilled since the end of February 2017. A replacement was identified in early May but has been unable to be released from his current position due to the lack of availability of Police Officers to cover essential operational services. Norfolk Constabulary is currently undertaking an ongoing budget review process and all options are open for consideration. The results of agreed savings are expected to be available by the end of the calendar year after national budget settlement announcements.

Youth Justice Board/Ministry of Justice: announced a 0.4% increase on 2016/17 funding levels

Police and Crime Commissioners: There is a three-year funding agreement between the Office of the Police and Crime Commissioner and Norfolk Youth Offending Team to the end of 2017/18. Discussions have commenced regarding 2018 - 2021 funding.

Public Health: discussions are currently taking place with Public Health regarding the continuation of this funding stream. The current *Memorandum of Internal Agreement* which governs service provision expired on 31st March 2017 but there has been no notice of termination and Norfolk YOT continues to provide the relevant services.

Local Transformation Programme (CCGs): for the provision of harmful sexual behaviour work outside of the criminal justice system. This a new funding stream for 2017/18 and provides activity which sits outside the core work of Norfolk Youth Offending Team.

Restorative Approaches: for the corporate development of restorative approaches. This funding provides activity which sits outside the core work of Norfolk Youth Offending Team.

An internal, **value for money analysis** of YOTs in the South-east and East region indicates that on the basis of spend per head of the Norfolk 10 to 17 year old population against a derived performance score Norfolk YOT is well above the group average with the fourth best regional and family comparator performance¹⁸.

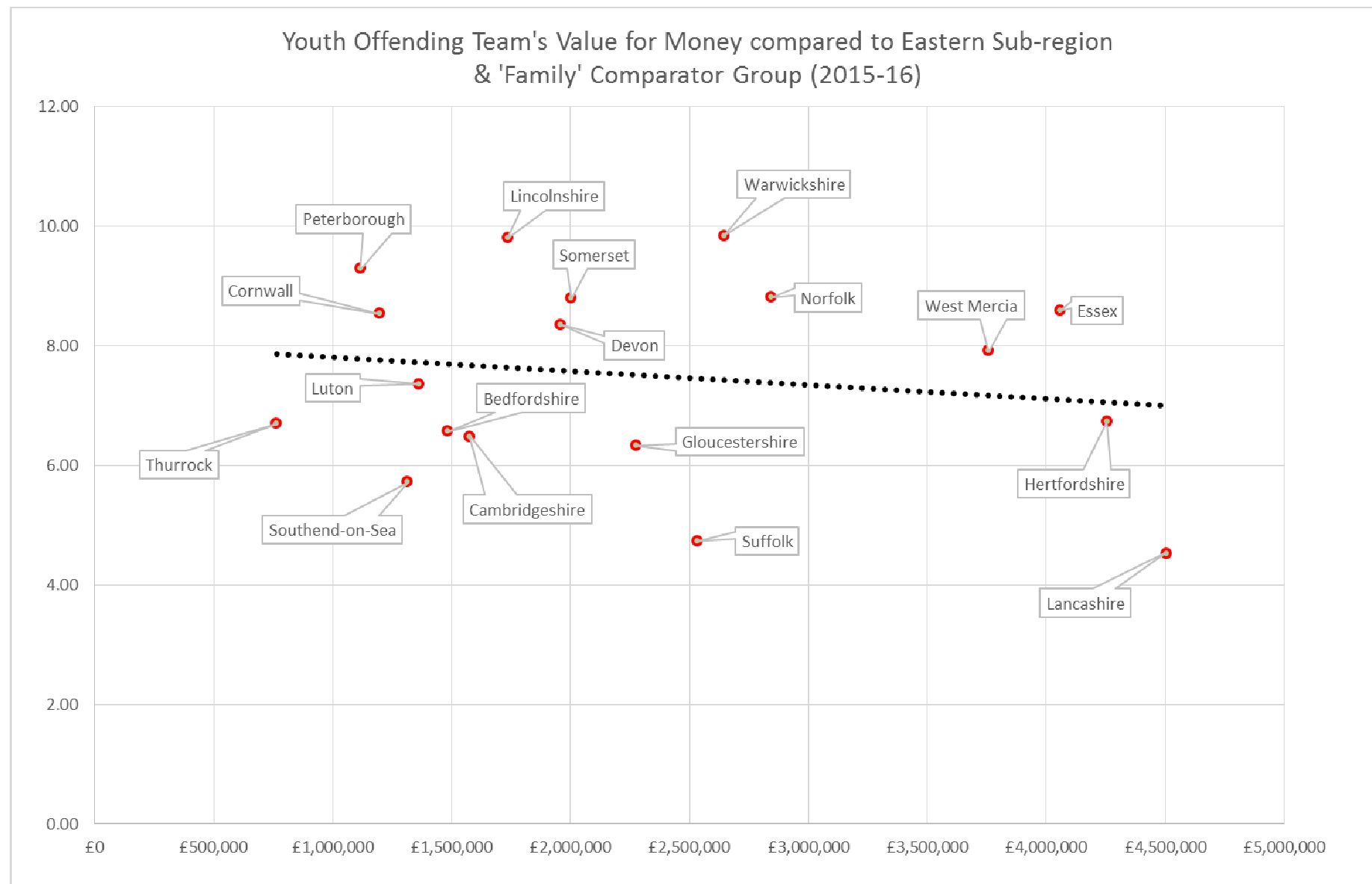
Nationally the average cost per offender was £8,099¹⁹ with the least cost effective (Isle of White) costing £26,952 and the most cost effective (West Sussex) costing £3,569. Norfolk costs £5,618 (the 23rd least expensive) which is 22% less than the cost of working with a young offender in Suffolk.

¹⁸ Lincolnshire, Warwickshire and Peterborough perform better and are better value for money

¹⁹ Based on the 2015/16 budget and throughput.

NORFOLK YOUTH OFFENDING TEAM BUDGET 2017/18 (updated as at 1 August 2017)		
	£	£
PARTNERS CONTRIBUTIONS TO POOL BUDGET		
Children's Services	525,240	
<i>Clinical Commissioning Groups</i>	95,634	
Norfolk Constabulary	150,000	
National Probation Service	20,000	
Sub-total		790,874
YOUTH JUSTICE BOARD GRANTS		
Youth Justice YOT Grant	698,182	
including Junior Attendance Centres	34,411	
Sub-total		732,593
OTHER GRANTS		
<i>Public Health</i>	0	
Early Intervention Grant	325,000	
Police and Crime Commissioner (3 year agreement ending March 18)	114,000	
Childrens Services - Restorative Approaches	85,887	
Local Transformation Programme (CCGs) - Harmful Sexual Behaviour Project	65,375	
Sub-total		590,262
Use of Small Commissioning Fund		316,982
PARTNERS 'IN-KIND' CONTRIBUTION – SECONDED STAFF		
Children's Services - 3.0 FTE Education Workers / 4.0 FTE Social Workers	616,784	
<i>Clinical Commissioning Groups</i> - 3.0 FTE Health Workers	105,367	
Norfolk Constabulary - 3.0 FTE Police Officers	143,808	
National Probation Service - 3.5 FTE Probation Officers	137,561	
Sub-total		1,003,520
TOTAL		3,434,231

Italics indicate funding has not been formally agreed



The 2017/18 terms and conditions of the Youth Justice (YOT) Grant (England), including funding for Junior Attendance Centres in Great Yarmouth and Norwich provided to Norfolk County Council by the **Youth Justice Board** require assurance that they will be used exclusively for the delivery of youth justice services.

Norfolk YOT will comply with National Standards, data reporting and providing mandatory documents for the placement of young people in the secure estate. This will include maintaining and updating a case management system interacts as required with the youth justice system through Connectivity. AssetPlus is the assessment and planning framework used by Norfolk YOT. Norfolk County Council has no longstanding level of debt to the YJB in respect to requirements on local authorities designated by the courts to meet the cost of the secure remand of young people.

The Youth Justice (YOT) Grant (England) 2016/17 will be fully spent on delivering the priorities outlined in Section 4²⁰ of this plan; specifically but not exclusively including:

- Reduce the numbers of young people who offend in the first place (First-time Entrants)
- Ensure Norfolk YOT delivers accurate assessments that lead to effective plans designed to reduce risks and strengthen protective factors for young people
- Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals and disproportionate activity is minimised
- Work in partnership to assist the development of the Early Help Strategy in Norfolk
- Further reduce the number and proportion of young people who re-offend
- Deliver appropriate actions against relevant recommendations from various Her Majesty's Inspectorate of Probation and Criminal Justice Joint Inspection thematic inspection reports
- Maximise the engagement of victims in restorative processes
- Improve understanding of and responses to the emergence of County Lines, serious youth violence and gang related behaviours in Norfolk
- Maximise the use of community orders and minimise the use of custody
- Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.

The Chair of the Norfolk Youth Justice Board, the Local Authority Chief Finance Officer and the Head of Youth Offending Service have, as required, signed their agreement that the terms and conditions of the Youth Justice Board's various grants will be met. Failure to comply with these terms and conditions will enable the YJB to withhold or withdraw the grant at any time, and to require the repayment in whole or in part of any sums already paid.

The Norfolk Youth Justice Board has oversight of the use of the Grant including a financial and performance report at each of its quarterly meetings. Additionally, reports regarding a number of other items detailed in the terms and conditions including those relating to legal and data requirements as well as matters of practice described in National Standards for Youth Justice, the YJB Case Management Guidance, the placement of young people in custody and Community Safeguarding and Public Protection Incident Reporting requirements are brought to the Board on a periodic basis throughout the year as and when required or appropriate. Norfolk YOT and its management board have a strong history of compliance with such matters.

²⁰ These are all activities set out in Annexe 2 of the Grant Agreement governing the YOT Grants for England and Wales 2017/18.

4. Delivering our priorities

This section includes detail of actions that the service will deliver in order to meet its priorities. Actions will contribute to delivery of priorities through various delivery mechanisms.

Service Objectives	<p><i>Reduce the numbers of young people who offend in the first place (First-time Entrants)</i></p> <p><i>Reduce the numbers of young people who re-offend</i></p> <p><i>Reduce the numbers of young people going into custody (prison) either sentenced or on remand</i></p>	
Risks to achieving these Objectives	<ul style="list-style-type: none"> • Loss of funding in both the short and long-term • Transfer of risk from central to local government with the potential devolution of the costs and accountability for custody to local authorities • Changes to the allocation of central government funding to YOTs lead to a decrease in performance • The implementation of Asset Plus leads to a negative impact on practice and performance measurement as well as a decrease in performance and recording as it is bedded in. 	
Lead	Chris Small: Head of Youth Offending Service	
Action	Milestones	Owner
Ensure Norfolk YOT maintains an experienced, qualified and motivated workforce to deliver high quality outcomes for young people	<ul style="list-style-type: none"> • Undertake a service-wide well-being survey of all Norfolk YOT staff conducted by the NCC Well-being Team • Work with NPS to address the local shortage of available Probation Officers and deliver effective, alternative means of providing an interim staffing contribution to Norfolk YOT whilst longer term solutions are sought 	Chris Small

	<ul style="list-style-type: none"> • Work with Norfolk Constabulary to address the local shortage of available Police Officers and deliver effective, alternative means of providing relevant services to Norfolk YOT whilst longer term solutions are sought • Work with the CCGs to ensure the continued provision of health funding and resources and in particular resolve the current impasse with North and South Norfolk CCGs • Work with NCC Public Health to determine the future position regarding current and future funding of substance misuse work by Norfolk YOT 	
Contribute to the national youth justice reform programme	<ul style="list-style-type: none"> • When the opening arises participate in the engagement opportunities for stakeholders and interested parties to contribute to the national youth justice reform programme. 	Chris Small
Contribute to the development of the new HMIP inspection framework and methodology	<ul style="list-style-type: none"> • HMIP are seeking thoughts or feedback around the work they have done so far through a series of consultation events in the early autumn of 2017 at which Norfolk YOT will be represented. 	Val Crewdson
Reduce the numbers of young people who offend in the first place (First-time Entrants)	<ul style="list-style-type: none"> • Building upon the success of the Triage pilot 'Challenge4Change' explore the feasibility of funding an enhanced triage model to maintain and widen the impact on First-time Entrants and Reoffending. • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people • Review the existing Memorandum of Understanding between Norfolk YOT and Early Help to ensure it is 'fit for purpose', helps decision-making and access to appropriate services and assists in achieving the expected outcomes for young people 	Val Crewdson
Further reduce the number and proportion of young people who re-offend	<ul style="list-style-type: none"> • Continue the local reoffending working group • Consider utilising the tools introduced by the YJB in July 2017: (a) updated 'live' tracking tool and guidance (b) Police National Computer (PNC) reoffending tool (2014/1%) (c) new Reducing Reoffending toolkit area on the YJB Youth Justice Resource Hub • Consider the introduction of the YJB 'Predicted' binary rate of offending as an 	Tania Fulcher & Gareth Rhodes

	<p>additional, relevant benchmark for reporting</p> <ul style="list-style-type: none"> • Compile a list of the top ten young people most at risk of reoffending and intensively target them to try and change behaviour • Explore the potential to work within the Welsh Model of an Enhanced Case Management approach to working with children and young people with experience of the youth justice system, based on the Trauma Recovery Model that looks at the complex issues and adverse childhood experiences that often underlie offending behaviour. • Through the Interventions Working Group of the Effective Practice Lead Area of Work develop specific intervention resources to address the three most frequently committed offences by children and young people; violence, theft and criminal damage. • Through representation on the New Direction's Board working with Barnardo's to consider where Norfolk YOT and New Directions services might best interface to reduce the numbers of Children Looked After by exploring opportunities for joint work and the co-working of cases. • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people 	Val Crewdson
Ensure that all young people in receipt of interventions through Norfolk YOT are treated as individuals & disproportionate activity is minimised	<ul style="list-style-type: none"> • Quarterly reporting on disproportionality and the annual diversity audit shows disproportionate activity is minimised • Consider the use of both the revised YJB 'Summary and Case Level Ethnic Disproportionality Toolkits • Collect data on nationality 	Chris Small & Gareth Rhodes
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people subject to Norfolk YOT interventions	<ul style="list-style-type: none"> • Ensure all staff receive appropriate assessment training within the first year of their employment • Provide training to appropriate staff in a range of assessment and practice delivery skills relevant to a range of vulnerable cohorts of young people • Improve the quality of AssetPlus completion by embedding the required skills through further delivery of practice based training • In supervision, actively challenge staff to improve the quality of their interventions 	Tania Fulcher

	<p>and the range of interventions used including accurate and comprehensive recording in the case management system providing development opportunities as appropriate</p> <ul style="list-style-type: none"> • Improve the quality of pathways and planning for young people • Commissioning of consultation and intervention services from NCC Speech and Language Therapy Services • Further assimilate the Signs of Safety approach into practice with families to deliver far more interactive assessments which children and families can contribute to so they are enabled to influence and own their assessments and plans and play a key part in achieving their successful outcomes 	
Work in partnership to assist the development of the Early Help Strategy in Norfolk	<ul style="list-style-type: none"> • Consider the purpose and feasibility of Norfolk YOT direct representation in the MASH to aid informed initial decision-making and improve access to services and ultimately outcomes for young people • Support the countywide, partnership based, roll-out of the delivery of Early Help through the locality-based hub model and needs-led approach • Ensure that service delivery supports achieving both Troubled Families and YOT outcomes for children and young people working with Norfolk YOT • Actively participate in the Admissions to Care Panel in relation to young people active to Norfolk YOT to both advise on risk assessment and directly provide strategies for alternatives to care in particular to provide expert advice and intervention on issues of public protection and community safeguarding to enable young people to remain at home and in their communities 	Val Crewdson
Implement the Norfolk Restorative Approaches Strategy 2017-2020	<ul style="list-style-type: none"> • Continue to align Norfolk YOT's existing work in regard to restorative justice with the wider restorative approaches activity across the county • Deliver against the joint protocol and implementation plan to reduce offending and the criminalisation of Looked After Children • Deliver against the Norfolk Restorative Approaches Strategy 2017-2020 • Support workforce development in relation to restorative practices across NCC and the wider county coordinating training and ensuring consistency of content 	Patrycja Salbut-Jezior
Ensure 95% of young offenders have suitable	<ul style="list-style-type: none"> • Work with providers to develop and improve the independent living skills of young offenders aged 16 and over to prevent homelessness and resolve their housing 	Tania Fulcher

accommodation	<p>challenges</p> <ul style="list-style-type: none"> • Active participation in care placement decisions in relation to young people active to Norfolk YOT to provide expert advice on issues of risk assessment, public protection and community safeguarding to enable young people to be appropriately placed • Replicate, (as far as possible), the audit of accommodation needs of children and young people in the criminal justice system completed by HMIP in September 2015 to assess whether or not outcomes have improved as a result of the action plan 	
Ensure 75% of young offenders are fully engaged in education training and employment	<ul style="list-style-type: none"> • Use AssetPlus to put interventions in place that are appropriate to the young person's identified learning style • Diversify types of engagement and positive activities to align better with learning styles and speech and language difficulties. • Offer to work proactively with schools and other educational settings to reduce the risk of exclusion for young people involved with Norfolk YOT • Work with young people to help them make their transition into Employment, Education or Training 	Tania Fulcher
Ensure that the parent/carer(s) of young people receive a parenting intervention	<ul style="list-style-type: none"> • Focus on the quality of recording practice and develop increased accountability for the Norfolk YOT Parenting Coordinators to lead on the improvement of practice and outcomes 	Tania Fulcher
Maximise the engagement of victims in restorative processes by ensuring at least 50% have a say in the restorative process	<ul style="list-style-type: none"> • Restorative justice practice and ways of working reviewed against recent research findings, and NYOT Restorative Justice Policy and Procedures updated accordingly • The victim's needs and wishes are established at the earliest opportunity, regardless of the offence and the young person's current attitude towards involvement in restorative processes • Victims are supported to explore the impact of the offence using restorative enquiry (face-to-face where possible) and the approach taken to repair harm is tailored to meet the victim's expressed needs • Victims' views are fully and effectively represented at Referral Order panel meetings (where appropriate) and victims' needs and wishes are visible in initial 	Polly Johnson & Tania Fulcher

	<p>Referral Order agreements</p> <ul style="list-style-type: none"> • Positive victim contribution to Pre-Sentence Reports increased • The RJ module in AssetPlus is fully utilised to ensure the needs of the victim are seen as an inherent aspect of the young person's intervention plan • Restorative processes are delivered to meet the requirements and recommendations of the Code of Practice for Victims of Crime; Restorative Justice Council Best Practice Guidelines; and Ministry of Justice Restorative Justice Action Plan for the Criminal Justice System 	
Consider relevant recommendations from the 2011 HMIP thematic inspection report on <i>Interventions</i>	<ul style="list-style-type: none"> • Further develop the Norfolk YOT Domestic Abuse Strategy to include '<i>This is abuse</i>' a healthy relationship intervention addressing violence within teenage relationships and the '<i>Step-up</i>' programme' which addresses child on parent abuse. • In order to support alternatives to care and Early Help Norfolk YOT continues to explore the potential to offer the '<i>Step-up</i>' programme intervention to children and young people who are exhibiting these behaviours but are not in the criminal justice system • Ensure appropriate interventions are offered to meet the needs of girls (CJJI Report, December 2014 on Girls in the Criminal Justice System) • Relevant training and support in intervention delivery is provided to staff 	Tania Fulcher
Improve our understanding of and response to the possible emergence of County Lines, serious youth violence and gang related behaviours in Norfolk	<ul style="list-style-type: none"> • Work with the Police and Children's Services to ensure that Norfolk has effective structures and responses in place to understand and address the possible emergence of serious youth violence and gang related behaviours in Norfolk and contribute to the shared national aim of <i>Ending Gang and Youth Violence</i>. • Ensure there is effective liaison between Norfolk YOT and other agencies working to safeguard girls at risk of sexual exploitation (CJJI Report, December 2014 on Girls in the Criminal Justice System) • In the Autumn of 2017 implement across the workforce the use of resources developed internally to impact on serious youth violence, exploitation of vulnerable young people and County Lines 	Val Crewdson & Tania Fulcher
Consider relevant recommendations from the	<ul style="list-style-type: none"> • Develop the local response to the joint national Transitions Protocol for managing the planned and safe transition of young people and their sentence management 	Val Crewdson

2016 HMIP thematic follow-up inspection report on <i>Transition Arrangements</i> from youth to adult services	<p>from YOTs to probation service providers on or around their 18th birthday, monitor its effectiveness and review as necessary</p> <ul style="list-style-type: none"> • Sentence plans in Youth Offending Teams take account of future transfer to adult services where appropriate • Decisions to transfer young people to adult services or to retain young adults in youth based services are recorded in the case record and take into account the views of young people and what work needs to be undertaken to meet the aims of the sentence, to address likelihood of reoffending and risk of harm to others, and to manage vulnerability • Young people are thoroughly prepared for transfer to adult services • Notifications of transfer, and all essential advance information, are sent to the National Probation Service and adult establishments in sufficient time to ensure continuity of delivery of interventions • Parents and/or carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to aid the young person's progress and engagement 	
Consider relevant recommendations from the 2014 Criminal Justice Joint Inspection [CJJI] report on <i>Girls in the Criminal Justice System</i>	<ul style="list-style-type: none"> • Assessments of the Likelihood of Reoffending, Risk of Harm and Vulnerability take into account the impact of gender • Further develop and embed gender specific working practices for Norfolk YOT (including the Pink Project) that improve the experience of young women involved in the youth justice system with the aim of achieving better outcomes for them • Develop Exit strategies that ensure girls have access to appropriate ongoing support at the end of their involvement with Norfolk YOT • Where they are involved, Children's Services social care staff maintain regular contact with girls in custody so that plans for their release are made in a timely manner 	Tania Fulcher
Consider relevant recommendations from the 2013 HMIP thematic inspection report on the <i>effectiveness of multi-agency</i>	<ul style="list-style-type: none"> • Work to the emerging Norfolk Child Sexual Abuse Strategy and Action Plan • Work with Norfolk Safeguarding Children's Board (NSCB) to promote effective joint work with children who display or are likely to develop sexually harmful behaviour • Offer appropriate services to victims of sexually harmful behaviour at the earliest 	Val Crewdson

<i>work with children and young people who have committed sexual offences and are supervised in the community</i>	<p>possible stage</p> <ul style="list-style-type: none"> • Continue expansion of Sexually Appropriate Behaviour (SAB) practice to include work with those aged under 12s and iAIM²¹ • Work is to extend Harmful Sexual Behaviour interventions with young people outside of the criminal justice arena, including: <ul style="list-style-type: none"> - extend the capacity of children and young people's sector practitioners to do more direct work – 'skill them up' - provide a consultation service to practitioners/professionals - undertake some direct intervention work. 	
Maximise the use of community orders and minimise the use of custody.	<ul style="list-style-type: none"> • Within the limitations of Digital Norfolk Ambition (DNA) secure an appropriate range of 'devices' to support effective business delivery including digital working at court as part of the national Criminal Justice Service 'Efficiency' Programme • Routinely review cases where custodial sentence or remand to youth detention may have been avoided to explore the potential for learning and practice improvement • Ensure creative alternatives to custody are presented to sentencing courts in PSRs which make full use of a range of interventions delivered by both YOT and partners 	<p>Gareth Rhodes</p> <p>Val Crewdson</p> <p>Val Crewdson</p>
Ensure Norfolk YOT delivers accurate assessments that lead to effective intervention plans for young people in custody either sentenced or on remand	<ul style="list-style-type: none"> • Ensure the provision of timely and accurate information about children and young people who are sentenced or remanded to custody • Ensure collaboration with social care partners (including 'leaving care') to plan and deliver resettlement pathways 	Val Crewdson
Consider the relevant recommendations from the 2015 HMIP joint thematic inspection report on <i>Resettlement Services to Children by Youth Offending</i>	<ul style="list-style-type: none"> • Ensure that partner agencies work collaboratively with the Youth Offending Team to provide appropriate and timely accommodation, education, training and employment, health, social care and other services for children leaving custody well in advance of release • Establish and embed an understanding and delivery of good resettlement practice among all YOT staff and local partner agencies 	Val Crewdson

²¹ iAIM addresses sexual offending and behaviours committed on-line

<i>Teams and Partner Agencies</i>	<ul style="list-style-type: none"> • Ensure that all staff assess, plan for and manage the risk of harm that children pose to others • With partner agencies, plan for and promote the use of constructive activities for children leaving custody 	
Reduce the average number of young people remanded to custody and the total bed-nights occupied in relation to the last 3 year average.	<ul style="list-style-type: none"> • Ensure robust bail packages are presented to remand courts which make appropriate use both of ISS bail and of relevant conditions that do not amount to ISS. Close liaison between court officers and duty managers to shape bail proposals • Replicate, (as far as possible), the self-assessment of National Standard 3, <i>Bail and Remand Management</i> completed in November 2016 to assess the quality of practice and compliance with the National Standard • As requested by the YJB include Bail and Remand cases in routine internal audit processes during 2017/18 clearly identifying areas for improvement. • Contribute and respond to the virtual remand courts pilot in which alleged offenders will 'appear' in Norwich court 'virtually' from the Police Investigation Centres (PICs) around the county. 	Val Crewdson

Appendices

Appendix 1 - Staffing by Agency

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Volunteer	Total
Permanent		3	0.5	4	8.08	17	4.74	9				46.32
Fixed-term												0
Outsourced												0
Temporary			0.5		3.8	4						8.3
Vacant				1	2.1	2	0.5	1				6.6
Seconded Children's Services					0.8	3						3.8
Seconded Probation					0.5	2						2.5
Seconded Police					0	2						2
Seconded Health					0.8	2						2.8
Seconded Education						3						3
Total	0	3	1	5	16.08	35	5.24	10	0	0	0	75.32
Disabled (self-classified)												0

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

- A Probation Officer of which there are 2.6 FTE
- A Social Worker of a local authority Social Services Department of which there are the equivalent of 4 FTE
- A Police Officer of which there are 3 FTE
- A person nominated by a Health Authority of which there are the equivalent of 3 FTE
- A person nominated by the Chief Education Officer of which there are the equivalent of 3 FTE

Appendix 2 - Staffing by gender and ethnicity including volunteers

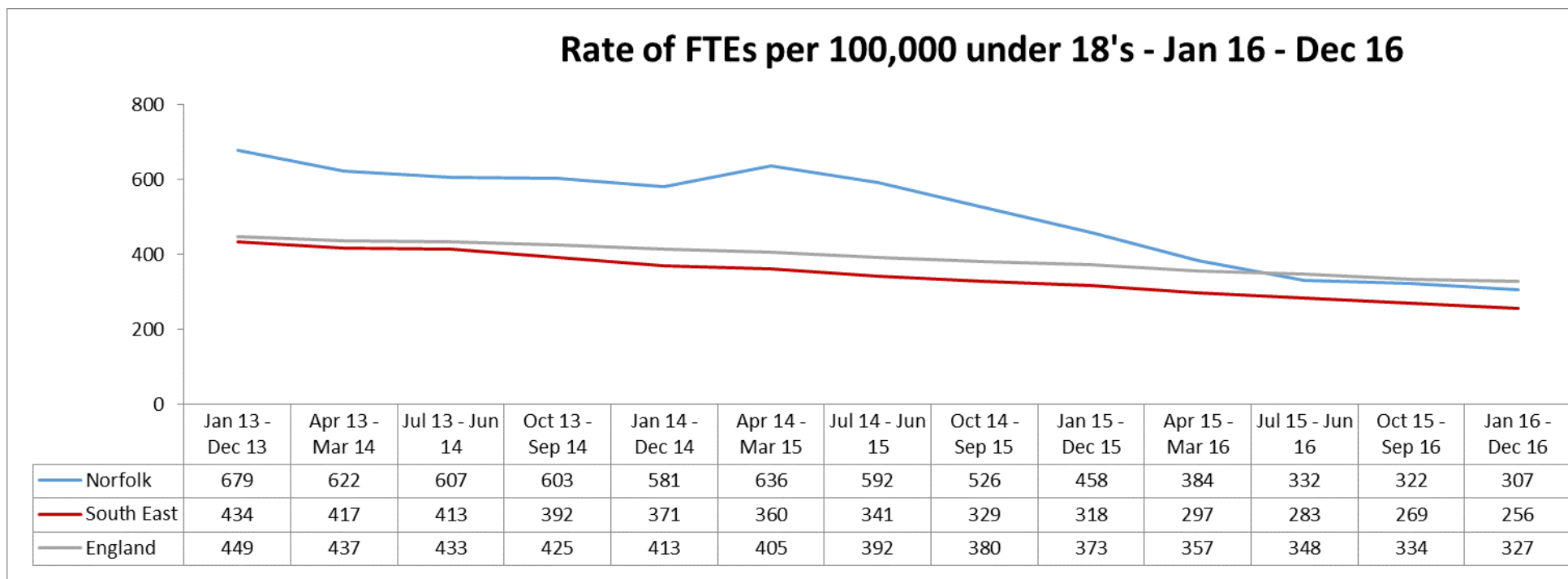
Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	1	2	1	4	16	31		15					8	28	26	80
White Irish															0	0
Other White														1	0	1
White & Black Caribbean													1		1	0
White & Black African					1										1	0
White & Asian															0	0
Other Mixed															0	0
Indian															0	0
Pakistani															0	0
Bangladeshi															0	0
Other Asian															0	0
Caribbean						1									0	1
African															0	0
Other Black				1											0	1
Chinese															0	0
Any other ethnic group															0	0
Not known						5									0	5
Total	1	2	1	5	17	37	0	15	0	0	0	0	9	29	28	88

Appendix 3 - The Norfolk Restorative Approaches Strategy 2017 - 2020

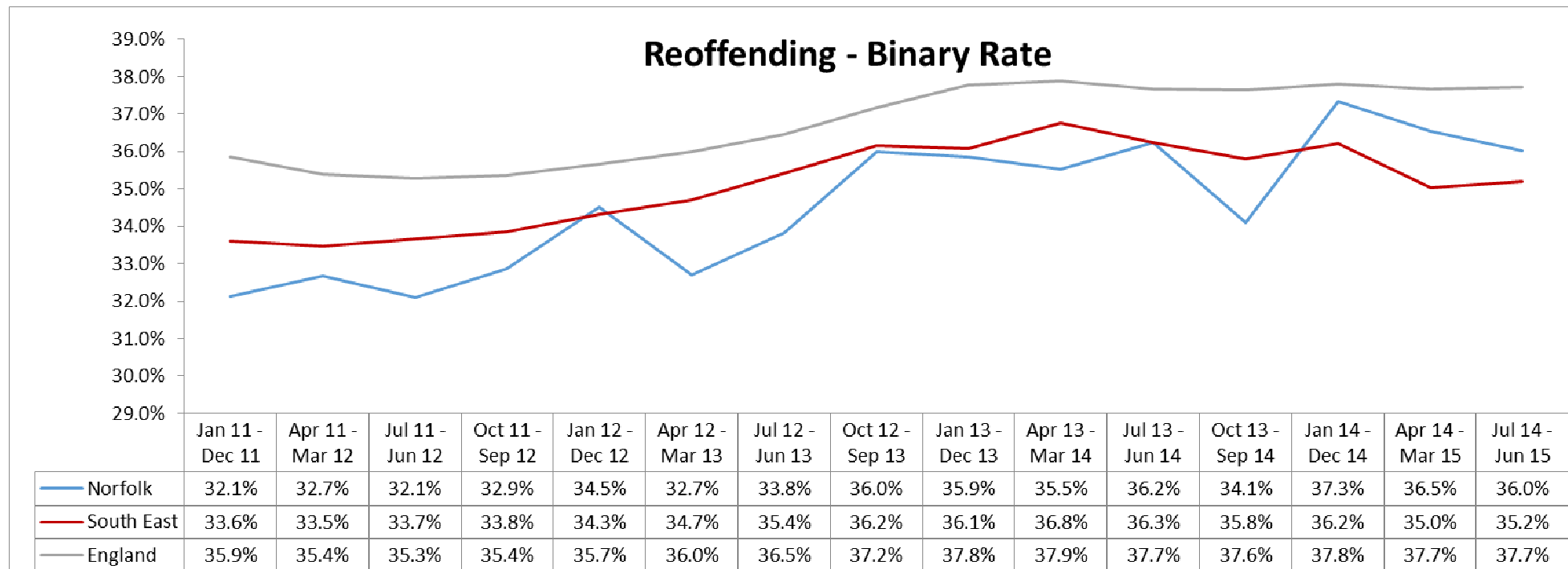


Appendix 4 – Performance Data

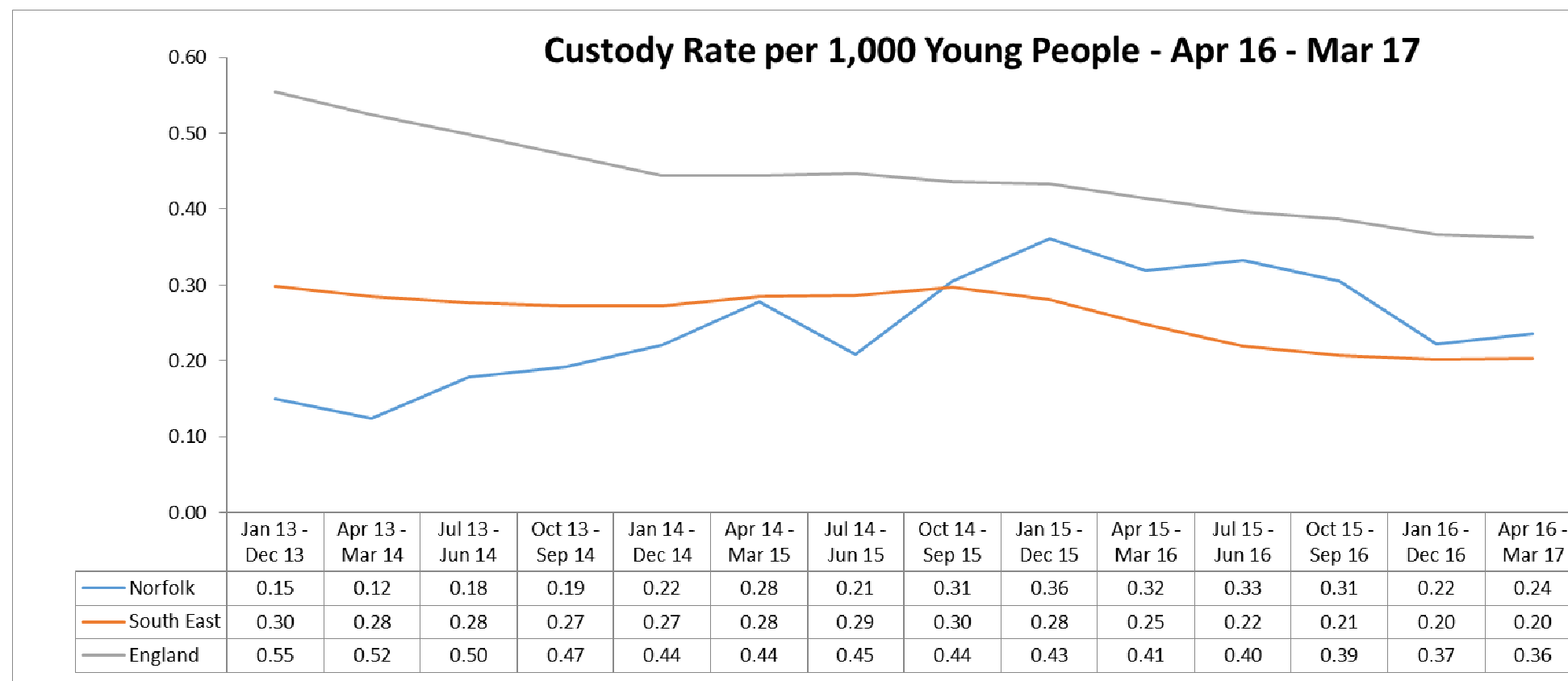
4.1 First-time Entrants (FTEs)



4.2 Binary Reoffending Rate



4.3 Use of Custody



4.4 Youth Justice Board Data Summary for Norfolk ~ April 2016 to March 2017



Indicators

FTE PNC rate per 100,000 of 10-17 population ***Good performance is typified by a negative percentage*

	Norfolk	South East	Comparison group	England
Jan 16 - Dec 16	307	256	317	327
Jan 15 - Dec 15	458	318	373	373
percent change from selected baseline	-33.1%	-19.3%	-15.2%	-12.2%

Use of custody rate per 1,000 of 10-17 population ***Good performance is typified by a low rate*

Apr 16 - Mar 17	0.24	0.20	0.20	0.36
Apr 15 - Mar 16	0.32	0.25	0.23	0.41
change from selected baseline	-0.08	-0.04	-0.03	-0.05

Reoffending rates aFTer 12 months

Reoffences per reoffender Jul 14 - Jun 15 cohort (latest period)	3.02	3.32	3.41	3.34
Reoffences per reoffender Jul 13 - Jun 14 cohort	2.95	3.10	3.07	3.14
change from selected baseline	2.1%	7.2%	10.9%	6.2%

frequency rate - Jul 14 - Jun 15 cohort (latest period)	1.09	1.17	1.18	1.26
frequency rate - Jul 13 - Jun 14 cohort	1.07	1.12	1.06	1.18
change from selected baseline	1.5%	4.0%	10.9%	6.4%

binary rate - Jul 14 - Jun 15 cohort (latest period)	36.0%	35.2%	34.6%	37.7%
binary rate - Jul 13 - Jun 14 cohort	36.2%	36.3%	34.6%	37.7%
percentage point change from selected baseline	-0.2%	-1.1%	0.0%	0.0%

Children's Services Committee

Report title:	Strategic and Financial Planning 2018-19 to 2021-22
Date of meeting:	12 September 2017
Responsible Chief Officer:	Matt Dunkley – Interim Executive Director of Children's Services
<p>Strategic impact</p> <p>This report provides an update on the Council's budget setting process, and summarises the Policy and Resources Committee's guidance to Service Committees on the actions required to enable the Council to set a balanced budget for 2018-19. It also provides the Committee with an update on the Council's overall forecast financial position and in particular sets out details of the forecast budget gap for 2018-19 to 2021-22, and the strategic and financial planning framework recommended by the Policy and Resources Committee.</p> <p>It also confirms key themes to be taken into account in the development of the next iteration of the Council Plan and sets out an overview of the organisational response to financial pressures.</p>	

Executive summary

The report sets out Policy and Resources Committee's guidance to the Committee on the actions required to support preparation of a balanced budget for 2018-19. This includes an overview of the Council's budget planning process, the principles for this year's budget-setting activity, and the latest forecast gap for budget planning purposes for the period 2018-19 to 2021-22.

Recommendations:

Children's Services Committee is recommended to:

- 1) **Note the budget planning guidance for 2018-19 agreed by Policy and Resources Committee and in particular note:**
 - a. the budget assumptions set out in this report;
 - b. the budget planning principles for 2018-19;
 - c. the forecast budget gap of £100.000m reflected in the Council's latest financial planning;
 - d. the allocation of saving targets for the MTFS period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;
- 2) **Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 3,**
- 3) **Consider whether any planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving; and**

- 4) In order to help close the forecast 2018-19 budget gap (as defined in recommendation 1)c, commission officers to report to the October Committee cycle:
- a. whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;
 - b. to identify alternative new savings for 2018-19;
 - c. to identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.

1. Introduction

1.1. The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation. At its meeting 3 July 2017, Policy and Resources Committee therefore received a report “Strategic and Financial Planning 2018-19 to 2021-22” which updated Members on the Council’s financial position forecasting a gap of £100.000m for the period to 2021-22, and represented the beginning of Committees’ budget planning for 2018-19.

1.2. In 2018-19 the budget-setting process will also be closely aligned with development of the new Council Plan and associated corporate strategy work, to be completed in the autumn. Further details of this approach were set out in the report “Caring for your County” and also in the Strategic and Financial Planning report considered by Policy and Resources Committee in July.

2017-18 budget position

1.3. The latest details of the 2017-18 budget position are set out in the Integrated Performance and Finance Monitoring report elsewhere on the agenda. The budget planning assumptions for 2018-19 set out later in this report include an assumption that the 2017-18 Budget is fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends). As the budget setting process progresses, the assumptions will be refined and reported to Members as the forecast year end position and achievement of savings for 2017-18 becomes clearer.

Use of reserves to support the budget in 2017-18

1.4. The 2017-18 Budget included plans for available reserves totalling £5.813m to be identified during the process of closing the 2016-17 accounts. This work has now been completed with sufficient reserves to support the Budget having been successfully identified. As a result the potential mitigating actions anticipated at the time the Budget was set will not be required in this respect. Further details of the proposed reserves to be used were provided in the 2016-17 Finance Monitoring Report Outturn to Policy and Resources Committee.

2. 2018-19 Budget planning

2017-20 Medium Term Financial Strategy

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

Table 1: Agreed MTFS savings 2017-20 by Committee

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

2.2. The MTFS position represents the starting point for 2018-19 budget planning.

Budget planning principles 2018-19

2.3. Policy and Resources Committee have agreed the following key principles for budget planning in 2018-19:

- Budget planning will cover the four year period 2018-19 to 2021-22;
- Budget planning will have an emphasis equally on increasing income as much as reducing cost;
- Budget planning will seek the early identification, and Member agreement, of 2018-19 savings where possible (i.e. before February 2018), in order to facilitate implementation and delivery; and
- Savings targets will be profiled to require savings towards the beginning of the budget period in order to seek to ensure that no savings are necessary in the final year of the Medium Term Financial Strategy 2021-22.

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

Latest forecast budget gap 2018-19

2.5. As set out above, the budget gap identified in the MTFS at February 2017 was **£35.015m**. In spite of the four-year funding settlement from Government for the period 2016-17 to 2019-20, there is considerable uncertainty about future funding levels, in part as a result of the general election. Financial forecasts have now been extended to cover the four year budget period, although the levels of funding to be received in the final two years, 2020-21 and 2021-22, are unknown. There is currently particular uncertainty about the implementation of 100% rates localisation. **Based on previous indications from the government, this**

forecast assumes that Revenue Support Grant will substantially disappear in 2020-21. This equates to a pressure of around £36m, but significant uncertainty is attached to this and clearly the level of savings required in year three could be materially lower should this loss of funding not take place.

2.6. With these caveats, the latest estimate of the budget gap for the four year planning period up to 2021-22 is **£100.000m**. The table below sets out the summary County Council forecast position. Further details of the budget planning changes as reported to Policy and Resources Committee are shown in Appendix 3.

Table 2: Revised Norfolk County Council budget gap forecast

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

Budget assumptions 2018-19

2.7. The 2018-22 MTFS forecast position assumes:

- 2017-18 Budget and savings delivered in line with current plans (no overspend);
- Use of additional Adult Social Care funding during 2017-18 and future years as agreed by Adult Social Care Committee 10 July 2017;
- Substantial loss of RSG will occur in 2020-21;

- Council tax increases are agreed (subject to annual decision by Full Council) as shown in the table above for 2018-19 to 2020-21 (including Adult Social Care precept in 2018-19) with no increase in council tax in 2021-22; and
- Moderate council tax base growth over the period of the MTFS.

2.8. Uncertainties remain about a number of items which **have not been reflected** in the budget planning assumptions, but which could potentially result in an increase in the overall gap. Risks include:

- Implications of work on the National Pay Spine resulting from the National Living Wage (potentially costing 6-7% over three years) this could result in an additional 1% pay pressure each year, as 1% is already included within the MTFS; and
- The potential for transfer of the Fire and Rescue Service to the Police and Crime Commissioner.

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

Allocation of savings required

2.10. The following table sets out indicative savings by department (excluding Schools and Public Health) as approved by Policy and Resources Committee. Savings have been based on allocating the budget gap with reference to the planned departmental net budgets for 2018-19. Recognising that Adult Social Care is delivering a significant proportion of the savings planned in the 2017-20 MTFS (see Table 1), and further savings enabled by the additional funding reflected in the budget planning gap, the indicative savings do not include a further apportionment to Adult Social Care for 2018-19. Adults do however receive a share of the year 4 (2021-22) saving to be achieved.

Table 3: Allocation of 2018-19 savings required by Department¹

Allocation of savings by Department excluding Schools and Public Health	Net previously agreed savings 2018-19	Share of new savings 2018-19	Share of year 4 savings 2021-22	Total new savings to find	New savings and proposed changes to agreed savings identified in budget planning	Total net savings to deliver 2018-19
	a	b	c	(b+c)	d	(a+b+c+d)
	£m	£m	£m	£m	£m	£m
Adult Social Care	-18.716	0.000	-1.477	-1.477	0.250	-19.943
Children's Services (Non Schools)	-0.859	-6.314	-0.819	-7.134	0.450	-7.543
Community and Environmental Services	-0.178	-8.373	-1.087	-9.460	0.000	-9.638
Managing Director's Department	-1.016	-0.339	-0.044	-0.383	0.300	-1.099
Finance and Commercial Services	-3.489	-0.991	-0.129	-1.119	0.000	-4.608
Finance General ²	10.599	-2.509	-0.326	-2.835	-0.122	7.642
Total	-13.659	-18.526	-3.881	-22.407	0.878	-35.188

Table 4: Allocation of new MTFS 2018-22 savings required by Department

Allocation of new 2018-22 MTFS savings by Department excluding Schools and Public Health	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Adult Social Care	-1.477	-11.480	-18.047	0.000	-31.004
Children's Services (Non Schools)	-7.134	-6.369	-10.013	0.000	-23.516
CES	-9.460	-8.447	-13.279	0.000	-31.185
Managing Director's Department	-0.383	-0.342	-0.537	0.000	-1.261
Finance and Commercial Services	-1.119	-0.999	-1.571	0.000	-3.689
Finance General	-2.835	-2.531	-3.979	0.000	-9.345
Total	-22.407	-30.168	-47.425	0.000	-100.000

2.10. The County Council has approved the establishment of two new Committees, the Business and Property Committee, and the Digital Innovation and Efficiency

¹ Savings have been considered by Policy and Resources allocated by Department. Work has been undertaken to determine the apportionment of savings to Service Committees following confirmation of the Committee structure. Indicative savings by Committee are shown in this report, subject to confirmation by Policy and Resources Committee of the budgets which are the responsibility of the Business and Property Committee and the Digital Innovation and Efficiency Committee.

² The net position of Finance General savings reflects the reversal of a number of one-off savings from 2017-18. Further details can be seen in the 2017-18 Budget Book.

C:\Program Files (x86)\neevia.com\docConverterPro\temp\NVDC\48384526-6464-4E04-B14F-60234D2BEAEC\9b3a4bda-3f90-47ef-9d33-f3d1653c9ca8.docx

Committee. Taking account of the budgets relating to these Committees, the allocation of savings by Committee is shown below.

Table 5 Allocation of new MTFS 2018-22 savings required by Committee

Allocation of new 2018-22 MTFS savings by Department excluding Schools and Public Health	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Adult Social Care	-1.477	-11.480	-18.047	0.000	-31.004
Children's Services	-7.134	-6.369	-10.013	0.000	-23.516
Communities	-2.461	-2.197	-3.454	0.000	-8.112
Environment, Development and Transport	-6.663	-5.950	-9.353	0.000	-21.966
Policy and Resources	-3.553	-3.172	-4.987	0.000	-11.712
Business and Property	-0.362	-0.323	-0.507	0.000	-1.192
Digital Innovation and Efficiency	-0.757	-0.677	-1.064	0.000	-2.498
Total	-22.407	-30.168	-47.425	0.000	-100.000

3. Committee response

3.1. The Council is responding to the financial challenges through a number of strategic initiatives focused on demand management, prevention and early help, and a locality focus to service provision.

3.2. In line with the national picture of increasing pressure upon social care services for Children, NCC is experiencing pressure both due to volume and mix within the placements budget for children who are looked after. Additionally, NCC is experiencing pressure as a result of the numbers and complexity of support for children with Special Educational Needs and alternative education for permanently excluded pupils.

3.3. In Children's Services, the focus is on the Improvement Plan to move the service out of inadequate and towards a good Ofsted rating. The service will put in place an ambitious change programme across the Council and the wider children's partnership to further develop a sustainable system for children's care, focused on timely, cost effective and efficient service provision, and help manage demand differently. The overall approach will be to focus on providing families with earlier help, reduce the number of referrals to social care, have clearer thresholds, increase permanence for children, reduce the number of Looked After Children, and reduce overall service cost. There will also be a specific objective to reduce the unit costs for each child looked after. It is expected that the transformation programme will not only lead to better outcomes for children and a reduction in the cost of formal care arrangements, but also achieve significant reductions of public spending further downstream.

3.4. Existing savings planned for 2018-19 as part of the 2017-18 budget round are shown below:

Table 6 Existing savings agreed during 2017-18 budget round

Saving reference	Saving	2018-19	2019-20
CHL013	Update our budget for retirement costs for teachers to reflect how much we are now spending on this - we are not responsible for paying redundancy and retirements costs for teachers that work for the growing number of academy schools	-0.100	
CHL017	Reduce the number of social workers we use who work for employment agencies - we are giving more support to families at an earlier stage so that the challenges they face are resolved quicker and before they turn into more serious problems. As a result the number of families we are working with that need support from a social worker is reducing. We therefore won't need to use as many agency social workers	-0.450	-0.535
CHL026	Efficiency savings with current Children's Centre contracts to keep them all open and to focus their work on supporting the families that need them most	-0.309	

3.4.1 The savings target agreed for 2018-19 for CHL013 is expected to be delivered early in 2017-18. This forecast achievement has been taken into account within the period 4 (July) forecast (part of the Integrated Performance and Finance Monitoring report elsewhere on the agenda).

3.4.2 Within the forecast of the Budget Gap for 2018-22 (shown in Appendix 3) it is proposed that CHL017 is removed. This is due to the current additional pressures and strengthening of social work teams, for which additional funding has been allocated. Subject to agreement by Policy and Resources committee, and subsequently Children Services committee, of the proposed Demand Management and Prevention Strategy for Children's services, it is anticipated that future social worker resourcing requirements (including agency usage) will be considered as part of service needs.

3.4.3 A review of commitments in relation to Children's Centres is being undertaken, but it is too early to confirm whether any of the 2018-19 saving can be brought forward to 2017-18.

4. Financial implications

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

5. Issues, risks and innovation

5.1. Significant risks or implications have been set out throughout the report. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national

income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).

5.2. Additionally, there are significant risks identified within the Corporate Risk Register that are specific to Children's Services that could have an impact upon the ability of the service to deliver savings. These are the risk of failing to avoid significant adverse variance to budgeted spend on home to school transport (RM014a) and the risk of failure to move out of intervention (RM018).

5.3. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.

6. Background Papers

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

Norfolk County Council Revenue and Capital Budget 2017-20, County Council, 20 February 2017, Item 4:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/444/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2017-20, May 2017:

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/the-2017-2020-budget-book.pdf?la=en>

Caring for your County, Policy and Resources Committee, 3 July 2017, Item 7:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Strategic and Financial Planning 2018-19 to 2021-22, Policy and Resources Committee, 3 July 2017, Item 9:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Finance Monitoring Report Outturn, Policy and Resources Committee, 3 July 2017, Item 11:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Additional Social Care Funding, Adult Social Care Committee, 10 July 2017, Item TBC:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1377/Committee/10/SelectedTab/Documents/Default.aspx>

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Categorisation of previously agreed MTFS savings 2017-20

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

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

2018-19 Budget Timetable

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

2018-19 to 2021-22 Forecast Budget Gap

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
MTFS gap as at February 2017	16.125	18.890	0.000	0.000	35.015
<u>New pressures</u>					
Additional expenditure funded from ASC allocations announced in Spring 2017 budget	15.841	-3.733	-0.665		11.443
Pressure from ending of Section 75 protection of social care funding agreement		5.100			5.100
ASC demand and demographic growth – future years			6.100	6.100	12.200
Other pressures within Adult Social Care	0.288				0.288
Remove unspecified iBCF pressures from 2017-20 Budget round	-13.943	-12.544			-26.487
Remove 2017-18 growth for ASC 2016-17 overspend lower than forecast	-1.000				-1.000
Children's: New funding School Improvement (Monitoring and Brokering) which may come with additional responsibilities	0.635				0.635
Add back 2017-18 growth in Children's Services as ongoing pressure	9.000				9.000
Assumed waste pressures (based on average annual increase)	1.700	1.700	1.700	1.700	6.800
Coroners – additional ongoing cost for storage of bodies. (Note: may be potential to offset in future through capitalisation – i.e. construction of an NCC facility)	0.080	0.080	0.080	0.080	0.320
CRC - increased price per tonne (£16.60 to £17.20)	0.045				0.045
National Living Wage pressure for NCC staff (based on £0.15 increments)	0.026	0.121	0.271		0.418
NCC Pensions valuation 31 March 2019 for 2020-21 to 2022-23 (estimate)			1.067	1.152	2.219
Other Pensions valuation 31 March 2019 for 2020-21 to 2022-23			0.933	0.848	1.781
Environment Agency Levy pressure for annual increases experienced	0.050	0.050	0.050	0.050	0.200
IR35 Personal Service Companies additional employer's national insurance liability (estimate)	0.138				0.138
Reduced cost of borrowing - defer borrowing to 2019-20	-0.630	2.329			1.699
Inflation – higher than forecast at 2017-20 MTFS and addition of future years	0.905	0.000	11.237	11.436	23.578
Total new pressures	13.135	-6.897	20.773	21.366	48.377

2018-19 to 2021-22 Forecast Budget Gap

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
<u>Funding changes</u>					
War veterans (assumed recurring)	-0.287				-0.287
Additional ASC allocations announced in Spring 2017 budget	-11.901	-5.903			-17.804
Reversal of additional ASC allocations announced in Spring 2017 budget		11.901	5.903		17.804
Children's: Troubled Families Grant less than expected	0.576				0.576
Risk of loss of Revenue Support Grant following implementation of 100% BRRS - probably addressed through increased retention of business rates (though additional responsibilities may be also given). Significant uncertainty around implementation.			36.440		36.440
Total new funding changes	-11.612	5.998	42.343	0.000	36.729
Revised gap / (surplus)	17.648	17.991	63.116	21.366	120.121
<u>Potential changes to agreed savings</u>					
Removal of saving ASC021 (Information Advice and Guidance)	0.250				0.250
Removal of saving CHL017 (Reducing number of social workers)	0.450	0.535			0.985
Adjustment for duplicated savings not achievable	0.300				0.300
Additional saving from reduction in Second Homes repayment to Districts to 12.5% (saving value updated for latest forecasts)	-0.122				-0.122
Total potential saving changes	0.878	0.535	0.000	0.000	1.413
Revised gap including changes to agreed savings	18.526	18.526	63.116	21.366	121.534
<u>New savings identified</u>					
Add in ASC saving (ASC006) re-profiled from 2018-19 to 2020-21 in MTFS February 2017			-10.000		-10.000
Revised gap including new savings identified	18.526	18.526	53.116	21.366	111.534
Council tax increase (1.99% 2020-21, 0% 2021-22)			-7.657	0.000	-7.657
Council tax base increase (0.5%)			-1.914	-1.962	-3.877

2018-19 to 2021-22 Forecast Budget Gap

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
Final revised gap as at July 2017	18.526	18.526	43.544	19.404	100.000
Reallocate year 4 saving to years 1-3	3.881	11.642	3.881	-19.404	0.000
Total savings to find (in addition to savings in 2017-18 MTFS)	22.407	30.168	47.425	0.000	100.000

Children's Services Committee

Report title:	Report from Corporate Parenting Board to Children's Services Committee
Date of meeting:	12 September 2017
Responsible Chief Officer:	Matt Dunkley Interim Executive Director of Children's Services
Strategic impact <p>The Corporate Parenting Board (CPB) has a key role in scrutinising and supporting the services provided by Children's Services and key partners to Norfolk's Children in Care and Care Leavers.</p> <p>In addition to its key statutory responsibilities to these children and young people, the governance provided by the CPB will deliver an important level of checks and balances which will strengthen continued improvement in the Council's performance and services.</p>	

Executive summary

The Corporate Parenting Board (CPB) has a lead role in ensuring that the Council acts as a good parent to the children and young people who are in or leaving its care.

Children's Services Committee on the 25th June 2017 received a report on the role of the CPB and agreed the new Terms of Reference for the Board going forward. The Board places the Lead Member for Children's Services and the party Children's Services leads in a position to scrutinise the performance of services which support these children and young people, and to offer both challenge and support for the efforts of Children's Services and key partners to meet statutory responsibilities and drive improvement and ensure that 'our' children meet their full potential and aspirations.

Each Board meeting is structured around one (or two maximum) priority areas of focus. The focus of the CPB meetings on the 27th April and the 27th July focused on unregulated accommodation for care leavers and findings from an independent review into four individual complaints of four young people, who were, or had been, placed in accommodation with support, provided by Sixteen Plus, and who were at the time entitled to or eligible for support from Norfolk County Council.

Recommendations:

Note the update report from the Corporate Parenting Board

Agree to receive a future report from the CPB Task and Finish Group on accommodation and support for young people and care leavers so that Committee are able to monitor progress.

1. Background context

- 1.1.1 In March 2017, Norfolk County Council received complaints in relation to the standard of accommodation and support provided to two young people by the provider 'Sixteen Plus'. Subsequently, following a number of media reports, the Council received complaints in relation to placements with Sixteen Plus of a further two young people.
- 1.1.2 It was agreed at Children's Services Committee on 14th March 2017 that an additional meeting of the Corporate Parenting Board should be held before the election to consider the issues of unregulated accommodation for young care leavers. At this meeting of the Board on the 27th April 2017 it was agreed that members of the Corporate Parenting Board would receive a copy of the findings of an independent review of the four complaints.

2. Independent Review

- 2.2.1 The review was commissioned by Norfolk County Council specifically to consider the complaints which arose in respect of four young people and looked at the commissioning, planning, monitoring and reviewing of four young people, who were, or had been, placed in accommodation with support, provided by Sixteen Plus, and who were at the time entitled to or eligible for support from Norfolk County Council. It was not a review of post-sixteen provision in Norfolk and it was not a review of Sixteen Plus.
- 2.2.2 On the 27th July 2017 the reconvened Corporate Parenting Board received a copy of the Independent Review and also an accompanying report, produced by the Children's Services Leadership Team, with recommendations to address specific learning and wider system action needed.
- 2.2.3 In order to maintain appropriate confidentiality, this report relates only to the wider system learning arising from the review. However, it is noted that the Corporate Parenting Board agreed that placements with Sixteen Plus could resume subject to agreed conditions and measures being met, by both Children's Services and the provider. However, as yet we have not made any new placements with Sixteen Plus. A significant amount of progress and learning has already been made and we will continue to work in partnership with our teams and Sixteen Plus on clear next steps.

3. Wider System Learning

- 3.1 The review reinforced a number of wider issues that need progressing in order that the Council can be confident that we are providing and commissioning services for young people that meet their needs and enable them to transition to independence successfully. It was agreed at the Corporate Parenting Board to share any system wide learning from the review with Children's Services Committee.

3.2 Integrated approach to commissioning and sufficiency

3.2.1 Our approach to commissioning and sufficiency in relation to post 16 accommodation must be underpinned by a detail understanding of the needs of young people, particularly where those young people have complex needs. Initial measures being taken to strengthen our approach include;

- Children's Services has undertaken a critical analysis of 16 – 24 year old Looked after Children & Leaving Care which has helped to inform service delivery in relation to provision for 16 – 17 year olds. This is a good foundation but now needs to be used to inform a robust sufficiency strategy so that we provide a wide range of accommodation types to meet the individual needs of our young people, particularly those with identified complex needs.
- A new "Positive Pathway" which is taken from the St Basils national framework as a model of best practice, is being developed in partnership with District councils, partnership providers and colleagues from Adult Services and will be part of the commissioning process being implemented this year.
- Developing an integrated commissioning service which will increase staffing in our placements team to monitor and quality assure all providers.
- The commissioning element of placements and the placements team has now been moved into the developing integrated commissioning team.
- Development of 14-25 transition service with Adult Services

3.3 Quality Assurance and Monitoring Framework for post 16 Semi-independent accommodation

3.3.1 We need an improved and systematic response to quality assurance of our supported accommodation for young people and we are in the process of implementing the following:

- A new monitoring framework is being created which is outcome focused and will be undertaken in partnership with our providers to ensure the delivery of high quality services
- Monitoring Officers will visit each unit as part of an annual programme, with quarterly reports being submitted by providers to ensure they are delivering agreed outcomes for every young person.
- At a national level, we are part of the Cross County Regional Group (CCRAG) that has 20 local authority representatives who collectively are looking to implement NCC Monitoring, Evaluation & Review (MER) framework which will standardise our approach in relation to the monitoring of services and assist in identifying high quality service providers.
- Development of Young Inspectors Service to ensure young people have a significant voice in our monitoring and quality assurance activity.
- Implementation of the 'Mind of My Own (MoMo) text service to widen ways we can keep in touch with young people about their experiences.

3.4 Leaving Care Service

3.4.1 We need to further establish and improve our offer to our care leavers which is reflected in the Children's Services Improvement Plan. Below highlights some of the key work being carried out:

- Upskilling our leaving care workers via bespoke training ('setting up care leavers to succeed') with regard to risk assessment and planning with young people
- Launched our 'passport to independence' to engage providers in providing systematic support to young people to achieve independence
- Moved all 16 year olds and over into specialist leaving care teams to promote earlier planning and enhance oversight of their journey into independence
- Leaving Care Service is now a specific theme within the monthly performance and challenge surgeries carried out in localities by the Childrens Services Leadership Team.
- Requested diagnostics by our DfE Improvement Partner Essex County Council specifically on our service to care leavers to inform continuous improvement

3.5 Early Help and Prevention Services

3.5.1 As a system we need to strengthen our approach and focus on prevention. This is very much a priority for Children's Services and below highlights some of our current activity:

- Developed our partnership with Barnardo's creating the 'New Directions' service which will focus on young people at risk of coming into care and reunification with family members where appropriate to do so.
- Over the last six months we have taken a more targeted approach within our Family Focus teams in Early Help so that we are working with young people and families to prevent them needing statutory services
- Developing a business transformation model that focuses on a whole system approach to prevention and demand management. This is also a corporate priority for the Council.

4. Corporate Parenting Board Task and Finish Group

4.1 The Board agreed for a Task and Finish group to be set up to oversee action and progress on wider system issues to ensure we are providing services for young people that meet their needs and enable them to transition to independence successfully. This Task and Finish Group will report to the Corporate Parenting Board and provide progress reports to Children's Services Committee.

5. Financial Implications

- 5.1 This are no financial implications arising from the content or recommendations of this report.

6. Issues, risks and innovation

- 6.1 **Risks:** The provision of an appropriate range of good quality placements for care leavers is a key element in our improvement work and links in to RM14147 on the Risk Register.
- 6.2 **Innovation:** We have been successful in securing Innovations funding through a joint bid with one of our voluntary sector providers. The project will focus on the provision of supported accommodation for young people leaving residential care.

Officer Contact

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