

Children's Services Committee

**Minutes of the Meeting Held on Tuesday 7 July 2015
10am Edwards Room, County Hall, Norwich**

Present:

Mr J Joyce - Chairman

Mr A Adams
Mr R Bearman
Mrs J Brociek-Coulton
Mrs J Chamberlin
Mr D Collis
Ms E Corlett (Vice-Chairman)
Mr D Crawford
Mr B Hannah

Mr M Kiddle-Morris
Mrs J Leggett
Mr B Long
Mr J Perkins
Mr B Spratt
Miss J Virgo
Mr A White

Non-Voting Co-opted Advisors

Mr A Robinson	Norfolk Governors Network
Mrs C Smith	Secondary Education
Mrs B Carrington	Special Needs Education
Miss V Aldous	Primary Education
Mr J Mason	Post 16 Education

1 Chairman's Announcements

- 1.1 The Committee agreed to adjourn the meeting at 11.25 to allow Members to participate in the 1 minute silence for the victims of the 7/7 bombing attack in London on the 10th anniversary at 11.30am.
- 1.2 As this would be the last meeting Sheila Lock would be attending as the Interim Executive Director of Children's Services, the Committee placed on record its thanks for all the work Sheila had undertaken whilst in post. It was noted that although the new Executive Director of Children's Services would not be formally taking up the role until 28 September, he would be taking the Director of Children's Services role for the next meeting.

2 Apologies and substitutions

- 2.1 Apologies were received from Mr B Bremner (Mrs J Brociek-Coulton substituted); Mr P Gilmour; Mr R Smith (Mrs J Leggett substituted); Mr A Mash and Mrs H Bates (Church Representatives), Mrs K Byrne and Mrs S Vertigan (Parent Governor Representatives) and Ms T Rainbow, Special Needs Education Rep (Mrs B Carrington substituted).

3 Minutes

- 3.1 The minutes of the meeting held on 12 May 2015, including the exempt minutes, were agreed as an accurate record and signed by the Chairman.

3.2 Matters arising

- 3.2.1 The Interim Executive Director updated the Committee on the actions from the last meeting and agreed to circulate a copy of the issues log.
- 3.2.2 At the last Health and Wellbeing board meeting a discussion had taken place with the Clinical Commissioning Groups about the provision of health assessments and the CCG's had agreed to have a coordinated discussion and to put some challenge into improving performance in this area. The Committee would receive a further update at its next meeting.
- 3.2.3 The performance and monitoring report had now been redesigned, using a Signs of Safety approach which would be clearer under the item. It now incorporated the feedback from Members.
- 3.2.4 The first meeting of the adults and children's Young Carers Working Group had been arranged for 8 July 2015 to consider the recommendations made by Norfolk Young Carers Forum "Getting our Voices Heard".
- 3.2.5 Members were advised that the first Partnership meeting about developing the children's system in Norfolk had been held and a more detailed report would be presented to the next meeting
- 3.2.6 Following a comment that some school Governors felt that the process for assessing bids made by schools lacked transparency and consultation, Members were reassured that the comments made would be taken on board when further bids were considered.
- 3.2.7 With regard to the Healthy Child Programme the Committee was advised that the contract had been awarded to Cambridgeshire Community Health Trust and that dialogue had already been put in place to ensure this had a locality footprint.

4 Declarations of Interest

- 4.1 Ms E Corlett declared an interest as a Member of the Hands Off Hewett Campaign Group.

Mrs J Leggett declared an interest in item 9, as a member of the Nebula Partnership.

5 Items of Urgent Business

- 5.1 The Interim Executive Director updated the Committee on the latest position with regard to the Hewett School. The consultation had now closed and a final report

was being prepared which would be submitted to the Department for Education by Haslem Dodds.

Members also noted that the Interim Executive Director of Children's Services had met with a representative from the Department for Education and the Chief Executive of the Inspiration Trust regarding the ownership of the land where she had expressed the opinion that emerged from the children's spokespersons that the County Council should assume the freehold of the land.

The Local Authority was also working with the Interim Executive Board to ensure that the standards for the current pupils at the school were maintained.

- 5.1.1 In response to a question, the Interim Executive Director said there had been a number of issues raised with her about the scope and fairness of the consultation and she had written to Haslem Dodds and had raised her concerns, sharing with them the issues raised. Haslem Dodds had confirmed that the consultation results would be published on 17 July subject to any caveats around data protection.
- 5.1.2 As the Local Member, Ms Corlett raised the concerns of her constituents about the questions contained and the process used in the consultation. She also raised concern regarding the on-line process.
- 5.2 The Interim Executive Director updated the Committee about the progress of the Parker Review. 41 referrals had been made, with 25 of those meeting the criteria of the review. The Committee would receive an update at its meeting in September with the final report being presented to the Committee at its October meeting.

6 Local Member Issues/Member Questions

- 6.1 No Local Member questions were received.

7 Child Sexual Exploitation

- 7.1 The Committee received and noted the presentation by Assistant Chief Constable Nick Dean about Child Sexual Exploitation, a copy of which is attached at Appendix A to these minutes.
- 7.2 ACC Dean highlighted the mapping that was now being undertaken and the degree of sophistication of overlaying data about harm, risk and vulnerability. He reassured the Committee that there had not been an increase in the cases of drugs found in schools and the Interim Executive Director advised that with Children's Services moving to locality structures, work with the police and schools would be done to keep on top of such issues in the future.
- 7.3 The Fire and Rescue Service was not specifically involved in this work, although they did work closely with other agencies across the county.
- 7.4 The Chairman thanked ACC Nick Dean for the presentation and invited him to attend a meeting of the Committee early in 2016 to provide an update.

8 Children's Services Integrated Performance and Finance Monitoring Report

- 8.1 The Committee received the report by the Interim Executive Director of Children's Services providing an update on operational performance within Children's Services including Support for School Improvement, Social Care and Safeguarding and finance monitoring information for the 2014/15 financial year. The report also set out financial monitoring data for the period ending 31 May 2015 as well as the variations between the approved budget for 2014/15 and the actual spending during the year to date. The paper included an update on the Children's Services Revenue Budget, Capital Budget, School Balances and Children's Services Reserves and Provisions. Members were asked to note the new format.
- 8.2 Impact of Support for Education Improvement
- 8.2.1 The number of children missing in education included all children, not just looked after children. The Committee was advised that Children's Services were aware of who these children were and the provision that had been made for their education.
- 8.2.2 Members suggested that the schools with good results should be encouraged to share best practice with other schools to try to raise standards in the schools with lower results.
- 8.2.3 Work was being undertaken by the new Educational Inclusion Service to ensure the right provision was given to all schoolchildren and exclusion was not used as a routine option for providing a child with the right educational service.
- 8.2.4 Work was being undertaken to reduce the costs of SEN transport, such as trying to offer children a place at their local school, or if this was not an option trying to offer a placement at a special school as near to home as possible.
- 8.2.6 The numbers of looked after children not in employment, education or training (NEET) were recorded and these statistics would be circulated to Committee members.
- 8.3 Early Help, Child Protection Services and Services for Looked After Children
- 8.3.1 The Committee was pleased to note that the target for phase 1 of the Troubled Families Programme (the number of families identified and turned around) had been met (100%). Phase 2 of the programme was an ongoing element of sustained improvement, therefore no results were available at present.
- 8.4 Social Care
- 8.4.1 The Committee noted that data recording of information within Children's Services department now allowed officers to drill down into performance which would allow managers to be held to account and non-performing teams would become the subject of additional focus.

- 8.4.2 Agency costs and the costs of temporary staff had caused an overspend in the budget due to the restructuring of the Children's Services department taking slightly longer than expected. Members were reassured that a rate of pay had been agreed with agency workers and that agency costs would be covered within the budget. It was anticipated that agency staff would be needed in the future to cover sickness or maternity leave and any future spend in this category would be based on demand and need. Work was also being undertaken to see if there was any scope for vacant posts within the department to be offered as a savings opportunity.
- 8.4.3 A recruitment strategy post the restructure was in development with HR to try to employ additional social workers.
- 8.4.4 The decrease in the number of looked after children was likely to be a combination of children moving out of accommodation and returning to families or moving to Adult Social Care after reaching the age of 18. Members were reassured that when children were de-accommodated a leaving care plan would be agreed. The Interim Director reassured the committee that the right children were in the system for the right period and for the right reasons and that clear plans were in place to understand better the outcomes needed for all 1055 children in the care system.
- 8.4.5 The Committee was reassured that every lead social worker considered the detail of each child who was subject to a child protection plan had not received a visit in 30 days. A copy of an example plan, together with the minutes from the challenge meetings would be circulated to the Committee.
- 8.4.6 With regard to Section 47 Core Assessments, Members were reassured that the performance improvement was on target.
- 8.4.7 To meet the required standards of employment Social Workers needed to have achieved a professional qualification and be registered with the appropriate body. Members were reassured that the best quality staff were being recruited to ensure good outcomes were achieved for all children in Norfolk.
- 8.4.8 Pathway Planning reporting had now changed and Members were reassured that the provision of pathway planning was improving. The granularity of the performance framework meant that the problem had been identified as being down to two teams and was being tackled by the appropriate managers and training provided to drive up performance.
- 8.4.9 The Looked After Children Task and Finish Group had identified some clear actions which Children's Services was building into its plan. An update would be included in the report to the next meeting.
- 8.4.10 Members were reassured that the reduction to 1055 looked after children was as a consequence of the actions that had been undertaken and not a result of children reaching the age of 18 and therefore becoming adults and coming under the care of Adult Social Services.

8.5 Financial Performance

8.5.1 Appendix E (Risk Register) which had been omitted from the report would be circulated to the Committee.

8.5 The Committee **NOTED** the report.

9 The Committee **agreed** to consider agenda item 10 (Fostering Advisory Partnership) as its next order of business.

10 Fostering Agency Partnership

10.1 The Committee received the report by the Interim Executive Director of Children's Services detailing the development of the Fostering Advisory Partnership whose aims were to improve best practice and outcomes for Looked After children.

10.2 The Committee was asked to scrutinise and advise on the development of the Partnership.

10.3 The Committee welcomed Ms Julia Spinks and Mr Mark Buckle, two foster carers to the meeting. Mr Buckle was Chair of the Fostering Advisory Partnership.

10.4 A list of the Partnership members would be circulated to the Committee.

10.5 Members noted the work that the Partnership was carrying out and invited the Chair of the Fostering Advisory Partnership to give an update report at the Children's Services Committee meeting on 17 November.

10.6 Ten places would be reserved for Members of the Committee to attend the Annual Conference of the Fostering Advisory Partnership, the details of which would be confirmed.

10.7 The Committee **RESOLVED** to note the report.

11 Internal and External Appointments

11.1 The Committee received the report by the Executive Director of Resources setting out the internal and outside appointments relevant to Children's Services Committee.

11.2 The Committee **RESOLVED** to appoint Members to the external bodies, internal bodies and Champions positions as set out in Appendix B to these minutes.

The meeting adjourned at 1.05pm and reconvened at 1.40pm.

12 Norfolk Youth Justice Plan 2015-16

12.1 The Committee received the report by the Interim Executive Director of Children's Services. The Norfolk Youth Justice Plan had been presented to Children's Services committee on 10 March 2015 and subsequently to full Council on 18 May

2015. Council noted the Norfolk Youth Justice Plan 2015-16 and requested it be presented back for discussion following further consideration of the details and recommendations contained in the report by the Children's Services Committee.

- 12.2 A number of questions had been raised by Cllr R Smith and Cllr J Leggett, and the questions and responses would be circulated to the Committee.
- 12.3 Following a question at the last County Council meeting as to why only 50% of Norfolk Youth Offending Team felt that they were able to be productive and highly engaged and that this was a reassuring and highly credible outcome, the Committee was advised that the terms were specific to Hay Group who had undertaken the survey and related to the national survey. Nationally Hay Group determine that high performance was those authorities achieving 55%, therefore Norfolk at 50% was considered a good performer and was in the top quartile.
- 12.4 The King's Centre in Norwich provided the venue for the Junior Attendance Centres in Norfolk, which met for two hours every other Saturday, although from 1 August 2015 this would move to meeting every Saturday. Pop-up centres operated in King's Lynn and Great Yarmouth and Junior Attendance Centres catered 10-18 year olds.
- 12.7 The Committee considered and **noted** the Norfolk Youth Justice Plan 2015-16 and recommended the Plan to full Council.

13 Developing Norfolk's self-improving school system in the light of the Education and Adoption Bill 2015.

- 13.1 The Committee received the report by the Interim Executive Director of Children's Services summarising existing Council policy on sustaining high quality leadership, providing a snapshot of the Norfolk school system, it outlined pertinent features of the Education and Adoption Bill and it described work underway by the Local Authority's partners. The paper outlined the role of the Local Authority in responding to the likely new environment.
- 13.2 Members were asked to support the direction of travel described in the report. Specifically members were asked to support the proposed role for Local Authority officers in helping to forge strong, collaborative and local leadership to enable the required support for weaker schools from stronger schools through the local partnerships described in this paper.
- 13.3 Mr A Robinson, Chairman of Norfolk Governors Network, informed the Committee that he had written to the EDP on behalf of the Governors Network and Headteachers, to set the record straight following the article about the 100 plus "coasting" schools in Norfolk. Although the letter had not been published, Mr Robinson would circulate a copy to the committee for information.
- 13.11 The Committee **RESOLVED** to support the direction of travel as outlined in the report. Specifically, to support the proposed role for Local Authority officers in helping to forge strong, collaborative and local leadership to enable the required

support for weaker schools from stronger schools through the local partnership described in the report.

14 Re-imagining Norfolk – service and financial planning 2016-19 for Children’s Services.

14.1 The Committee received the report by the Interim Executive Director of Children’s Services which was being presented to each service committee to set out the plans in relation to the budget. The report provided detailed financial information specific to Children’s Services to inform planning. The Committee received a presentation from the Interim Executive Director of Children’s Services highlighting the context, opportunities, risks and performance challenges to help inform future scenario planning for the service. A copy of the presentation is attached at Appendix C to these minutes.

14.2 The committee agreed to hold a series of workshops to try to agree how services could be redesigned to meet the need to have only 75% of the current budget by 2018/19. Members asked that consideration should also be given to inviting Partners to attend the workshops to take part in the discussions.

14.3 The Committee **RESOLVED** to

- Note the framework and milestones for delivering Re-imagining Norfolk and the Council’s multi-year financial strategy.
- Agree the outcomes – or results – that the Committee plans to achieve in its areas of responsibility in pursuit of the Council’s priorities.
- Commission Executive Directors to investigate potential models of ‘services for the future’, and prepare options of what these services could look like in three years time, with 75% of addressable spend for consideration by the Committee in September 2015.

The meeting closed at 3.25pm

Chairman





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Appendix A

Norfolk Constabulary
Child Sexual Exploitation

"It isn't hidden – you just haven't looked for it."

Assistant Chief Constable Nick Dean
 Tuesday 7th July 2015





Definition of Child Sexual Exploitation:

*'Sexual exploitation of children and young people under 18 involves **exploitative situations**, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.*

*Child sexual exploitation can occur through the use of technology without the child's immediate recognition; for example being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain. In all cases, **those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice** resulting from their social/economic and/or emotional vulnerability.'*


Our Priority is You



Key Vulnerabilities?

- Chaotic or dysfunctional household
- History of abuse
- Recent bereavement or loss
- Attending school with young people who are sexually exploited
- Learning disabilities
- Queries over their own sexual orientation
- Friends with young people who are sexually exploited
- Homelessness
- Lacking friends from the same age group
- Living in residential care / hostel accommodation
- Low self-esteem or self-confidence
- Young carer
- Gang association or neighbourhood


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Signs for Concern?

Missing from home or care
 Physical injuries
 Drug or alcohol misuse
 Involvement in offending
 Repeated **sexually-transmitted infections, pregnancy and terminations**
Absence from school
 Evidence of sexual bullying
Vulnerability through the internet / social networking sites
 Estranged from their family
 Receipt of gifts from unknown sources
 Recruiting others into exploitative situations
 Poor mental health
Self-harm
 Thoughts of or attempts at suicide


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Seven Principles:

- The child's best interests must be the top priority
- Participation of children and young people
- Enduring relationships and support
- Comprehensive problem-profiling
- Effective information-sharing within and between agencies
- Supervision, support and training of staff
- **Evaluation and review**


Our Priority is You



Norfolk's Approach

- Key priority for NSCB
 - Dedicated sub groups – strategic & operational
- Multi Agency strategy
- Dedicated CSE team within the Multi Agency Safeguarding Hub (MASH)
 - Children's Services
 - Police
 - The Magdalen Group – The ROSE Project
- Partnership agreed referral process / pathway
- Partnership screening tool & risk assessment
- Intervention options / response to risk document
- Recognised links to 'missing'
- Ongoing Training & Awareness Raising

Our Priority is You



Norfolk's Strategic Response:

- Engagement with children and young people
- Comprehensive service provision to young people and families
- Identification and understanding of risk / prevalence through partnership geographic profiling
- Partnership data capture and analysis
- Prevention & Awareness Raising / Training
 - Young People & Families (Parents / Carers)
 - Professionals
 - Wider Communities
 - 'Chelsea's Choice' roll out
- Safeguarding
 - Partnership strategy
 - Agreed multi-agency pathway
- Disruption of perpetrators & Bringing Offenders to Justice

Our Priority is You



The Current Picture?

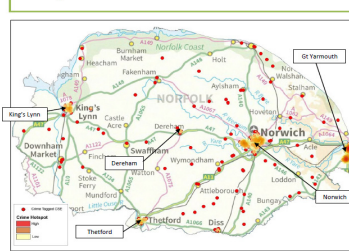
CSE DATA 2014 – 2015	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Referrals subject to CSE Screen	-	-	-	-	-	-	-	-	-	-	-	-	-	123
Standard Interventions	-	-	-	-	-	-	-	-	-	-	-	-	-	26
New CSE Team cases (M & H)	21	20	22	25	27	35	42	40	22	21	27	29	22	16
CSE Team Live cases	75	82	75	97	101	147	166	173	174	170	174	186	164	143

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Overview – Crimes tagged CSE

Hotspot areas for Crime tagged CSE are labelled in the map below. These hotspots are analysed in further detail through the report. Both Norwich and Great Yarmouth have higher levels of CSE crime than the Norfolk average. Broadland district remains below average despite the overspill of the Norwich hotspot into areas which fall across the border between the two.



District	No. of Citizens tagged CSE (per 1000 population)
GY	1.9
Norwich	1.7
Norfolk Average	1.2
Breckland	1.1
Norfolk	1.1
KLWN	1.0
Norfolk	0.9
Broadland	0.7

Figure 1: Table showing the number of CSE tagged crimes per 1000 population under 18 by district with the Norfolk average for comparison.

Crime Banding	No.
Sexual Offences	108
Crime Other	71
Violence Against Person	17
Drugs Offences	2
Criminal Damage	1
Grand Total	199

Figure 2: Table showing crimes tagged CSE during the period by crime banding.

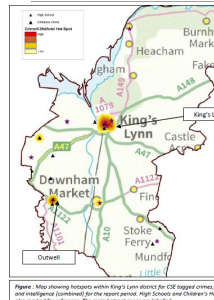
Crime Other includes Blackmail, Possession of an Indecent or Pseudo Photograph of a Child and Take or to Make Indecent or Pseudo Photographs of Children.

JOINT PERFORMANCE AND ANALYSIS DEPARTMENT

RESTRICTED

2

District Summary – King's Lynn and West Norfolk



The main hotspots for CSE (see map left) show hotspots in King's Lynn town and Outwell with smaller hotspot around Downham Market Academy and Fairholme Children's Home. King's Lynn has levels of crime, intelligence and CSE's tagged CSE which are lower than the Norfolk average. CSE referrals in King's Lynn are also high, however U16 and U18 conception rates are higher than average and misper rates are also above average.

Recent Type per 1000 Population	King's Lynn District	Norfolk Average
Number of CSE's tagged CSE	4.8	5.1
Number of Crimes tagged CSE	1.0	1.2
Number of CSE Intelligence Reports	1.8	2.2
Number of Misper (U18) Reports	2.7	7.1
Number of CSE Referrals	1.8	2.2
Rate of STIs in 15-24YO (per 1000 population)	386.8	400.6
U16 Conceptions	28.8	22.9
U18 Conceptions	6.5	6.7

Figure 1: Table showing relevant data sets by 1000 population (unless otherwise stated) for King's Lynn district against the Norfolk average.

King's Lynn is the only district where there are more Crime Other offences tagged as CSE than there are sex offences with 18.3% of all Crime Other offences recorded there.

Crime Banding	No. Offences
Crime Other	13
Sexual Offences	11
Violence Against Person	4
Drugs Offences	1
Grand Total	29

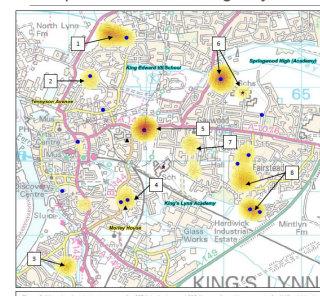
Figure 2: Table showing CSE tagged crimes in King's Lynn district by crime banding for the period.

JOINT PERFORMANCE AND ANALYSIS DEPARTMENT

RESTRICTED

10

Hotspot Locations – King's Lynn



The map (left) shows the main hotspot locations for CSE linked crime, C39's and intelligence. This shows that the King's Lynn hotspot area is made up of eight smaller hotspot areas. The eight hotspots are analysed in further detail in the following slides. The map has been overlaid with the locations of intelligence reports so gap areas can be identified. High School and Children's Home locations are also included to highlight where these fall within hotspot areas.

JOINT PERFORMANCE AND ANALYSIS DEPARTMENT

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12

Reviews

- College of Policing Peer Review – January 2015
- College of Policing Capability Assessment of Missing – 2014 and March 2015
- HMIC Vulnerability Inspection – May 2015

Our Priority is You



The Next Twelve Months:

- Re-launch of refreshed Multi Agency Strategy
- Improve links with partners – Health, Education, YOT, Third Sector
- Improve links to other service providers – Ormiston, Barnados, NSPCC
- Launch of communications strategy
 - Existing victims
 - Children and young people at risk
 - Parents & Professionals
 - Community awareness
- Geographic profiling and analysis
- Partnership training
- Evaluation and review of processes

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Thank you

www.norfolk.police.uk



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

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

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

Alison Thomas
James Joyce

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

1 Labour (David Collis)
2 Con (Brian Long and Roger Smith)
1 UKIP (Paul Gilmour)
Chairman (James Joyce)

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 – 6

2 Labour - Julie Brociek-Coulton, Mick Castle
2 Conservative - Judy Leggett, Roger Smith
1 UKIP - Paul Gilmour
Vice Chairman – Emma Corlett

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

1. Filling of vacancies for LEA School Governors on the basis of nominations recommended by the appropriate nominating Party Spokesmen
2. Dismissal of LEA School Governors
3. Making appointments to educational trusts

4. Norfolk Foster Panels – 1 for each Panel

Central Norfolk – Judy Leggett (Sub – Richard Bearman)
West – James Joyce
East – Tom Garrod
Plus 1 nominated substitute for each member

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

2 Labour (Mike Sands and I TBA)
5 Cons (Roger Smith, Colin Foulger, Judy Leggett, Tony Adams, Tom Garrod)
1 Green (Richard Bearman)
1 LD (Eric Seward)
2 UKIP (Denis Crawford and Paul Gilmour)

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

Members asked that the Director of Children's Services review the operation and membership of this body. It is suggested that the size is reduced to 5 Councillors, the political balance and membership to be agreed by this Committee

6. Youth Advisory Boards

Breckland – Terry Jermy
Broadland – Judy Leggett
Great Yarmouth – Jonathan Childs
King's Lynn and West Norfolk – Richard Bird
North Norfolk – Brian Hannah
Norwich – Richard Bearman
South Norfolk – Margaret Somerville

7. Virtual School Advisory Group (4)

Vice Chairman of the Committee
Chairman of the Committee
1 Conservative - Judy Leggett
1 Labour - Mike Sands

8. Small Schools Steering Group (2)

This Group was reconvened to evaluate the impact of the autumn term 2013 review of small schools and make recommendations for further activity.

Deputy Lead Member for Children's Services
1 Conservative (Judy Leggett)

9. Corporate Parenting Executive Group (5)

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.

Lead Member for Children's Services (Co-chair)

1 Labour - Vacancy,

Deputy Lead Member for Children's Services

1 Conservative - Judy Leggett

1 UKIP – Paul Gilmour

10. Joint Road Casualty Reduction Partnership Board (4)

A partnership that brings together appropriate public, private and voluntary sector commissioner and provider organisations in Norfolk to reduce the number and severity of road traffic casualties on roads in Norfolk, and to increase public confidence that all forms of journeys on roads in the county will be safe.

The Partnership Board requires a member from the following Committees

Environment, Development and Transport,

Communities

Health and Well-Being Board

Children's Services

Children's Services – Jenny Chamberlin

(b) Outside Bodies

1. Standing Advisory Council for Religious Education (4)

Bert Bremner

Alexandra Kemp

Jim Perkins

1 vacancy.

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

2. Norfolk Community Health and Care NHS Trust Shadow Council of Governors (2)

(1 representing Adults) Mike Sands

(1 representing Children) Emma Corlett

Norfolk Community Health & Care NHS Trust is responsible for community health provision across all of Norfolk except for Great Yarmouth and Waveney. This includes community hospitals and a full range of non-acute services including community

nursing, health visiting, and school nursing services. The Trust currently shares one senior manager post with Adult Social Care and is in the process of agreeing a joint senior management team with the Council.

Council appointees as a Governor of an NHS Trust should not also be members of the Norfolk Health Overview and Scrutiny Committee because of the potential / perceived conflict of interest.

c) Member Champions

Child Poverty – Brian Hannah
Young Carers – Colleen Walker



Re-imagining Norfolk

Context, opportunities, risks, and performance challenges to inform future scenario planning for adult social care





Re-imagining Norfolk

The Council's strategy for change


With public sector partners and Norfolk people, we need to make the case for Norfolk as:

'a great place to live, work and do business'

Strategy elements

1. **Norfolk's ambitions and priorities** – placing people at the forefront of our plans, making sure everything we do improves their opportunities and wellbeing.
2. **A 'Norfolk public service'** – working with other partners to provide seamless, targeted services designed around people's lives, achieving better outcomes at less cost.
3. **Improving the Council's internal organisation** – more strategic, smaller, able to change swiftly while saving money.




Our ambition & priorities

- Our **ambition** is for everyone in Norfolk to succeed and fulfil their full potential.
- Our **four priorities** are:
 - Excellence in education
 - Real jobs
 - Good infrastructure
 - Supporting vulnerable people




Their importance

- Our **four priorities** are critical for Norfolk to thrive and ensure people lead independent, fulfilling lives.
- Just as important is for our most **vulnerable residents** to have continued access to community services.
- As the Council works to redesign itself over the next three years, its ambition and priorities will be drawn into a **sharper, sustained focus**. Every decision the Council makes will be set against this strategic framework.




Re-imagining children's services

Norfolk's changing picture ...

40 years ago...

- Councils seen as the provider of services
- A series of separate but largely disconnected services, led by demand and need
- Funding more closely related to need and demand locally and despite protestations at the time, kept pace with need
- Paternalistic approach and values



Children's services– now



A new context ...

- Increased focus on preventative services
- Society's concern for child safety has placed extra responsibilities for their protection on councils
- Our population is growing and advances in medicine mean that children are able to live with more complex needs
- Increased media scrutiny
- Changing relationship with schools
- An ever changing landscape: The digital age is creating a new environment of risk
- Society is placing greater pressure on children leading to higher incidences of emotional and wellbeing issues at an early age

Future funding



Looking ahead to 2019:

- Government grant to reduce further
- Planning estimates point to an overall shortfall of £149m over the next three years – equivalent to 25% of our current expenditure
- Schools funding is to be cash flat placing between 9-12% inflationary pressure on budgets

The need for change



- Historically we've been spending more and more on statutory interventions both in education and social care, which is at odds with what people want.
- Ofsted highlighted that the previous approaches for both education and social care were ineffective and inadequate.
- The services of the future need to promote independence, build on the strengths within families, and support them to focus on the best outcomes for the children that they are responsible for.

Transformation so far



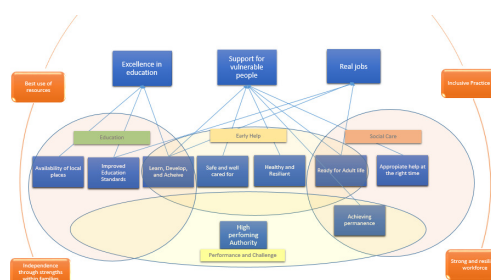
- Significant change has already taken place within the department...
 - A refreshed approach to school improvement that has now been deemed effective by Ofsted
 - A renewed focussed on early help and prevention through the creation of an Early Help and Inclusion service to be delivered on a locality model that reflects the county
 - A new focus on social work through the 'signs of safety' approach
- But as a Council we need a more radical redesign based on agreed outcomes to get us where we need to be.

Re-designing for less



- So we can have choices about the future, we need to re-design services based on having **75% of our current budget** by the end of 2018/19.
- Re-designing is **challenging** – it will mean 'letting go' of traditional ideas about service delivery (so helpful to think first about the outcomes or results we want to achieve...)

Proposed Outcomes



Re-imagining timetable



- Re-imagining Norfolk will be a multi-year strategy, backed up with sound financial plan
- By October - high level three-year strategy setting out how the Council intends to meet future challenges
- Specific spending plans for 2016/17 worked up through committees during November, December and January
- The full strategy and year one budget signed off by Full Council in February 2016