

# Children's Services Overview and Scrutiny Panel

Date: **Thursday 1 May 2014**

Time: **2.00pm**

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

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

## **Membership**

Mrs J Chamberlin (Chairman)

Mr R Bearman  
Mr D Collis  
Mr D Crawford  
Mrs M Dewsbury  
Mr C Foulger  
Mr T Garrod  
Ms D Gihawi  
Mr P Gilmour

Mr B Hannah  
Mr M Kiddle-Morris  
Mrs J Leggett  
Mr J Perkins  
Mr M Sands  
Mr R Smith  
Dr M Strong  
Miss J Virgo

## **Parent Governor Representatives**

Dr K Byrne  
Mrs S Vertigan

## **Church Representatives**

Mrs H Bates  
Mr A Mash

## **Non-Voting Schools Forum Representative**

Dr L Poliakoff

## **Non-Voting Cabinet Members**

Mr M Castle	Education and Schools
Mr J Joyce	Safeguarding Children

**Non-Voting Co-opted Advisors**

Mr A Robinson	Norfolk Governors Network
Ms T Humber	Special Needs Education
Ms V Aldous	Primary Education
Vacancy	Post-16 Education
Ms C Smith	Secondary Education

**For further details and general enquiries about this Agenda  
please contact the Committee Officer:**  
Catherine Wilkinson on 01603 223230  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

# **A g e n d a**

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

## **2. Minutes**

**(Page 7)**

To receive the minutes of the meeting of the Children's Services Overview & Scrutiny Panel held on 13 March 2014.

## **3. Members to Declare any Interests**

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 an interest but can speak and vote on the matter.

## **4. To receive any items of business which the Chairman decides should be considered as a matter of urgency**

## **5. Public Question Time**

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 or 01603 223230) by **5pm on Monday 28 April 2014**. For guidance on submitting public questions, please view the Council Constitution, Appendix 10.

## 6. Local Member Issues/Member Questions

Fifteen minutes for local members 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 or 01603 223230) by **5pm on Monday 28 April 2014**.

## 7. Cabinet Member Feedback

- i.) Education and Schools
- ii.) Safeguarding Children

- |  |                    |
|--|--------------------|
| <b>8. Children's Services Senior Management Arrangements</b><br>Report by the Interim Director of Children's Services  | <b>(To Follow)</b> |
| <b>9. Children's Services Integrated Performance and Finance Monitoring Report for 2013/14</b><br>Report by the Interim Director of Children's Services  | <b>(Page 26)</b>   |
| <b>10. Annual Report on Children's Centre</b><br>Report by the Interim Director of Children's Services   | <b>(To Follow)</b> |
| <b>11. Child Sexual Exploitation Strategic Development Group</b><br>Report by the Interim Director of Children's Services  | <b>(Page 56)</b>   |
| <b>12. Update on Social Care Workforce</b><br>Report by the Interim Director of Children's Services  | <b>(Page 71)</b>   |
| <b>13. Additional Learning Places</b><br>Report by the Interim Director of Children's Services   | <b>(Page 76)</b>   |
| <b>14. Draft Response to the O&amp;S Pathway Planning Group Recommendations</b><br>Report by the Head of Commissioning (LAC and Edge of Care), the Adoption, Fostering and Residential Care Manager and the Corporate Parenting Fieldwork Operations Manager | <b>(To Follow)</b> |
| <b>15. Scrutiny Forward Work Programme</b><br>Report by the Chairman   | <b>(Page 81)</b>   |

## Group Meetings

Conservative	1:00pm	Colman Room
UK Independence Party	1:00pm	Room 504
Labour	1:00pm	Room 513
Liberal Democrats	1:00pm	Room 530

**Chris Walton**  
**Head of Democratic Services**  
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Date Agenda Published: 23<sup>rd</sup> April 2014



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## **Children's Services Overview and Scrutiny Panel**

**Minutes of the Meeting Held on Thursday 13 March 2014  
2:00pm Edwards Room, County Hall, Norwich**

### **Present:**

Mrs J Chamberlin (Chairman)

Mr R Bearman  
Mr D Collis  
Ms E Corlett  
Mr D Crawford  
Mrs M Dewsbury  
Mr C Foulger  
Mr T Garrod  
Mr P Gilmour

Mr B Hannah  
Mr M Kiddle-Morris  
Mrs J Leggett  
Mr J Perkins  
Mr M Sands  
Mr E Seward  
Mr R Smith  
Miss J Virgo

### **Parent Governor Representatives:**

Dr K Byrne

### **Church Representatives:**

Mr A Mash

### **Non-Voting Cabinet Member:**

Mr M Castle  
Mr J Joyce

Education and Schools  
Safeguarding

### **Non-Voting Co-opted Advisors:**

Ms V Aldous  
Mr A Robinson  
Mrs C Smith

Primary Education  
Norfolk Governor Network  
Secondary Education

### **Also in attendance:**

Mr N Shaw

## **1. Apologies and substitutions**

- 1.1 Apologies were received from Ms D Gihawi (Ms E Corlett substituting), Dr M Strong (Mr E Seward substituting), Mrs S Vertigan, Mrs H Bates, Dr L Poliakoff, and Ms T Humber.

## **2. Minutes**

- 2.1 The minutes of the meeting held on 23<sup>rd</sup> January 2014 were received and signed as an accurate record. It was **agreed** that a breakdown of the number of schools in each OFSTED category be provided in tabular format to Members on a monthly basis.

- 2.2 The Chairman gave the following update in relation to the minutes:
- Further briefing sessions had been well attended by Members both from the Panel, and from other panels.
- 3. Declarations of Interest**
- 3.1 Mrs Leggett declared an interest as a member of the management committee of Leeway, which was mentioned at various points within the agenda.
- 4. Items of Urgent Business**
- 4.1 There were no items of urgent business.
- 5. Public Question Time**
- 5.1 There were no public questions.
- 6. Local Member Issues/Member Questions**
- 6.1 There were no local member questions.
- 7. Cabinet Member Feedback**
- 7.1 Safeguarding**
- 7.1.1 The Cabinet Member for Safeguarding reported that on 28<sup>th</sup> February members of the Cabinet and others met at the Shirehall together with pupils from Burston Primary School, to learn about the Burston School Strike. Children were shown the minutes of the meeting which had taken place 100 years earlier, reporting that the teachers, Mr & Mrs Higdon, had been asked by the then Norfolk Education Committee to leave the school. The policy of Norfolk County Council now reflected that there should be a Good School for Every Norfolk Learner. The Improvement Plan had been submitted on 24<sup>th</sup> February and was available to all staff and Members on the Intranet. No official feedback had been received from the Department for Education. The Improvement Plan included strategic and operational plans for each area of improvement, and Members would receive an email detailing how these could be accessed. A series of briefings would be set up for Members.
- A Peer Review would be taking place in the week beginning 31<sup>st</sup> March 2014, undertaken by the Director of Children's Services at Essex County Council. This was designed to test the resilience of the Improvement Plan. The Department for Education would also be undertaking a Strategic Review. The Cabinet Member would send a note to all Members once the dates for these reviews were finalised. Looked After Children numbers were reducing however there was still a long way to go to reach the same levels as statistical neighbours.
- 7.2 Education and Schools**
- 7.2.1 The Cabinet Member for Education and Schools reported that improvement activity was proceeding well, with no significant issues to note. An Improvement Board meeting would be taking place the following week, with a new independent chairman.



Schools were engaging in the 'Raising Readers' paired reading scheme. £16M additional funding for 2015/16 onwards had been announced from the government in recognition of the challenges faced by small schools and rural areas. Norfolk had traditionally been £200 per pupil below the national average. The criteria for using this funding was not yet known, and the Council would be responsible for challenging schools to make the best use of this resource.

## **8. Children's Services Integrated Performance and Finance Monitoring Report for 2013-2014**

8.1 The annexed report (item 8) by the Interim Director of Children's Services was received. The report provided Members with an update on Children's Services performance and finance monitoring information for the 2013/14 financial year.

8.2 During the discussion, the following points were noted:

- A number of factors were involved in the need to help frontline management to improve, including increasing confidence in challenging underperformance; structured supervision of practitioners; and sharing of good practice. Management performance was not consistent and there was a need to achieve good and outstanding management across the department. There was also a lack of consistency in the management of thresholds, with a dialogue required to ensure a fair and equitable system.
- An Institute of Professional Excellence was being developed with the University of East Anglia to provide opportunities for newly qualified social workers. A public/private sector partnership was also being explored to allow some task and finish assessments to be passed to an outside agency. This formed part of the plans to reshape the future of social work in Norfolk. However, this partnership was in the early stages of formation, and a period of learning would inform future development. It was **agreed** that an update on this partnership would be provided in the next performance monitoring report.
- A recent analysis of performance in relation to adoption had been sent to a government minister, and a response received. It was **agreed** that the analysis and ministerial reply would be circulated to Members with the minutes (see Appendix 1).
- The variance of £400K under the disabilities joint protocol with Community Services related to a contribution to the care packages of adults who received some services from Community Services, and where they had a child in their home. This ensured that they had the means to look after the child, and prevented admissions into care.
- The School Balances figure was reliant on information being reported from schools, and also reflected a reduction as some had become academies. This figure would fluctuate as schools worked to the academic year rather than the financial year.
- The Early Years Services underspend related to staff vacancies, as well as funds held for training and sustainability strategies. A different approach was being developed which would result in better use of the funding

available.

- The proposed public/private partnership would ensure that the pathway, quality, and capacity of workloads was correctly balanced. This would in turn drive up performance.
- The introduction of free schools meals for Year R to Year 2 pupils had a short implementation period. Funding was available for capital development, however it was for governors to determine how this was spent. A report would be presented in early summer giving an update on implementation. It was recognised that this provided health and social advantages, however practicalities could prove challenging. It was important that pupils continued to be registered where they were eligible for free school meals, as this would affect the pupil premium as they progressed through the school system.
- It was confirmed that 39 child protection assessments had not been completed on time, and **agreed** that this would be clarified as a percentage of all assessments (see Appendix 1).
- The School Sickness Insurance Scheme was a mechanism that schools could buy into to help pay for sickness cover. The balance of this fund would fluctuate according to demand.
- There was a well-established correlation between the size of a school, and its performance. A critical mass of children was required for long term sustainability.
- The percentage of health checks undertaken fluctuated on a daily basis. A significant number of outstanding health checks related to out of county placements, where co-operation from other agencies was not forthcoming. A robust approach was being taken in tackling this.
- Social care scorecards were being updated and would be presented at the next Panel meeting. A workshop would be taking place to brief Members on the dashboard of indicators.
- The risk register had been updated and was being presented corporately. One additional risk had been added to the departmental risk register, relating to the corporate infrastructure required to support improvement.

8.3 The Panel **RESOLVED** to note the report and support the general direction of travel. The Chairman thanked officers for the work undertaken in a relatively short space of time.

## 9. **Update on Quality Assurance Activity within Children's Social Care**

9.1 The annexed report (item 9) by the Interim Director of Children's Services was received. The report summarised the findings of the case file audit of social work practice undertaken between November 2013 and January 2014.

9.2 During the discussion the following points were noted:

- The improvement required in the 'step down process to universal services' related to the threshold of what constituted a referral. It was not possible to give a clear picture of how many unnecessary referrals were progressed to a social worker.
- The authorising of poor assessments to achieve a time standard was linked to the issues around quality of frontline management. Managers were being advised to send back assessments until they reached the required standard, which could be at the expense of timeliness. Eventually, both quality and timeliness would be achieved.
- Concern was expressed at the variance of audit grading by departmental division. Senior managers received overlays of performance information across all areas of the department, and worked towards best practice at practitioner and manager level. Some audit staff had been co-located in teams to offer support and advice.

9.3 The Panel **RESOLVED** to note the report and endorse the amended audit approach and programme.

## 10. **Scrutiny Working Group: Pathway Planning for Care Leavers**

10.1 The annexed report (item 10) by the Interim Director of Children's Services was received. The report set out the conclusion and recommendations of the working group. The Chairman of the Working Group thanked Members who had participated in the working group, as well as members of the In Care Council who had contributed to the scrutiny.

10.2 During the discussion the following points were noted:

- One team was now reporting 100% compliance, and cross-county performance was now between 50%-60%.
- The Interim Director added her thanks to Members for undertaking this scrutiny, commenting that this would feed into the reshaping of services. She noted that an action plan would be presented to Members which would address the recommendations outlined.
- The scrutiny report would be presented to the Improvement Board at their next meeting.

10.3 The Panel **RESOLVED** to endorse the recommendations of the report and **agreed** to receive an action plan from the Interim Director of Children's Services in relation to those recommendations.

## 11. **Admission Arrangements for September 2015**

11.1 The annexed report (item 11) by the Interim Director of Children's Services was received. The report summarised responses to the statutory annual admission consultation; recommended co-ordination arrangements and timetables for the statutory admission rounds; and recommended changes to primary school catchment areas in the Downham Market area.

11.2 During the discussion the following points were noted:

- A further 14 responses had been received since the papers had been published, which were broadly similar to those already received.
- A meeting had taken place at Wereham to discuss the capacity issues. Concern had been expressed that younger siblings may be placed in a different school, however transitional arrangements would be made. It was noted that capacity at the high school would need to be considered in due course. The broad consensus was that, provided Stoke Ferry had capacity and transitional arrangements were put in place, the proposals were supported.
- The co-ordination scheme related to the administration arrangements for the admissions process across all schools in Norfolk. This followed a legal scheme that Norfolk County Council had statutory responsibility for.
- Chaotic households were described as those in areas of high social deprivation who struggled with the administrative process of entering their child for a preferred school. Information was shared with schools, children's centres and early years providers to support parents and make the process more accessible. There were around 6% of households identified as having children due to start Year R in September 2015 that had not yet registered, however some of these may have moved out of the area. The Council continued to process applications for school admissions to ensure that all were resolved.

11.3 The Panel **RESOLVED** to endorse the recommendations contained within the report.

## 12. Sustaining high quality leadership in Norfolk Schools

12.1 The annexed report (item 12) by the Interim Director of Children's Services was received. The report set out a number of principles for consideration by governing bodies and the local authority in examining the sustainability of high quality education and leadership across the county.

12.2 During the discussion the following points were noted:

- It was suggested that the role of governors in the management of a school had not been emphasised enough in the report. It was noted that the report had focussed on overall school leadership, of which governors were of equal importance.
- A confidential assessment was made of each school in Norfolk, however the number of pupils in the school did not form part of any risk assessment at present. There was a recognised link between the size of a school and its likelihood of success. Intervention work was undertaken where required. Future assessments would include the size of a school as a factor.
- The Council would not want any schools to enter into a potentially unsuccessful federation or cluster arrangement. With the recognition that larger schools were more sustainable, the question of the model used to

achieve a larger entity was important. Examples of best practice in Devon had been studied. Federation presented opportunities to recruit the best leadership teams into a group of schools.

- The diocesan church representative noted that the diocese had a track record in achieving structural solutions by carefully examining the best solution for an individual school. The governor representative confirmed that Norfolk Governor Network had been engaged in developing this strategy, and had highlighted the importance of training for all governors. It was noted that there was a relatively small uptake of the right to reconstitute a governing body, which was a potential solution to the issue of governor recruitment.
- A review of all small schools had been undertaken in September 2013, and the council was supporting nine schools of concern. Governor services were closely engaged in giving both proactive and reactive advice.
- The strategy focussed on creating sustainable schools, and did not aim to make these into targets for academies. However some schools were attracted by the opportunities offered when considering becoming academies, and some were required to convert.
- It was **agreed** that the percentage of school governors that don't live within the catchment area of their school would be provided (see Appendix 1).
- It was confirmed that some of the schools with less than 50 pupils were federated, and **agreed** that the number would be reported in the minutes (see Appendix 1).
- The tendency for larger groupings of schools to succeed was replicated across the country. Examples from Devon, Lincolnshire and Cumbria were being studied.
- It was acknowledged that a co-operative model for groups of schools worked well when there was strength in the initial group. There were three successful examples of this model in Norfolk.

12.3 The Panel **RESOLVED** to approve the general direction of travel and welcomed the general principles and options for exploring structural solutions. It was **agreed** that an update report would be presented in four months.

### 13. Norfolk Youth Justice Plan 2014-15

13.1 The annexed report (item 13) by the Interim Director of Children's Services was received. The report outlined the Norfolk Youth Justice Plan 2014-15 which had been updated to outline new actions, risks and opportunities.

13.2 During the discussion the following points were raised:

- Previous performance reporting on the original case management system had been developed locally over time, however a new case management system had been purchased which would need to be further developed to provide more comprehensive performance reporting.

- CHAT (Comprehensive Health Assessment Tool) was a new national tool which was scheduled for implementation in early 2015 as part of a new national holistic assessment tool. It was expected that this would provide significant improvement in health assessment.
- The Ministry of Justice *Restorative Justice Action Plan* had been refreshed nationally as part of a drive to widen the voice of victims in the justice system. Funding to YOTs focussed on training of staff. NYOT was intending to maximise outcomes by working with partners including the Police and Crime Commissioner who had also received funding for this purpose.
- A future report on mental health would include information on restorative approaches.
- Locally, there were no known issues relating to cuts to legal aid and the impact on youth justice practice.
- All partners within the multi-agency Norfolk Youth Offending Team were supportive of secondment opportunities. There had recently been a specific issue relating to agreement of a secondment across services but this was not significant.
- Work to reduce first time offending was undertaken by the Police within their restorative approach. The Youth Offending Team targeted their work at young people at risk of becoming involved in offending or anti-social behaviour. This was firmly supported by the Police and Crime Commissioner. The number of first time offenders in Norfolk had reduced by around 70% in the last 7 years.
- Tackling reoffending was a key part of the work of NYOT, and there had been a decrease in the number of young people reoffending, including the seriousness and frequency of offences.
- Twenty looked after children were involved in offending behaviour in 2012/13.

13.3 The Panel **RESOLVED** to commend the performance of the Youth Offending Team and **agreed** to recommend the Plan to Cabinet.

#### 14. Children with Disabilities

14.1 The annexed report (item 14) by the Interim Director of Children's Services was received. The report provided an update on the work of the Children with Disabilities service including that relating to commissioning.

14.2 During the discussion the following points were raised:

- Global development delay referred to a number of factors which combined to affect development, and the ability to achieve.
- The report did not specifically focus on special educational needs, but was

concentrating on the wider health, social and wellbeing of a child both in the community and in the home.

- It was **agreed** that future reports on the subject would be presented at a level for readers who were not professionals within the subject matter. It was acknowledged that this was a complex area and a work in progress. There was a desire to extend the eligibility criteria, and extend the team which worked on this area.
- It was **agreed** that a Member briefing should be provided, highlighting the key things that Members needed to know and the implications of these proposals.

14.3 The Panel **RESOLVED** that the Interim Director should take forward the following under her delegated powers:

- the proposal for extending eligibility criteria for referral and assessment to the CWD service based on Disability and Discrimination Acts 1995 and 2005 definition of disability requiring policy change and CWD Statement of Purpose to be amended and updated.
- the proposal for increased resource to enable CWD based social workers to fulfil duty of assessing disabled children under section 17 of the Children's Act and provide support based on assessed needs.
- The strategic and commissioning approach based on the definition of disability described in the report, working with stakeholders and the need for joint commissioning arrangements with health services based on gap analysis identified through needs assessment.

## 15. **Child and Young Persons Teams response to Looked After Children Reduction Strategy**

15.1 The annexed report (item 15) by the Interim Director of Children's Services was received. The report detailed the strategy Children's Services was employing to reduce the current excessive numbers of looked after children. It was noted that Norfolk had not been in line with its statistical neighbours in relation to looked after children numbers for 16 years. The Interim Director welcomed the strategy and acknowledged that it would take time to produce results.

15.2 During the discussion the following points were raised:

- The Strategy focussed on challenge and reasoning around each looked after child, ensuring that no child was in care who shouldn't be, while ensuring that those who did need care were given this. Other services could be put in place to divert some children from care.
- The Virtual School in Norfolk was held up by the Department for Education as a national exemplar. This success needed to be built upon, including the best use of the looked after child pupil premium. It was anticipated that a proposal for governors and head teachers would be ready soon.
- The Corporate Parenting Board was a reinvigorated body which was co-

chaired by the Cabinet Member for Safeguarding and a member of the In Care Council. The agenda was driven by the In Care Council and engaged key partners. Panel members would be invited to a meeting of the Board in April.

- 15.3 The Panel **RESOLVED** to note the critical nature of looked after children reduction and welcomed the clear, targeted strategy. They endorsed the actions taken and progress made in addressing this issue, and requested regular progress updates.

## 16. Early Help Offer

- 16.1 The annexed report (item 16) by the Interim Director of Children's Services was received. The report clarified the purpose of early help, detailed how this would be delivered, and noted how its effectiveness would be measured. It was noted that this report and the report at item 17 were interlinked, and the Chairman agreed to take comments on both items together (recorded at item 17).
- 16.2 The Panel **RESOLVED** to recommend to Cabinet the new direction of policy and strategy for implementation together with associated resource allocations set out in the report. It was **agreed** that a further update report covering both the Early Help Offer and the New Strategy for Early Years Services would be presented in the autumn.

## 17. New Strategy for Early Years Services

- 17.1 The annexed report (item 17) by the Interim Director of Children's Services was received. The report outlined the new strategic approach to the provision of services to children aged under five in Norfolk.
- 17.2 During the discussion the following points were raised:
- When assessing a pupil for a good level of development, there was a greater emphasis on three prime areas including communication and language, and physical, emotional and social development. This was based on a national framework of indicators, and assessments were carried out at the end of Year R.
  - A recent report from the Department for Education had suggested that OFSTED should be the sole arbiter of quality, and that the local authority had a role to support and challenge settings requiring improvement and inadequate.
  - Every setting would continue to have a named Development Workers who would visit every early years setting as part of their work in ensuring that there were sufficient places for 2, 3 and 4 year olds to access their funded entitlement, and Early Years Advisers would focus on raising educational attainment. Each Children's Centre would continue to receive information on the number of children in their area, so that appropriate provision of age placements would be in place. It was possible to target those eligible families that were not taking up the early help offer. It was **agreed** that further information on the performance of Children's Centres would be provided to the Panel.



- A campaign was underway to develop speaking and listening skills, which would assist with developmental opportunities. This dovetailed with the Raising Reading campaign, and a series of articles would be available highlighting opportunities to support children. It was hoped that this would encourage community interest.
- There was an awareness that some early help settings were vulnerable to problems in governance (for example management committees) however it was a key role of development workers to support these groups.
- The key criteria for eligibility for a free 2 year old place from September 2014 was the working tax credit. However in Norfolk this had already been introduced to maximise uptake. The deficit in provision of places as reported within paragraph 3.3.6 of the report was not correct, and had been improved in the main by the inclusion of child minders with an OFSTED rating of Good or above. Previously child minders were also required to have the Level 3 qualification to be included in the programme. There had been an 86% increase in the number of child minders offering early years places. However there were still a couple of hotspots with a deficit in provision.

17.3 The Panel **RESOLVED** to recommend to Cabinet:

- The new Strategy for Early Years, which clearly sets out the need for the service to improve outcomes for all children at the end of the Foundation Stage based on the recommendations of the 0-5 Needs Analysis
- The budget savings of £2.67 million, which will be achieved by reductions in non-staffing budgets, particularly a refocusing of training which will deliver improved provision while saving £900,000 by using a support and challenge coaching model, absorption of early years staff into the service budgets for the Localities and Integration Teams, and identification of £1million of DSG funding to support the new focus on SEN.
- The implementation of the immediate re-focusing of the roles of the Early Years Adviser and Development Worker towards key improvement targets.

## 18. Scrutiny Forward Work Programme

18.1 The annexed report (item 18) by the Chairman was received. The report asked Members to consider a refreshed scrutiny forward work programme.

18.2 During the discussion the following points were raised:

- The meeting scheduled for 15<sup>th</sup> May was reserved for training in the new committee governance structure. Concern was expressed regarding the lack of member engagement between March and June, and it was **agreed** that an additional meeting would be scheduled for early May to deal with the business scheduled for the 15<sup>th</sup> May meeting.
- It was **agreed** that a recommendation would be made that the Chairman and Vice Chairman of the committee that would take over the work of the

Panel would be members of the education and social care improvement boards.

- It was **agreed** that the items in the Panel's forward work programme should be recommended to the new committee.

18.3 The Panel **RESOLVED** to meet in early May and to recommend the work plan to the new committee with the following additions:

- May 2014 add:- action plan, outlining how each of the Scrutiny Working Group's recommendations will be taken forward (pathway planning for care leavers).
- July 2014 add:- free school meals; and Sustaining High Quality leadership in Norfolk Schools: progress update
- September 2014 add:- Children with Disabilities: progress update; and Response to LAC reduction strategy: progress update.
- November 2014 add:- Early Help Offer/New strategy for early years services: progress update
- January 2015 add:- Private fostering arrangements.

The meeting closed at 5.55pm.

**CHAIRMAN**



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**Children's Services Overview and Scrutiny Panel**  
**Thursday 13<sup>th</sup> March 2014**

Agenda Item Number/ Minute Number	Report Title	Action	Response
8	Children's Services Integrated Performance and Finance Monitoring Report for 2013-2014	Circulate analysis of adoption performance together with ministerial reply (to be attached to minutes)	See Appendix 2 of these minutes.
8	Children's Services Integrated Performance and Finance Monitoring Report for 2013-2014	Provide confirmation of 39 child protection assessments not carried out, as a percentage.	Approximately 20% of child protection assessments have not been carried out.
12	Sustaining high quality leadership in Norfolk schools	Provide the percentage of school governors that don't live within the catchment area of their school.	Unfortunately we are unable to produce the data around where governors live in relation to the school they are a governor at. The system we have does not give us the facility to do this. Currently we encourage governors to come forward to not only serve their local school but to join a governing body based on their skills and what they can offer. Many governors choose to join a group outside of their local area or close to where they work or where a school offers more challenge.
12	Sustaining high quality leadership in Norfolk schools	Provide the number of schools with less than 50 pupils that are federated.	Of the schools with less than 50 pupils in the review, 17 are in federations and 6 are in a partnership.

## Appendix 2



Children's Services  
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Martineau Lane  
Norwich  
Norfolk NR1 2DL

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Textphone: 0344 800 8011

Edward Timpson MP  
Parliamentary Under Secretary of State for  
Children and Families  
Sanctuary Buildings 20  
Great Smith Street  
Westminster  
London  
SW1P 3BT

Your Ref:  
Date: 25 February 2014

My Ref: SL/cd  
Tel No.: 01603 222600  
Email: [sheila.lock@norfolk.gov.uk](mailto:sheila.lock@norfolk.gov.uk)

Dear Edward

Following your letter of 14 January 2014 in relation to the publication of the updated adoption scorecard, I felt it important to write to you to outline the success, challenges and dilemmas we face in Norfolk in relation to adoption.

I realise that you are very familiar with the complexities involved in Adoption and matching a child's needs to prospective adopters. We are acutely aware of the drive to have more children adopted where it is appropriate to do so, in a timelier manner.

Norfolk presents a mixed picture with regard to performance and timeliness. There are clearly areas where Norfolk performance is better than national and statistical averages and areas where it is worse. The decision made in March 2013 to focus on children who waited longest has impacted on performance data but represents improved outcomes for children, LAC reduction, and cost savings. The service has fully implemented the Adoption reform agenda in line with government timescales and all adoption applications since July have been processed within timescales.

We have examined 39 cases in detail where one or both of the key targets have not been met and have found that children with significant delay impact greatest on our 3 year average. In these cases 26 or 56% have been a result in delays in proceedings. Other key factors have delays in sibling separation (6 cases) assessing foster carers (7 cases). We are actively addressing all issues.

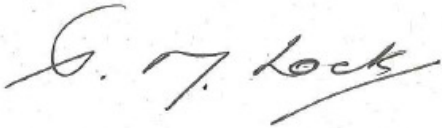


In Norfolk performance is improving **the in year data is significantly better then the 3 year average** and this is likely to continue improving, however the key performance indicators are reported as a three year average and take into account historical delays.

Recent reforms will only have an impact from July 2013 (Adoption Action Plan and new Public Law Outline) whilst the scorecard next year will be based on data from April 2011 to March 2014. Small numbers of children hard to place; and cohort of siblings can have a disproportionate impact.

The impact on the Adoption reform Grant is going to mean we have recruited a record number of adopters (69); increased the number of interagency matches by 7 to 24; matched 100 children in a year; and increased the number of adoption orders granted by 16 to 72. This achievements might well occur in a year where our scorecard position deteriorates, but I am sure like ourselves you wish us to be tenacious and child focused in searching for adopters for children with multiple needs and or developmental uncertainty.

Yours sincerely

A handwritten signature in black ink, reading "S. Lock", with a stylized flourish at the end.

Sheila Lock  
Interim Director Children's Services

## Current performance

The national picture of 152 English authorities is, 36 are hitting both the government key targets *entering care to moving in with adopters* and *placement order to match*, 51 are hitting one and 69 are hitting neither. Norfolk is in the middle group achieving one of the key targets.

*The Norfolk picture the positive headlines* - productivity is increasing:

	2011/12	2012/13	2013/14 (projected)
Adopters approved	42	59	67 (increase of 8)
Adoption orders granted	59	56	72 (increase of 16)
Adoptions via other VAA or LA	16	17	24 (increase of 7)

In Norfolk, performance for the measure *children wait less than 20 months from entering care to moving in with their adopters* (68%) is better than the national average (55%) and statistical neighbour average (66%). Only 27% of approved adopters wait longer than 3 months to be matched in Norfolk as opposed to 60% for statistical neighbours and 50% for England average.

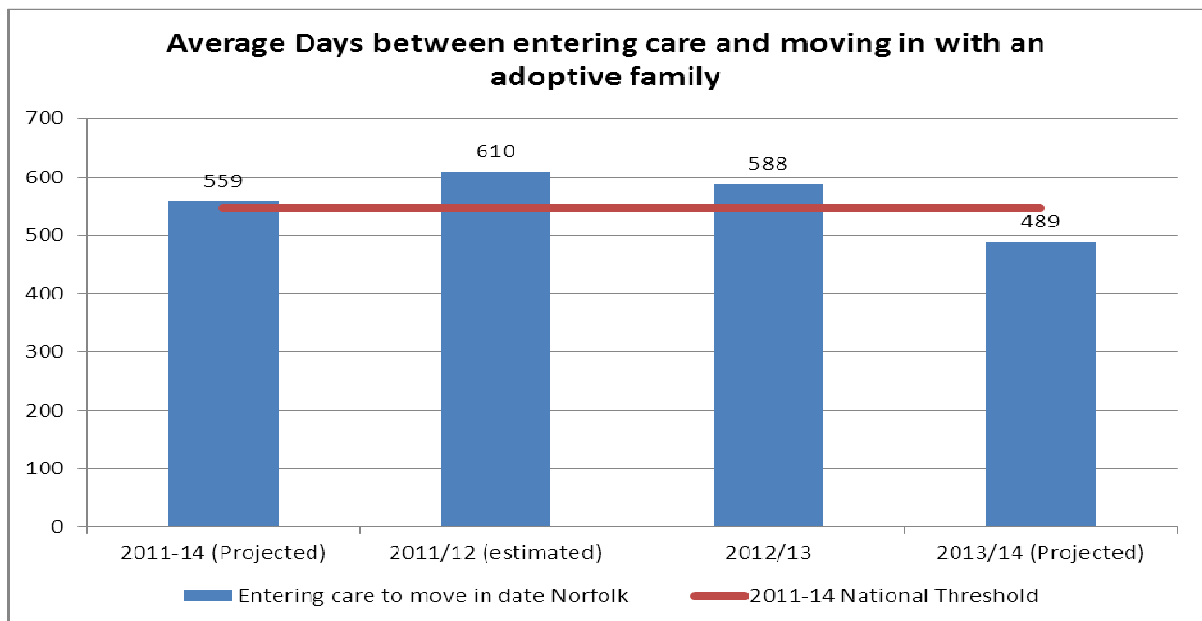
Performance is improving **the in year data is significantly better than the 3 year average** and this is likely to continue improving, however the key performance indicators are reported as a three year average and take into account historical delays. Challenging targets and reforms will only have an impact from July 2013 (Adoption Action Plan and new Public Law Outline) whilst the scorecard next year will be based on data from April 2011 to March 2014. Analysis of this data will be a key element of this paper. Small numbers of children hard to place; and cohort of siblings can have a disproportionate impact.

*The Norfolk picture, the challenges* - Norfolk is unlikely to achieve either key targets next year. In subsequent years Norfolk is expected to achieve one target the year after and both in 3 years time.

## The Adoption Scorecard

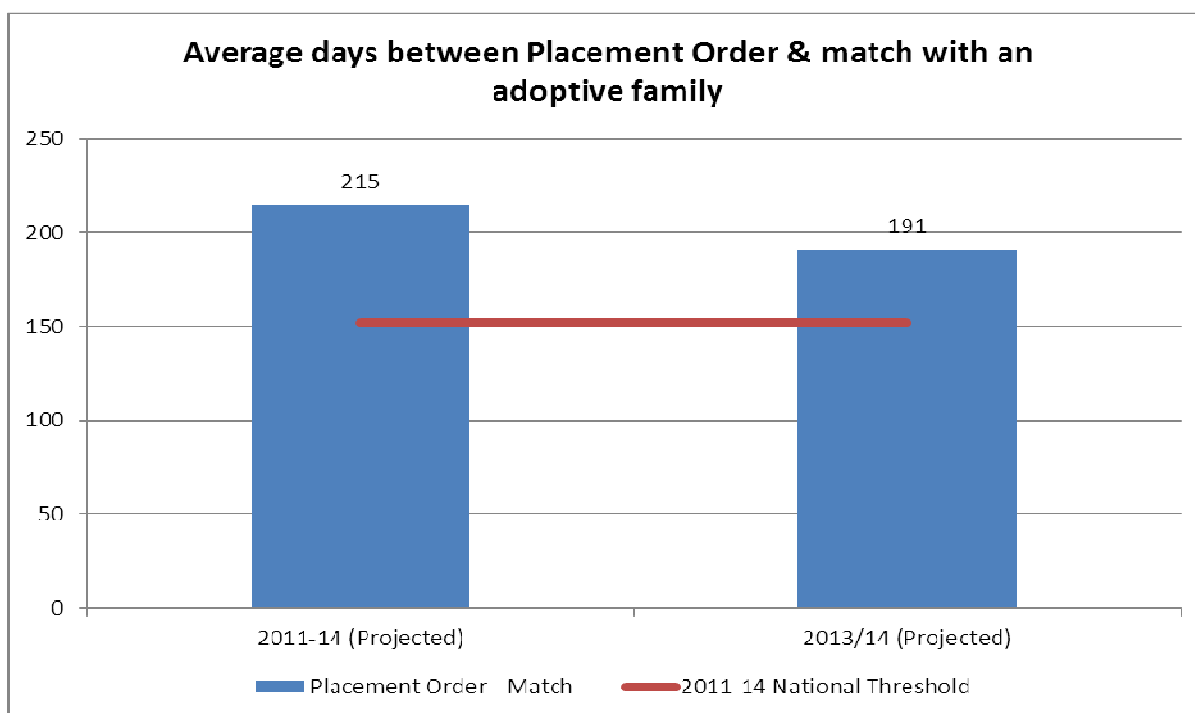
The key 2 performance indicators measure the days in the children's experience from entering care to moving in with their adopters, and from placement order to match. The next page provides further analysis on these measures;

## Entering care to move in date



- The 3 year average figure for 2011-14 is projected to be 559 days against a threshold of 547; this is due to our 11/12 performance which is based on an assumption of 610 days (this is an educated assumption based on the three year average for 2010/13)
- In year figure is projected to be 489 days, which is better than the threshold for 2011-14 of 547 days
- Further analysis has identified that the 5 children with the highest number of days (average of 1069 days) then the in-year average would have been 445 days making the 3 year average 545 days (below the threshold of 547 days)
- We have assumed that 80 Adoption Orders will be granted in 14/15 (13/14 is projected to be 72) and based on this projection, we would need to achieve a target number of days of 410, to achieve the 2012-15 threshold of 487 days

## PO to match date



- The 3 year average figure for 2011-14 is projected to be 215 against a threshold of 152
- In year figure is projected to be 191 days, still above the threshold for 2011-14
- The 12-15 thresholds of 121 days will not be achieved. Even if all AOG next year (assumed 80) were 0 days between PO and match, Norfolk would still have a 3 year average of 134 days

The above shows that whilst performance is improving the pace of improvement is not fast enough.

An examination of these cases show that 31% of the children where the targets were missed, it was only missed by 20 days. **Recommendation 1** is to increase use of CareFirst performance management to deliver the improvements required.

The most significant impact on performance is those children where there is the longest delay. From a cross section of 39 cases where significant delay occurred, the following themes emerged.

### *Length of proceedings and / or delays in starting proceedings. .*

In 22 of the 39 cases (56%), delays in proceedings were the most significant factor, as evidenced in the Norgrave review and OFSTED survey of adoption agencies. Since the implementation of much stricter timescales following the Family Justice Review, this will diminish as an issue. However, careful monitoring of pre proceeding timescales will be necessary.

There is a possible new issue, as an increasing number of children with adoption plans are remaining at home during the care proceedings. Therefore they are only entering care at the point the Placement Order is being made. In these



cases there is bound to be delay post order, as the child needs to make the adjustment and have their needs outside the family home assessed.

#### *Sibling separation*

6 of the 39 cases involved delay either to separate siblings (4) or when a new sibling was born (2). The new PLO outline lays a greater emphasis on how realistic care plans are and this year the adoption service has filed reports, to advise the court on this issue. Due to the complex nature of sibling relationships decisions can only be made on a case by case basis, so the recommendation is to continue to monitor (**see recommendation 2**).

#### *Foster Carers Adopting*

For 7(18%) Children, there were delays in assessing foster carers as adopters. In 2012/13 the service focused on timely assessment of other prospective adopters to increase the number of matches for children who did not have an identified possible family. Since 1 July 2013 and the investment of £150,000 by Norfolk County Council to increase staffing, there are no longer delays in processing foster care adoption. Therefore these are likely to be very positive cases for statistical returns. We are currently performing in line with the government timescales for fast tracking foster carers (four months)

It should be noted that these two areas accounted for 74% of the cases that did not meet the timescales. Both have now been addressed, which will have a positive impact going forward.

#### *Supply and demand*

This remains a national and local issue. The increase of children with a plan for adoption in Norfolk is larger than national trends. In year figures show that the number of children with a plan for adoption is currently 100, compared to 97 and 76 for the previous 2 years. The increase in prospective adopters is not keeping pace with the increase in demand for children waiting with complex needs. We have undertaken a major investment in adoption recruitment based on the Kindred research. Our campaign was featured on Look East and is now entering a targeted phase focusing on over 45's, gay and lesbian adopters, church goers and volunteers. We are currently running a radio campaign and have two 2 major events planned for church/ voluntary groups and gay and lesbian prospective adopters. The shortage of adopters and mismatch of adopters for the children who are waiting for adoption is a national issue.

#### *Children with more complex needs*

This co-hort has always been hard to match, and matches may take up to 2 years. The success of finding families for these children, are being penalised by the scorecard targets, which does not allow that some children will be harder to place than others. An increase in the number of younger babies with fewer complex needs has created greater pressures and whilst the Adoption Reform grant has mediated some of this pressure by focusing on this cohort, it will continue to be an issue.

**Children's Services Integrated Performance and  
Finance Monitoring Report for 2013-2014**

Report by Interim Director of Children's Services

**Summary**

This report provides an update on performance and finance monitoring information for the 2013/14 financial year.

This report sets out for the Children's Overview and Scrutiny Panel the latest performance information under the revised framework for monitoring performance within Children's Services which was implemented in January 2014. The report sets out evidence of improvements and trends for a range of measures and indicators within children's social care services and support for school improvement. This evidence is qualitative, quantitative and outcome based.

The main performance points within the paper are:

- Early Years learning outcomes are positive against targets for 2014
- Primary School attainment is on track to at least match 2014 targets
- Secondary School attainment is not yet on track to meet 2014 targets
- School inspection outcomes are improving. 48 fewer schools are 'requiring improvement' compared to July 2012.
- An Eastern Region Safeguarding Health Check (Peer Review) has recently taken place and has endorsed the NCC and partnership approach and progress towards improvement
- Looked After Children numbers have increased since last month and appropriate and proportionate actions are being taken to address this.
- Performance measures for child protection show improvement in parts with an urgent need to address the quality and timeliness of assessments.

The report set out financial monitoring data for the period ending 28 February 2014.

The report also sets out the variations between the approved budget for 2013/14 and the actual spending during the year. The paper comments on the Children's Services Revenue Budget, Capital Budget, School Balances and Children's Services Reserves and Provisions.

The main financial points within the paper are:

- The Children's Services revenue budget shows a £1.519 million or 0.8% projected overspend for the year.
- The Schools Budget variations are contained within the approved contingency fund.
- The Children's Services capital budget shows a £0.625 million or 1.6 % projected underspend for the year.
- The level of projected school balances at 31 March 2014 is £21.631 million.

- The level of projected balances and provisions at 31 March 2014 is £20.083 million.

### **Recommendation**

Children's Services Overview and Scrutiny Panel is asked to note and comment on the information contained in this report and to identify any further areas for more in-depth analysis and scrutiny.

## **1. Performance Background**

- 1.1 Improvement in Children's Services continues to be given a high priority by the Council with determined focus on safeguarding and support and challenge for schools. Our first priority is to make sure that all children are safe and achieve the best possible educational outcomes. We will then build dynamic, self-assured, forward thinking, sustainable services that are valued and recognised as outstanding by all service users, staff, auditors and inspectors. We will increasingly work with all our partners to ensure we provide a consistently high quality service that achieves the best possible positive outcomes and impact for children and families. We will get it right for every child every time.
- 1.2 This report summarises our progress against the operational improvement plans and strategic plans using performance measures contained in scorecards and associated information and data to demonstrate progress and highlight issues. The report also demonstrates mitigations against the four corporate risks that children's services are currently reporting which are:
- 1.3 **Risk 1** – Failure to demonstrate the pace of improvement that will quickly impact positively on children and families in Norfolk and thereby satisfy DfE and HMI (RM14147)
- 1.4 **Risk 2** – Over-reliance on interim and agency staff which will result in unsustainable improvement in services to children and families (RM14148)
- 1.5 **Risk 3** – The number of looked after children continues to rise demonstrating failure in early help services and putting increasing pressure on children's services budgets (RMK13906).
- 1.6 **Risk 4** – Lack of NCC capacity and infrastructure to support the back-office functions that Children's Services needs inhibits improvement progress. (This risk is yet to be ratified and given a formal reference).
- 1.7 These risks are regularly reviewed by both the CS Leadership Team and the Chief Officer group and are reported and reviewed at each Audit Committee meeting. The current risks are those identified when the risk register was reviewed at the end of quarter 4.

## **2. The Council's response to the Ofsted Focussed Inspection and Inspection of Support for School Improvement**

### **2.1 Education Performance**

- 2.1.1 The data collected in March from 200 Norfolk primary and secondary schools shows that overall they are on course to meet 2014 targets.

For Early Years outcomes the trajectory towards 2014 is positive . This is because both schools of concern and those requiring improvement are predicting to achieve well above the targets set for those schools for summer 2014. The remaining schools currently judged by Ofsted and the LA as good or outstanding are likely to improve also (and this has not been factored into the 'All' figure as we do not collect data from these schools, so 'All' is based on 2013 outcomes for these schools, as well as the predictions from schools that we do collect the data from). We can be confident that Norfolk schools will meet the 2014 target.

- 2.1.2 The predictions from primary schools indicate that the trajectory to the 2014 target is positive. Schools causing concern (SCC) show a 2% drop in their predictions compared to the second half of the autumn term 2013. This is because seven of the stronger schools in this group are no longer categorised by the Local Authority as schools causing concern and therefore no longer in this category. A further six schools of some concern, or temporarily of concern have been risk assessed into this group this term. However schools categorised as requiring improvement (RI) are showing a strong trajectory, which aggregated with the remaining schools categorised as good or better puts Norfolk schools on course to meet their 2014 target.
- 2.1.3 The predictions for secondary schools indicate that the trajectory to the 2014 target is not yet on track. Predictions from SCC show a significant increase in predictions now that Academy school data is included. Although the predictions aggregated with the remaining schools from which we do not collect data these good and outstanding schools should improve on 2013 outcomes. So overall the trajectory is assessed as not yet on track. .

## **2.2 Ofsted Outcomes**

- 2.2.1 Inspection outcomes continue to improve. Targets for April 2014 were identified based on the likelihood of schools being inspected during the spring term 2014. This gives an uneven trajectory towards the July 2014 target. The July target was set as an interim step towards the 2016 target of all schools in Norfolk judged to be good or outstanding. However, a school cannot be judged as 'good' until is inspected and the timing and rate of inspection is a matter for Ofsted.
- 2.2.2 It is unlikely that Ofsted will inspect sufficient numbers of Norfolk schools for us to meet the 2014 target. On this understanding, the trajectory towards the April target is positive since outcomes have been on track based on the predictions.

## **3. The Council's Response to the Ofsted Inspection of Child Protection and Looked After Children**

- 3.1 As reported at the last OSP, updated Improvement Plans were submitted to DfE on 24<sup>th</sup> February 2014 along with a report from the Independent Chair of the Improvement Board and the Independent Chair of the NSCB. We await a formal response from the DfE on these submitted documents which have been formally endorsed by partners and signed off by the Improvement Board. These

documents can be found at the following link  
<http://inet.norfolk.gov.uk/services/Childrens-Services/Raising-Norfolk/Childrens-Services-improvement-plans/index.htm>

- 3.2 Progress on achievement of Improvement Plan milestones and impact measures will be reported over the coming months as these plans start to be systematically delivered.
- 3.3 One of the key milestones in the previous three-month improvement plans was the delivery of an Eastern Region Peer Safeguarding Health Check (Peer Review). This review took place on week commencing 31<sup>st</sup> March and was an opportunity to test quantitative and qualitative performance in four areas of children's services business:
- Quality Assurance
  - Performance
  - People
  - Partnerships
- 3.4 The findings of this five-strong Peer Review team led by the Essex Director of Children's Services can be viewed at the following link <http://inet.norfolk.gov.uk/download/INET146038>. In summary the Review team found that the improvement activities carried out over the past 6 months have delivered tangible benefits including:
- Audit activity is helping to drive up the quality of social worker and social care practice
  - A performance culture can be evidenced at all levels in the organisation
  - The work-force is committed to improving and is passionate about improving the lives of Norfolk's children
  - Partners are working closely together on the improvement journey
- 3.5 The Review team also found that there were key areas of further improvement to make including:
- The quality of social work and social care practice is not yet consistently good
  - Performance data needs to drive the next phase of the improvement journey
  - The workforce needs to be structured so that it more efficiently and effectively delivers positive outcomes for all children
  - Through the NSCB, partners need to be more assiduous in their pursuit of excellence.

## 4 Update on the Early Help Performance Measures

- 4.1 Since many of the indicators reported at the last OSP remain as stated last time, it is proposed to report on these routinely on a quarterly basis and by exception where performance is deemed to be significantly adrift of targets and milestones set. At the March OSP, members requested further detail on Children's Centre performance and this report is on the agenda for this OSP.

## 5 Update on the Looked After Children Performance Measures

5.1 There were 4 areas that were targeted for immediate improvement:

	<b>Feb</b>	<b>Mar</b>
Percentage of LAC with up-to-date Care Plan	<b>50.9</b>	<b>77.1</b>
Care Leavers with Pathway Plan authorised in last 6 months	<b>35.5</b>	<b>38.8</b>
LAC with up-to-date Health Arrangements	<b>78.8</b>	<b>79.1</b>
LAC with up-to-date PEPs	<b>83.6</b>	<b>84.2</b>

5.2 The two critical areas that required attention in relation to the Looked After population were Looked After plans and Pathway plans.

5.3 The end of March data suggests in relation to Looked After plans, performance is now at 77.1%. This is an improvement but there were still some significant variations. Within the six Looked After teams, three were over 90% and one was at 87 %. In the other two teams performance was at 51.7% and 43.1%.

5.4 Following the publication of the March data, an action plan was instigated to bring the two outliers into line with the other four teams. As at April 14<sup>th</sup> there are now only 19 children without a LAC plan some of which are outside of the LAC teams. This figure would translate to performance in excess of 98%.

5.5 In respect of the Pathway Plans, an element of double counting and/or under-reporting has been identified on careful analysis of the data. For instance the children listed as being in need of a Pathway plan number 242. If these were added to the 1151 needing a LAC plan we would have 1384 children in care, and we do not.

5.6 To eliminate this anomaly going forward we will report on two cohorts; LAC under 15 years and 6 months and LAC over 15 years and 6 months to distinguish between the two groups.

5.7 The programme for LAC plans being at 98% gives cause for solace and the manual trawl (not on Carefirst) indicates a performance in the top nineties.

5.8 The target for both Pathway Plans and LAC plans from here onwards will be 95%.

5.9 Norfolk has a high number of LAC in relation to both its statistical neighbours and the national picture. This is a long-standing, entrenched problem and indeed it is 16 years since Norfolk's LAC numbers compared favourably to those of its statistical neighbours.

5.10 High LAC numbers are not consistent with Norfolk's core Corporate principle that so long as it is consistent with their safety and well-being and their expressed view, we believe a child or young person should be brought up within their own family or the extended family network. That principle is firmly based in the findings from research and Norfolk's own experience that outcomes for LAC are generally poor in comparison to their peers.

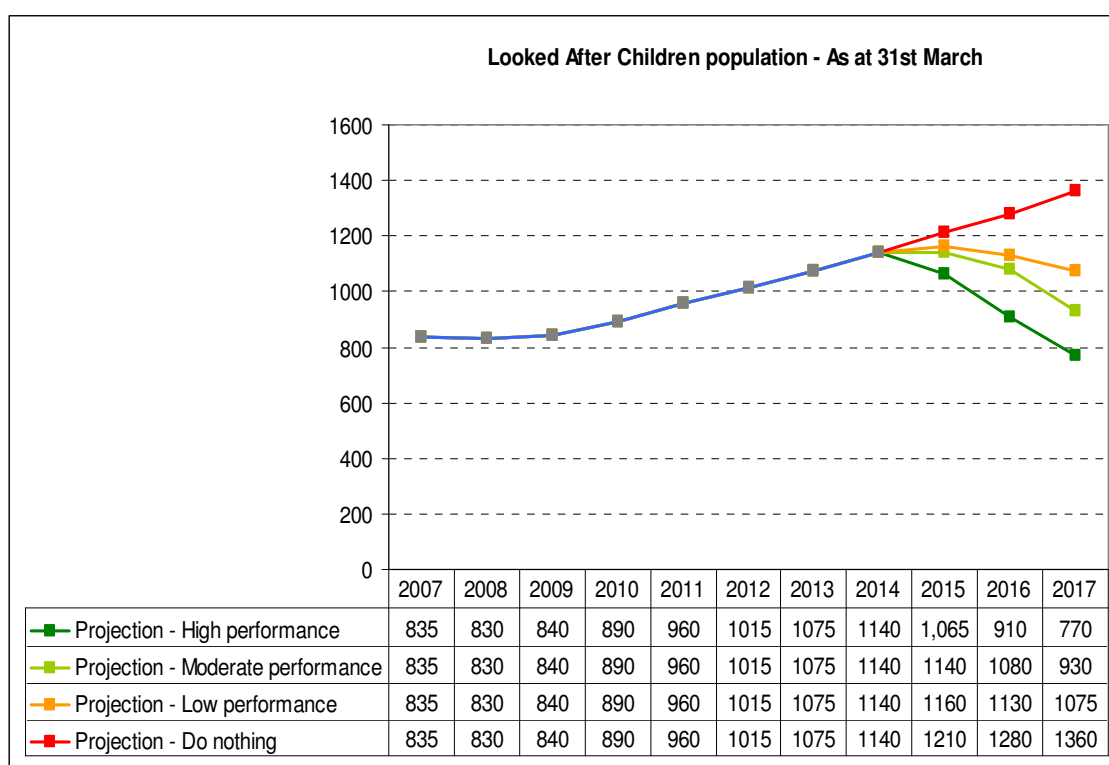
5.11 In addition to improving outcomes for Norfolk's LAC, significant change is necessary as current expenditure levels are not sustainable.

5.12 As a result of the above, significant reduction in LAC numbers has been established as a corporate priority and the current financial pressures within the system due to the current high numbers are shown in the finance section of this report below.

### 5.13 LAC Reduction Strategy

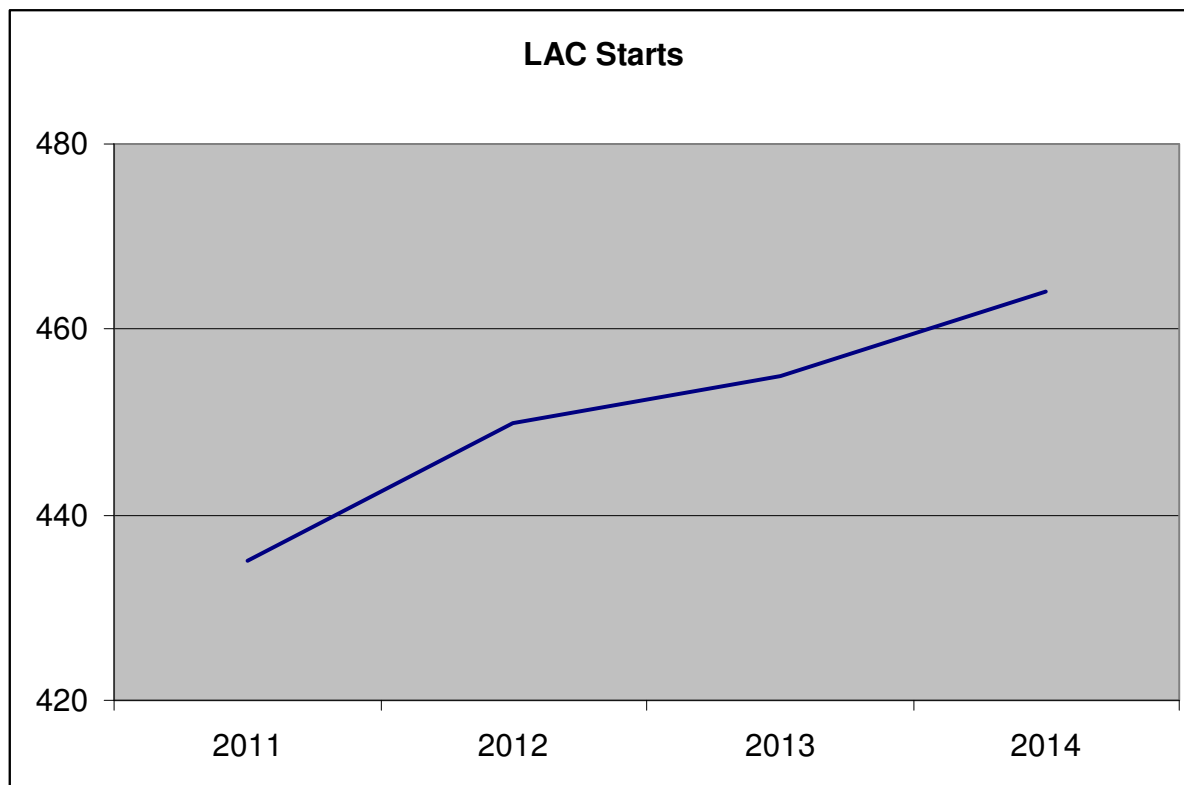
In November 2013, LAC numbers were 1149. Total LAC numbers as at 11/4/14 are 1147. The objective Norfolk has set itself within its LAC reduction strategy is to achieve a reduction to 770 LAC by March 2017.

5.14 In establishing that objective, four other LAs (Derbyshire, Northamptonshire, Essex and Warwickshire) were identified where similar patterns of increasing LAC numbers to Norfolk's had been evidenced but where a subsequent reduction had been achieved. The following graph uses the performance achieved by those authorities to show the projected impact on LAC numbers in Norfolk relative to High, Moderate and Low performance and also in the event that no action is taken.



- 5.15 Achieving the objective will require a two-pronged approach to address both reduction in the current cohort and reduction in the flow of new entrants. Reduction in the current cohort is more readily achievable but it must be noted that the current position is the result of a significant number of years of steady increase. As such, there is no 'quick fix'. Reduction in the flow is likely to be a 'slower burn' as it relies on effective intervention at an earlier point
- 5.16 **Current LAC population – actions taken/planned**  
A structured, systematic approach to reducing the current LAC population has been established by targeting specific cohorts for attention. The three initial cohorts identified were:
- children and young people LAC where reunification was achievable by March 2014
  - young people aged 17+
  - children and young people aged 13+ who had entered care in the previous 6 months
- 5.17 An experienced senior social worker has been tasked to focus solely on leading this work, in conjunction with individual Social Workers and Independent Reviewing Officers (IROs). The role effectively involves ensuring that time-bound and appropriately resourced plans are identified and delivered.
- 5.18 Within the cohorts identified:
- 29 x children have been successfully reunified
  - 55 young people aged 17+ have been identified as able and likely to benefit from a move to semi-independent/independent living and plans are being identified/progressed to achieve those moves
  - Children and young people aged 13+ who have entered care in the last 6 months are the next cohort for action and 73 have been identified as fitting that criteria.
- 5.19 A third of Norfolk's current LAC population are aged 15+ and 14% are aged 17+. As a result, a decision has been taken to establish a leaving care service and work has commenced to initiate this.
- 5.20 The effectiveness of this service will be dependent on the creation and delivery of high quality pathway plans. In addition to the significant improvement in performance which has been delivered around Pathway Plan completion, a review of that area has been completed by an Overview and Scrutiny Committee sub-group and an action plan is being implemented to deliver the recommendations made.
- 5.21 Closer working relationships with housing providers in both the social housing and private rented sectors are being established in order to further increase the range of accommodation options open to care leavers.
- 5.22 **New Entrants – actions taken/planned**  
The number of new entrants to care in Norfolk has risen steadily over many years
- the last 4 years are shown below:





- 5.23 Establishing a measurable and sustainable impact on new entrants, is seen as the key to long-term success, but is acknowledged as posing the greater challenge since it involves county-wide process, structure and cultural change.
- 5.24 To ensure consistency in both decision-making and practice around entry to care, a decision has been taken to introduce a panel process for all entries to care. In addition to being the sole decision-maker around all entries to care, the panel will also take a lead role in the allocation of placement resources and will consider, retrospectively, all cases where emergency accommodation has been made.
- 5.25 To compliment the additional scrutiny at the 'front-door' it is vital that we have a sufficient range and availability of services to support children and their families to stay together. To that end, a new post of Service Development Manager (Alternatives to Care) has been established to lead on the development and integration of both existing and new services.
- 5.26 The Children's Case Advisory Service (CCAS) continues to offer Social Workers the opportunity to discuss and plan resources for complex cases. Since its inception in September 2013 CCAS has discussed 407 children.

- 5.27 Feedback from Social Workers who have used the service includes:
- 100% of social workers felt that the CCAS referral process was clear and relevant to their case.
  - 87.5% of Social Workers felt the atmosphere at the CCAS enabled them to present their case effectively.
  - 100% of Social Workers felt they were given sufficient time to discuss their case and formulate a package.
  - 100% of Social Workers felt they received a comprehensive package that met the needs of their children and families.
  - 87.5% of Social Workers felt that the CCAS was a positive approach to addressing their case needs.
- 5.28 Outcomes tracking from CCAS requires further development and will be a priority task for the new Service Development Manager.

## **6 Update on Child Protection Performance Measures**

- 6.1 Core Assessments out of time continue a trend of slow decline. The number reporting out of time was 56 for the week ending 6<sup>th</sup> April. 67% of Core Assessments were completed within the statutory timescale.
- 6.2 Initial Assessments out of time continue to be a challenge and have stubbornly remained at about 130 however we are aware that some of this is due to managers taking a very robust stance over the quality of these. Where the quality of these assessments is found wanting, managers are sending them back to social workers to improve the quality and as a result of this they will be completed outside the prescribed timescale. This approach is approved by senior managers because it reinforces the message that both timeliness and quality of assessments is the desired outcome. The possible trade-off between quality and timeliness can be seen here however it is important that staff address both these measures of efficiency and effectiveness.
- 6.3 The number of strategy discussions taking place over 72 hours have been only a handful for several months and currently show as only 4.
- 6.4 The number of Section 47's (Child protection investigations) taking place outside the statutory timescale was down to negligible numbers in January but has crept up again through March and April to 27. This is an area for attention over the next month.
- 6.5 The number of child protection (CP) cases not allocated to a qualified social worker should be zero but the data can report a number if the cut is taken before a case is actually allocated. We are confident that CP cases are not being allocated to non-social work qualified staff and for March this figure is 11 cases out of 538 cases (98% allocated).
- 6.6 Currently the highest risks for child protection are shown in the table below:

RISK	RAG	MITIGATION
Assessments out of timescales	Amber	1. Additional focussed resource via Public-Private partnership 2. The continued focus of divisional management teams on their weekly Performance data and consequent plans to manage workload
Instability of social work teams and challenge of recruiting experienced social workers	Red	NQSW project (NIPE) to develop newly qualified social workers through a supported year in practice. These 2 teams will work alongside 2 of the duty teams to develop expertise and mitigate the task of undertaking assessments in time-scale.
Some social workers caseloads are too high	Amber	See item re thresholds below
Thresholds for a referral to CSC is not generally agreed across the partnership. This leads to cases being referred and sometimes allocated for assessment at a lower tier of need.	Red	Under the auspices of NSCB work on thresholds to be addressed as an urgent priority and the development of a ubiquitous early help offer.

6.7 Over the next few months the following areas of activity will address the challenges outlined above:

- The development of a single assessment and methodology
- The re-alignment of children's social care teams to match a revised workflow that represents a more coherent journey for the child
- A formal external review of MASH
- The transfer of children's cases to the most appropriate teams

## 7 Revenue – Local Authority Budget

The original 2013/14 Children's Services revenue budget was £176.637 million. This has been increased to £181.087 million as a result of £2.950 million additional strengthening safeguarding services funding and £1.500 million additional for school improvement. There is no Local Authority funding of schools as they are funded completely by the Dedicated Schools Grant.

**This year end monitoring report shows a projected overspend of £1.519m for the year.**

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

### Revenue – Local Authority Budget

Division of service	Approved budget £m	Forecast Outturn £m	Forecast +Over/- Underspend £m	Forecast +Over/- Underspend as % of budget	Variance in forecast since last report £m
<b>Spending Increases</b>					
Looked After Children Agency -	24.506	27.117	+2.611	+11	-0.239
Residential /Kinship payments	1.665	2.294	+0.629	+38	+0.129
Special Education Needs - Home to School Transport	10.336	11.802	+1.466	+14	+0.265
Homelessness – Southwark judgement	0.000	0.110	+0.110	n/a	
Ofsted unregulated accommodation -16/17 year olds	1.026	1.826	+0.800	+78	+0.400
In-house fostering	7.000	7.879	+0.879	+13	+0.079
Disabilities Joint protocol with Community Services	0.000	0.400	+0.400	n/a	
<b>Spending Reductions</b>					
School Pension /Redundancy costs	4.095	3.536	-0.559	-14	
Looked After Children Legal	4.041	3.611	-0.430	-10	
Looked After Children Transport costs	0.752	0.587	-0.165	-22	
Advice and Guidance Services	1.752	1.545	-0.207	-12	
Business Support	6.476	6.036	-0.440	-7	-0.100
School Crossing	0.405	0.305	-0.100	-25	

Patrols					
MASH project	0.807	0.722	-0.085	-11	+0.020
School Sports Facilities	0.250	0.215	-0.035	-14	
Early Years Services	4.601	3.369	-1.232	-27	
Targeted Support Teams	1.090	0.815	-0.275	-25	-0.035
Clinical Commissioning Team	1.153	0.633	-0.520	-45	
Children's Centre Support	1.000	0.796	-0.204	-20	
Computing costs	0.541	0.441	-0.100	-18	
School Psychology Service	1.241	1.200	-0.041	-3	
Education Improvement	3.606	3.514	-0.092	-3	
DSG Early Years contribution	0.000	-0.500	-0.500	n/a	
Use of unconditional grants and contributions reserve	0.000	-0.326	-0.326	n/a	-0.126
Children's Services training	0.296	0.231	-0.065	-22	
<b>Total</b>			<b>+1.519</b>		<b>+0.393</b>

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

Division of service	Forecast +Over/ -Underspend £m	Reasons for variance
<b>Spending Increases</b>		
Looked After Children (LAC) - Agency placements	+2.611	Additional number of Looked After Children. The budget was set with an estimated incremental increase of 40 LAC children by 31 March 2014. At 30 November 2013 there were already an additional 62 Children.
Residential/Kinship payments	+0.629	Increased number of payments to prevent children coming into care
Special Education Needs - Home to School Transport	+1.466	Additional cost of school transport to Specialist Resource Bases and Short Stay Schools
Homelessness – Southwark judgement	+0.110	Additional costs in finding accommodation for 16/17 year olds to prevent homelessness
Ofsted unregulated accommodation -16/17 year olds	+0.800	Leaving Care additional cost of accommodation for 16/17 year olds on a spot purchase arrangement

In-house fostering	+0.879	Additional number of foster carers, higher accreditation payments and recruitment costs.
Disabilities Joint protocol with Community Services	+0.400	Payments to adults with disabilities to aid parenting for their children.
<b>Spending Reductions</b>		
School Pension /Redundancy costs	-0.559	Reduced number of school teachers being made redundant
Looked After Children Legal	-0.430	Reduced cost of legal services
Looked After Children Transport costs	-0.165	Tighter control on non public transport use
Advice and Guidance Services	-0.207	Reduced running costs
Business Support	-0.440	Savings on staff vacancy costs and reduced Running costs
School Crossing Patrols	-0.100	Savings on staff vacancy costs
MASH project	-0.085	Savings on staff vacancy costs
School Facilities	-0.035	Reduction of accommodation costs
Early Years Services	-1.232	Savings on Early Years training and Development and refund on Speech Therapy Service Level Agreement
Targeted Support Teams	-0.275	Turnover of staff and delay in recruitment to vacancies
Clinical Commissioning Team	-0.520	Delay in recruitment to team and reduced therapy costs
Children's Centre Support	-0.204	Reduced cost of Children's Centre support
Computing costs	-0.100	Reduced cost of annual contracts
School Psychology Service	-0.041	Deletion of annual training subscription.
Education Improvement	-0.092	Deletion in management posts following restructuring
DSG Early Years contribution	-0.500	Additional Dedicated Schools Grant contribution to Early Years Services
Use of unconditional grants and contributions reserve	-0.326	Unused unconditional grants written off to revenue
Children's Services training	-0.065	Additional grant to support social worker training

## 8. Revenue – Schools Budget

The Dedicated Schools Grant funds the Schools Budget. The Schools Budget has two main elements, the amounts delegated to schools and the amounts held centrally for pupil related spending. The amount delegated to schools includes a contingency which was allocated to schools for specific purposes.

The Dedicated Schools Grant can only be used for specified purposes and must be accounted for separately to the other Children's Services spending and funding.

### Variations on Dedicated Schools Grant Funded Budgets

The variations are presented in the same way variations within the budget for Local Authority services are being reported. The following summary table therefore shows for budgets with an in year variances, the actual spend for the year. The table shows the variance from the approved budget both in terms of a cash sum and as a percentage of the approved budget.

### Revenue – Schools Budget

Division of service	Approved budget £m	Forecast Outturn £m	Forecast +Over/- Underspend £m	Forecast +Over/ Underspend as % of budget	Variance in forecast since last report £m
<b>Spending Increases</b>					
Non Maintained Schools Education	11.442	11.729	+0.287	+3	
Early Years 1-2-1 Special Education Needs	0.380	0.804	+0.424	+112	+0.093
School staff redeployment	0.162	0.200	+0.038	+23	-0.023
Early years 3 & 4 year old places	17.330	17.817	+0.487	+3	+0.487
<b>Spending Reductions</b>					
School Maternity	1.415	1.335	-0.080	-6	
Suspended School Staff	0.403	0.281	-0.122	-30	-0.122
School carbon credits	1.000	0.560	-0.440	-44	
Early years 2 year old places	4.609	3.359	-1.250	-27	-0.150
Early years 2 year old infrastructure	1.809	0.959	-0.850	-47	+0.050
Minority Achievement Service	0.725	0.625	-0.100	-14	
Post 16 High Needs DSG funding	-444.114.	-444.669	(+)0.555	n/a	
School Central spend	2.315	4.476	+2.161	+93	-0.335
<b>Total</b>			<b>0.000</b>		

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

Division of service	Forecast +Over/- Underspend £m	Reasons for variance
<b>Spending Increases</b>		
Non Maintained Schools Education	+0.287	Additional cost of children being educated in non-maintained education provision
Early Years 1-2-1 Special Education Needs	+0.424	Additional SEN support for young children early
School staff redeployment	+0.038	Additional cost of school staff redeployments
Early years 3 & 4 year old places	+0.487	Reduced number of school staff on maternity leave
<b>Spending Reductions</b>		
School Maternity	-0.080	Reduced school claims on the school maternity fund
Suspended School Staff	-0.122	Reduced number and cost of suspended school staff
School carbon credits	-0.440	Reduced costs of school carbon credits
Early years 2 year old places	-1.250	Reduced number of Early Years 2 year old placements
Early years 2 year old infrastructure	-0.850	Reduced cost of Early Years 2 year old placements infrastructure costs
Minority Achievement Attainment Service	-0.100	Savings on restructuring of service and delay in recruitment to vacancies.
Post 16 High Needs DSG funding	(+)0.555	Additional post 16 High Needs DSG funding. Funding for FE Colleges now routed through the Local Authority.
School Central Fund	+2.161	Use of the schools contingency fund as a result of the above

## 9. Monitoring of budget investment decisions

As a result of the inadequate Ofsted inspection for safeguarding and subsequent improvement board and the more recent Ofsted inspection of Looked After Children and inspection of Local Authority support to Schools a number of immediate actions have been taken or identified to address the findings. The Local Authority initially identified £250k as a contribution to the costs of this improvement, this was further supplemented with a number of other announcements of funding. One off funding of £1.5m has been identified for school improvement and £2.7m has been identified for social care improvement. Additionally funding is available from the adoption reform grant, which is the grant that has been allocated to local authorities to support them to deliver against the government's reform programme. The table below summarises the areas this investment is being made in.



Area	Activities	Improvement Funding	Adoption Reform Grant
		£m	£m
Social Care	Improvement activities and support	0.400	
	Social care resource	2.550	
	Improvement resource and system enhancement		0.580
Education	External review of strategy	0.300	
	System enhancement	0.300	
	Evaluation and Intervention in underperforming schools	0.700	
	Improved commissioning arrangements	0.200	
		4.450	0.580

## 10. Capital Programme

	2013/14 £m	Future Years £m
Approved Budget	39.357	102.684
Forecast Outturn	38.732	102.684
<b>Variation from Approved Budget</b>	<b>-0.625</b>	<b>-0.000</b>

The 2013/14 approved capital budget contained £66.556 million of estimated payments in 2013/14. Since approval the approved budget has decreased by £27.199 million to £39.357 million. This is due to slippage from prior years.

The projected 2013/14 outturn based on the latest monitoring information is £38.732 million.

**This year end monitoring report shows a projected £0.625 million or 1.6% capital budget underspend for the year.**

All funding has been committed to individual schemes and programmes of work.

The reasons for the variance is analysed in the following table.

## Capital Programme - Variances

Scheme programme work	or of	Approved 2013-14 capital budget £m	Forecast 2013-14 capital outturn £m	Slippage since the previous report	Reasons
Surestart Extended schools		0.246	0.194	-0.052	Savings on project costs
Swaffham Children's Centre		0.113	0.077	-0.036	Savings on project costs
Toftwood Junior school		0.070	0.005	-0.065	Savings on project costs
Special school Specialist Resource Bases		0.063	0.014	-0.049	Savings on project costs
Specialised Diplomas		0.188	0.037	-0.151	Reduced cost of project
Specialist schools		0.093	0.000	-0.093	Savings on project costs
Other minor variations		41.672	41.600	-0.072	Savings on project costs
<b>Total</b>		<b>42.301</b>	<b>42.010</b>	<b>-0.625</b>	

### 11. School Balances

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;
- at the end of the Autumn term, taking account in particular of staff and pupil on roll changes;
- and if necessary, during the Spring term.

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

## School Balances as at 31 March 2014

Title/description	Balance at 31-03-13 £m	Forecast balance at 31-03-14 £m	Total variance £m	In year variance £m	Academy variance £m
Nursery schools	0.082	0.056	-0.026	-0.026	0.000
Primary schools	17.797	12.966	-4.831	-3.292	-1.539
Secondary schools	10.205	5.987	-4.218	-1.741	-2.477
Special schools	1.336	0.868	-0.468	-0.468	0.000
School Clusters	3.485	1.754	-1.731	-1.731	0.000
Partnerships	0.212	0.000	-0.212	-0.212	0.000
Short Stay Schools	0.307	0.000	-0.307	0.000	-0.307
<b>Total</b>	<b>33.424</b>	<b>21.631</b>	<b>-11.793</b>	<b>-7.470</b>	<b>-4.323</b>

## 12. Children's Services Reserves and Provisions

A number of Reserves and Provisions exist within Children's Services. The following table sets out the balances on the reserve and provision in the Children's Services accounts at 1 April 2013 and the balances at 31 March 2014.

The table has been divided between those reserves and provisions relating to Schools and those that are General Children's Services reserves and provisions.

### Children's Services Reserves and Provisions

Title/description	Balance at 01-04-13 £m	Forecast balance at 31-03-14 £m	Variance £m	Reason for variance
<b>Schools</b>				
Transport Days Equalisation Fund	0.690	0.249	-0.441	Increased number of home to school/college transport days in the 2013/14 financial year as a result of the timing of Easter.
Schools Contingency Fund	10.030	9.761	-0.269	Contribution from Early Years 2 year old provision etc (£1.874m) less investment in high need provision (£2.430 m) and post 16 High Needs funding (£0.555m)
Schools Non-Teaching Activities	1.010	1.010	0.000	
Building Maintenance	0.322	0.322	0.000	

Partnership Pool				
School Sickness Insurance Scheme	1.428	1.128	-0.300	Additional school sickness claims
School Playing surface sinking fund	0.409	0.409	0.000	
Education Provision for Holiday Pay	0.018	0.018	0.000	
Non BMPP Building Maintenance Fund	1.522	1.061	-0.461	School becoming an Academy
Norfolk PFI Sinking Fund	1.711	1.711	0.000	
<b>Schools total</b>	<b>17.140</b>	<b>15.669</b>	<b>-1.471</b>	
<b>Title/description</b>	<b>Balance at 31-03-13 £m</b>	<b>Forecast balance at 31-03-14 £m</b>	<b>Variance £m</b>	<b>Reason for variance</b>
<b>Children's Services</b>				
IT Earmarked Reserves	0.459	0.175	-0.284	Use of reserves
Repairs and Renewals Fund	0.211	0.141	-0.070	Use of reserves
Grants and Contributions	5.119	2.498	-2.621	Use of reserves
Children's Services post Ofsted Improvement Fund	0.000	1.600	+1.600	Slippage on use of additional funding from balances
<b>Children's Services total</b>	<b>5.789</b>	<b>4.414</b>	<b>-1.375</b>	
<b>Total</b>	<b>22.929</b>	<b>20.083</b>	<b>-2.846</b>	

## **13. Other Implications**

### **13.1 Equality Impact Assessment (EqIA)**

There are no specific implications. The scope of the CAA includes an assessment of the impact in tackling inequalities including the way in which we are working in partnership to meet the needs of diverse groups.

### **13.2 Impact on Children and Young People in Norfolk**

Measuring performance against the service plan actions and the performance measures is used to monitor progress against the service plans objectives and the impact for the children and young people. The financial changes outlined in this report are designed to minimise the impact on children and young people and maximise the allocation of resources to priority areas.

### **13.3 Any Other implications**

The approach is subject to an accompanying communication plan that alongside briefings sets out a methodology for an interactive dialogue between staff and managers on performance and outcomes. One key message that we have to convey is that in robustly tackling the capture of performance data so that decision-making and performance management is improved there will be a short period where performance appears to dip. This is a natural consequence of beginning to do the right things right and we will plan for this through all our communications channels

## **14. Section 17 – Crime and Disorder Act**

There are no specific implications. The inspection framework includes an assessment of how well Children's Services is working with partners to achieve shared priorities including reviewing how it is delivering safer and stronger communities for Norfolk.

## **15. Risk Implications/Assessment**

Risks to improving performance are contained within the Children's Services risk register. These continue to be monitored and reported on.

## **16. Action Required**

Children's Services Overview and Scrutiny Panel is asked to note the content of this report, in particular the following items are brought to the panel's attention:

- More schools are actively engaging in Norfolk to Good and Great (N2GG)
- More headteachers of good and outstanding schools are engaged in school to school support
- Primary schools indicate more children are on track for better Early Years and Key Stage 2 outcomes
- Support for secondary school improvement now needs to focus on improving the percentage of pupils on track to achieve better outcomes in 2014
- Participation in Norfolk at age 16 and 17 has improved significantly and is above the national average for those aged 16, and closer to the national average for age 17.
- Primary inspection outcomes are improving slightly
- Secondary inspection outcomes are improving.
- An Eastern Region Safeguarding Health Check (Peer Review) has recently taken place and has endorsed the NCC and partnership approach and progress towards improvement
- Looked After Children numbers have increased since last month and appropriate and proportionate actions are being taken to address this.
- Performance measures for child protection show improvement in parts with an urgent need to address the quality and timeliness of assessments.
- The Children's Services revenue budget shows a £1.519 million or 0.8% projected overspend for the year.
- The Schools Budget variations are contained within the approved contingency fund.
- The Children's Services capital budget shows a £0.625 million or 1.6 %
- Projected underspends for the year.
- The level of projected school balances at 31 March 2014 is £21.631 million.
- The level of projected balances and provisions at 31 March 2014 is £20.083 million.

## Officer Contact

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





## Norfolk Children's Services Education Improvement Plan Scorecard

Norfolk County Council (NCC) is committed to achieving the very best outcomes possible for Children and Young People. We will do this by embedding 4 key principles which are:

- Getting the basics right
- Leading and managing well
- Effective performance management
- Productive and purposeful partnership working

Central to this is our vision for children and young people:













*"We believe that all children have the right to be healthy, happy and safe; to be loved, valued and respected; and to have high aspirations for their future."*

April 2014







**Improving Times**  
...in Children's Services



## Summary Milestones – ‘A Good School for Every Norfolk Learner’ Strategy for Supporting School Improvement 2103 – 2015 -Dec 2013

By	Milestone (Strategy Plan - page 9)	RAG	Comments
Sep-13	Every Chair of Governors and headteacher knows whether it is a school causing concern, school requiring improvement or a provider of system leadership		All schools risk assessed. Letters to all Heads and CoGs July 2013. Revised Sept/Oct 13
By Dec 2013	Norfolk strategic plan is scrutinised and evaluated for potential impact on Norfolk outcomes		ISOS review carried out Oct 2013. Report published Nov 21st 2013. Recommendation adopted in revised plan.
	100% of schools of concern have undertaken a review of governance (if they have not done so within the last year)		LA Governors Services working through all SCC. Have recently increased capacity in order to accelerate Reviews.
	100% of governing bodies of cohort 1 schools in N2GG have a plan of action which has been evaluated and agreed by the LA		30 N2GG cohort 1 schools have agreed plan in place.
	80% of pupils in schools causing concern are on track to make expected progress		School data collected and analysed by Nov 22nd 2013.
			Primary schools of concern indicate 77% of pupils are on track. Secondary schools indicate 55%
	80% of pupils in RI schools or those at risk of RI are on track to make expected progress and to attain at least in line with national expected level		School data collected and analysed by Nov 22nd 2013. Primary schools of concern indicate 77% of pupils are on track. Secondary schools indicate 55% Note that the number of secondary schools of concern, that are not Academies is only 3. (The LA does not have, as yet, any protocol for collecting data from academies.) The Intervention service and N2GG will be using the school data to challenge both accuracy of teacher assessments and poor predictions for 2014.
			
	All schools in Ofsted categories have had financial delegation removed or have an Interim Executive Board in place		All in Ofsted Special measures have had financial delegation removed. 3 schools have an Interim Executive Board in place.
	All schools in Ofsted categories are working with the LA and DFE to become a sponsored Academy		Grade 4 schools - process begins within 1 week of Ofsted judgement.
	All good or better schools, as judged by Ofsted and LA, are engaged in or working towards system leadership		All good or outstanding schools have been contacted. Training to accredit new Norfolk System leaders has been scheduled for January.
	All milestones for improvement are being fully met		4 milestones are fully met. 4 are partially. 2 of these have been addressed with an increase in capacity to accelerate progress. This will enable the more ambitious milestone for April 2014 to be met. 2 are directly dependent on primary schools as are reliant on pupil progress data. Intervention Officers from our Intervention Service and the N2GG programme will be focusing on this to improve the acceleration of pupil progress. 2 are not met and are directly dependent on secondary schools as are reliant on pupil progress data. Intervention Officers from our Intervention Service and the N2GG programme will be focusing on this to improve the acceleration of pupil progress.

## Summary Milestones – ‘A Good School for Every Norfolk Learner’ Strategy for Supporting School Improvement 2103 – 2015 -April 2014

By	Milestone (Strategy Plan - page 9)	RAG	Comments
By April 2014	100% of governing bodies, identified as weak by the external review of governance have additional governors, removal of delegated powers or have been replaced with an IEB		All school in special measures or serious weaknesses have had financial delegation removed from the Governing body. (17 schools to date). All schools with inadequate governance with insufficient capacity to improve have an IEB or IEB pending. ( 5 schools to date). All schools of concern where there are significant issues about capacity of governance have had a review of governance. 34 have had formal reviews. 6 have been assessed as having strong governance. 3 are converting to academy status.
	90% of pupils in schools causing concern are on track to make expected progress		The spring term predictions indicates that 88% of pupils are on track to make expected progress.
			Secondary progress data is still to be confirmed.
	80% of pupils in RI schools or those at risk of RI are on track to make expected progress and attain at least in line with national expected level and in line with FFT estimates at 25 <sup>th</sup> percentile		The spring term predictions indicates that 91% of pupils are on track to make expected progress.
			Secondary progress data is still to be confirmed.
	% of schools in receipt of a Performance, Standards and Safety Warning Notice is in line with regional average		4 PSSWNs have been issued since September 2014. (DFE have not published data since Sept 2013).
	System leadership is drawn from 75% of good or better Norfolk schools		83% of good or outstanding Norfolk schools are now engaged in delivering ,or working towards, providing system leadership to other Norfolk schools.
	Monitoring shows good progress towards all targets		TBC once secondary progress data is confirmed.

## Summary Milestones – ‘A Good School for Every Norfolk Learner’ Strategy for Supporting School Improvement 2103 – 2015 –July 2014

By	Milestone (Strategy Plan - page 9)	RAG	Comments
By July 2014	80% of schools causing concern have made rapid progress and are no longer schools of concern		
	80% of RI schools, or at risk of RI, that are inspected by Ofsted have achieved a good or better outcome		
	Meet target for 2014 for % of schools judged good or better		
	80% of pupils in schools causing concern are making expected progress and on track to attain at least in line with national expected level and with FFT estimates at 25th percentile		
	90% of pupils in RI schools or those at risk of RI are making expected progress and attaining at least in line with national expected level and with FFT estimates at 25th percentile		
	% of schools in receipt of a Performance, Standards and Safety Warning Notice is above the national average		
	All schools in Ofsted categories have had financial delegation removed or have an Interim Executive Board in place		
	All schools in Ofsted categories are working with the LA and DFE to become a sponsored Academy		
	System leadership is drawn from 90% of good or better Norfolk schools		
	The % of outstanding schools is at least in line with the national average		
	Evaluation of impact shows that all targets for improvement have been met		

## Performance Monitoring – Against LA High Level Strategic Targets for Improvement

### Aim 1: Raise Standards at all Key Stages

Data is collected each half term from the 200 Norfolk schools that are identified through the LA risk assessment as schools causing concern (SCC) including Academies, and those already judged to require improvement or those at risk of requiring improvement (RI). The data collected from these schools is analysed school by school by the Education Achievement service and an interpretation is sent back to the school with comments. The Education Intervention Service then follow up with schools of concern to quality assure the data provided.

Each school's data is aggregated to calculate an overall percentage in order to monitor whether all SCC and all RI are on track to meet 2014 targets. This data is then further aggregated with the 2013 outcomes for the remaining schools (ie those that are risk assessed as good or better) to see the impact of intervention and support on the overall trajectory to meet 2014 targets.

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

Outcomes from school inspections are monitored weekly. A report is provided to the Assistant Director of Children's Services showing the impact of Norfolk inspections on our trajectory towards our 2014 targets. Further analysis is undertaken to show the impact of intervention, challenge and support on inspection outcomes by LA risk category.

Key		
Green (G)	Performance is on target, no action required.	*Latest – represents the latest value and rating available at the time of reporting
Amber (A)	Performance is slightly off-track.	
Red (R)	Performance is worse than the target, action required.	
Frequency	Frequency of reporting is given against each measure - available Monthly [M], Quarterly [Q], Bi-annually [B] or Annually [A], some measures with © against are cumulative figures so data cannot be compared month to month as numbers will always increase.	

# **Aim 1: Raise Standards at all Key Stages**

Percentages represent the percentage of pupils.

	LA Category (No. of schools)	2012		2013		Norfolk Aut 1	Norfolk Aut 2	Norfolk Spr 1	Norfolk Spr 2	Norfolk Sum 1	Norfolk Sum 2	* Latest Rating	Norfolk 2014 Target
		Norfolk	National	Norfolk	National	Half termly pupil progress data, collected from schools causing concern & requiring improvement							
1.1 Improve Early Years outcomes  (% achieving a Good Level of Development)	All (311)	N/A	N/A	45%	52%	51%	51%	54%				G	55%
	SCC (81)			39%		54%	55%	62%					50%
	RI (61)			39%		59%	59%	62%					50%
1.2 Improve outcomes at Key Stage 2  (%achieving Level 4+ in Reading, Writing and Mathematics)	All (297)	69%	75%	71%	75%	76%	74%	78%				G	77%
	SCC (74)			59%		77%	76%	74%					79%
	RI (86)			68%		77%	75%	78%					81%
1.3 Improve outcomes at Key Stage 4  (%achieving 5 GCSE 5A*-C including English and Maths)	All (51)	56%	59%	54%	60%	55%	56%	57%				A	61%
	SCC (16)			47%		42%	44%	58%					56%
	RI (15)			49%		52%	57%	57%					61%
1.4 Increase participation post 16	Age 16+	91%	92%	85.1 (Sept 13	93.9%	95.02						G	96%
	Age 17+	80 %	84%	78 (Sept13)	85.6%	81.09						R	92%



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

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

		July 2012		July 2013		December 2013			April 2014			July 2014			Norfolk Latest in relation to July target
		Norfolk Actual	National (June 2012)	Norfolk Actual	National (June 2013)	Norfolk Actual	Norfolk Target	National	Norfolk Actual	Norfolk Target	National	Norfolk Actual	Norfolk Target	National	
% should increase	2.1 Improve %Early Years settings judged good or better	78% (716 / 919)	74%	78% (715/ 913)	77%	78%	80%		78% (700/894)	81%			82%		78% (700/894)
	2.2 Improve %Primary phase schools judged good or better	60% (214/358)	69%	64% (224/350)	78%	66% (232/352)	67%	80%	69% (237/345)	69%			78%		69% (237/345)
	2.3 Improve %Secondary phase schools judged good or better	47% [22/47]	66%	63% [30/48]	72%	(64%) (30/45)	62%	72%	65 (28/43)	63%			75%		65 (28/43)
	2.4 Improve %Special schools judged good or better	91% [10/11]	81%	82% [9/11]	87%	82% (9/11)			82% (9/11)	82%			82%		82% (9/11)
% should decrease	2.5 Reduce % of schools in an Ofsted category	3% [14/419]	3%	4% [16/413]	3%	5% (19/409)	3%		4% (16/400)	3%			2%		4% (16/400)
	2.6 Reduce % of schools judged to Require Improvement (inc. Satisfactory)	37% [157/419]	28%	32% [137/425]	19%	29% (118/409)	30%		27% (109/400)	28%			20%		27% (109/400)

Norfolk Latest and December figures are based on published outcomes as of 02/02/2014

The change in the number of schools reflects school closure and opening of new schools, often as a sponsored academy

Norfolk Safeguarding Children Board

**Child Sexual Exploitation Strategic Development Group**

Report by the Director of Children's Services.

**Summary**

A report on Child Sexual Exploitation was tabled at the Overview and Scrutiny Panel in June 2013. As the O & S Panel will be aware, the Child Sexual Exploitation (CSE) Sub Group was formally established by the Norfolk Safeguarding Children Board (NSCB) in 2012 under the then leadership of Detective Superintendent Katie Elliott from Norfolk Constabulary. The chairmanship of the Board was taken over by Detective Superintendent Julie Wvendth in early 2013 and the sub group currently sees strong and committed membership and active participation by the majority of agencies across the county. The progress of the subgroup is recognised and credit must be given to all attendees and also to the Board Business Manager who has played a vital role in progressing this agenda.

This report summarises the progress made to date as well as continuing challenges. This includes:

1. The Strategic Overview and Focus
2. Norfolk's response
3. Communications and training awareness

The NSCB has recently agreed that CSE is one of its key priorities: the actions and outcomes for tackling CSE are reported regularly to the Board and the vulnerable cohorts are monitored closely and regularly to ensure children are identified and protected and, wherever possible, perpetrators are convicted.

**Recommendation:**

The NSCB has recently approved a number of recommendations linked to the headings above. The O & S Panel are requested to continue to support the awareness raising activities around CSE.

**1. Background**

- 1.1 The CSE Sub group has continued to develop its work in response to the most recent guidance emerging nationally, including the Office of Children's Commissioner (OCC)'s report into gangs. The subtitle of this report is: **'It isn't hidden – you just haven't looked for it'**

**2. Strategy and Focus**

- 2.2 The existing CSE strategy has been recently refreshed and updated (Appendix A) and was signed off by the NSCB in March 2014. The strategy now reflects the government's 'See Me, Hear Me' Framework and has six key strands:

- Involving children and young people in the county response to CSE
- Providing Leadership and Working in Partnership
- Training and awareness raising
- Identification and understanding of risk through problem / geographic profiling



- Engagement, intervention and supporting victims
- Disrupting and Prosecuting offenders

- 2.3 The current NSCB CSE action plan is constantly updated as a result of any new national guidance by the Chair of the subgroup and the Board Business manager. Some of the actions are still shown as 'red' – the majority of these relate to proactive geographic or problem profiling within the county. This remains an area of concern for the subgroup and would require some dedicated resource to address.
- 2.4 The key focus of the group is to place the child at the centre of all that is undertaken around CSE across the county and links and liaison with the NSCB Shadow Board are strong. Views and voices of children and young people are key to the success of the group and to tackling the issues in Norfolk and it is a primary focus for the subgroup to further expand these links in the coming twelve months.

### **3. The CSE response in Norfolk and the data so far**

- 3.1 The Multi-Agency Safeguarding Hub (MASH) houses the Norfolk CSE team which is currently made up of:
- two Police Officers
  - a Police Intelligence Officer
  - a Team Manager from Children's Social Care and
  - a 'return home' visitor from The Magdalene Group.
- 3.2 Strong links are established with the Police Missing Person Co-ordinator (Police Sergeant Role) and the Reaching Out for Sexual Exploitation (ROSE) team through their befriending services. Children's Social Care are seeking to employ a dedicated administrator within the team to assist in the collation of statistics and data as this work is at present undertaken by the Police officers within the team. The Police are also looking to expand their resources to CSE and provide a dedicated CSE Police Sergeant and potentially a dedicated Case Investigator who will assist in visiting children at risk.
- 3.3 It is however clear that the resource provided at present is insufficient to manage the number of referrals being made to the MASH. The review of MASH recently commissioned will consider this as part of its work.
- 3.4 In February 100% of the referrals were submitted from Police who on average submit between 85 and 95% of the referrals received. All agencies are aware of the risk factors and warning signs and all agencies have received training in the referral methods. It is therefore unclear why agencies are not highlighting cases and this issue needs to be addressed with agency leads as a priority.
- 3.5 Whilst the Police have secured an officer to work on intelligence gathering and research, his ability to profile locations and 'hot spots' is limited. This is clearly work for an analyst with access to all agency systems who could overlay relevant data to ensure key locations were identified for target hardening and education / awareness raising. There is no analytical capacity within the MASH or the CSE team at present and this is identified by the subgroup as a significant gap. Discussions are underway with the UEA to ascertain if there is scope for a PHD student to assist with this work, however data access and vetting issues may preclude this option.
- 3.6 The NSCB accepted several recommendations to address the need for additional resources to address the growing trend in relation to CSE referrals to the MASH: the Director of Children's Services is working with the Chair of the subgroup to identify a

shared resource to complete data mapping / geographic profiling. They are also thinking creatively about how to develop the CSE data collection in line with the Digital Norfolk Ambition to ensure that the analytical gap that currently exists across the county in respect of CSE is addressed in the longer term.

- 3.7 Partner agencies are also addressing the referral issues within their own agencies in an attempt to increase the number of referrals from non-Police partners.

#### **4. Communications, training and awareness raising**

- 4.1 The CSE subgroup have agreed the need for a public facing awareness campaign around CSE in the coming months of 2014. This campaign will form part of an overarching communications strategy which will co-ordinate public awareness raising with targeted education to young people, parents and professionals.
- 4.2 The subgroup are currently revisiting the training provided via Education, by the Police and by The Magdalene Group to try and consolidate the material on offer and in an attempt to publicise it more widely and ensure the messages are clear and consistent in all packages. In addition, the subgroup would like to ensure that material is available for all three core groups (as detailed above) and to co-ordinate delivery as part of the communications strategy planned for this year.
- 4.3 To further enhance the county position, the NSCB Leadership Group has agreed to assist with payment for block bookings of Chelsea's Choice, a CSE focused play, for schools across the county. The Education Advisory Group are assisting with these arrangements and the Board Business Manager has recently convened a steering group to ensure that the play reaches as many schools and vulnerable cohorts as possible. Chelsea's Choice has been booked for a five week period (60 shows) from the second half of the Autumn term and will be available for schools and other children not in education from November 2014.
- 4.4 This roll out will coincide with a county CSE conference being planned by the subgroup. To date, this is in the early stages of planning but will be co-facilitated by the Shadow Board and will focus on professionals as its audience. The Chief Constable for Norfolk Constabulary has recently become the Association of Chief Police Officers (ACPO) lead for Child Abuse at a national level. This portfolio incorporates ownership of CSE and he has already provided his verbal agreement to present at the event. In addition, talks are being held with Norwich City Football Club to gauge how they can become involved in the agenda and assist at the conference itself. The conference will include a performance of Chelsea's Choice, a presentation from a group called Parents Against Sexual Exploitation (PACE) and learning from national Serious Case Reviews to bring learning from CSE cases to Norfolk.

#### **5. Resource Implications**

- 5.1 **Finance:** Financial implications will be monitored: resources are currently in place or have been identified to tackle the issue of Child Sexual Exploitation as it currently stands, however it is imperative that the MASH has sufficient capacity to deal with increased referrals ahead of the roll out of Chelsea's Choice and that there is resource in place to gather and analyse the intelligence generated from these referrals and other sources in order for Norfolk to demonstrate that it is proactively tackling the issue of CSE

#### **6. Other Implications**

## **6.1 Equality Impact Assessment (EqIA)**

There are no specific implications. The information included in this report represents activity as agreed as part of the Council's wider strategic agenda to address inequality over the medium to long term.

## **6.2 Impact on Children and Young People in Norfolk**

The implementation of the NSCB's CSE Strategy as well as the CSE play, Chelsea's Choice, will have a beneficial impact on safeguarding vulnerable young people in Norfolk.

## **6.3 Any Other Implications**

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

## **7. Section 17 – Crime and Disorder Act**

- 7.1 The Act requires local authorities to consider crime and disorder reduction in the exercise of all their duties and activities. The direct implications have been considered and the impact on crime and disorder will be positive if child sexual exploitation activity is disrupted and perpetrators are identified and prosecuted.

## **8. Risk Implications/Assessment**

- 8.1 The NSCB risk register is reviewed by the Board's Monitoring and Evaluation Group as well as being regularly updated with information from partner agencies. At a local level, the risks are also taken to the Local safeguarding Children Group.

## **9. Action Required**

- 9.1 Members of the OSP should be aware that:
- 9.2 Norfolk has made a great start to the awareness raising around CSE and notably the links between CSE and missing over the past year. Agencies are still bought into the agenda, although there are some agencies who are still yet to provide a named contact.
- 9.3 However, Norfolk's position is at best reactive at present. Once we have secured material for a public facing awareness campaign and arranged the conference later this year, it is hoped that our response can become more proactive and seek to tease out those children and young people who are on the boundaries of becoming exploited. Only through detailed analysis of information from all partners will this be a possibility and this should be the focus of the Board for the coming months.
- 9.4 There is still a considerable amount of work to do around CSE, with the focus on:
- Training all staff and raising awareness of CSE across the county
  - Developing the intervention options, including working with parents
  - Monitoring the impact of the work through robust data collection
- 9.5 The Norfolk Safeguarding Children Board requests that Scrutiny supports the work of the CSE Strategic Development Group by raising awareness of Child Sexual Exploitation and recognising the issues faced by children and young people vulnerable to exploitation.

## Officer Contact

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# Norfolk Safeguarding Children's Board

‘It isn’t hidden – you just  
haven’t looked for it.’

A Strategic Response to  
Tackling Child Sexual  
Exploitation in Norfolk

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## 1. Context of this document

**‘It isn’t hidden, - you just haven’t looked for it.’**

This document provides the strategic overview of the response the Norfolk Safeguarding Children Board (NSCB) is taking to the issue of Child Sexual Exploitation (CSE) in Norfolk. It is owned and monitored by the dedicated NSCB CSE subgroup. This sub group provides strategic direction and oversight at a multi-agency level for the management of and response to CSE within the county of Norfolk, linking this strategy to the NSCB CSE Action Plan and to the CSE protocols provided to guide practitioners in their response to CSE.

## 2. 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.’*

This definition of child sexual exploitation is used by government and other organisations.

## 3. The role of Local Safeguarding Children’s Boards (LSCBs)

LSCBs have the key responsibility for ensuring that the relevant organisations in each local area co-operate effectively to safeguard and promote the welfare of children. The *Safeguarding Children and Young People from Sexual Exploitation*<sup>1</sup> statutory guidance emphasised the importance of LSCB’s ensuring that the needs of children and young people who have been, or may be, sexually exploited, together with their families, are considered as they plan and commission services, develop policies and procedures, ensure that appropriate training is in place, communicate and raise awareness and monitor and evaluate the work that is being done.

The strategy also takes account of the Office of Children’s Commissioner *Inquiry into Child Sexual Exploitation in Gangs and Groups*, which clearly sets out seven principles of effective practice<sup>2</sup>. The NSCB is also committed to implementing the **See Me, Hear Me Framework** to ensure the partnership is meeting its obligations to children and young people and the professionals who work with them and encouraging their voice in the development of services.

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<sup>1</sup> *Safeguarding Children and Young People from Sexual Exploitation. Supplementary Guidance to Working Together to Safeguard Children* DCSF 2009

<sup>2</sup> *“If Only Someone Had Listened”, Inquiry into Child sexual exploitation in Gangs and Groups, Final Report, OCC 2013*

#### **4. Norfolk Safeguarding Children Board (NSCB) Policy statements**

- a. Sexual exploitation of children (CSE) is completely unacceptable. The only effective way to tackle the sexual exploitation of children is via effective multi agency and partnership working. The NSCB works in partnership with local and national organisations and networks to speak up for young people who are sexually exploited and to share knowledge and good practice. This area of work remains one of our most important challenges.
- b. We recognise that sexual exploitation can have a serious long term impact on every aspect of a child or young person's life, health and education. It can damage the lives of families and carers and can lead to family break ups. Effective interventions to assist with these longer term impacts are one of the key focus areas of the NSCB.
- c. It is our collective responsibility to identify those children and young people at risk of exploitation and our joint responsibility to protect them and safeguard them from further risk of harm. It is also our joint responsibility to prevent children becoming victims of this form of abuse and reduce the opportunities that offenders may have to exploit children in the future.
- d. We aim to raise the profile of child sexual exploitation in order to protect and safeguard children from harm. We shall achieve this by developing and maintaining effective local responses and through the delivery of an effective multi-agency strategy delivered by key partners through the CSE sub group. This includes the implementation of timely and effective risk assessments and the implementation of a comprehensive range of child centred interventions for children being, or at risk of being, sexually exploited.

#### **5. Principles underpinning the multi-agency response to CSE in Norfolk**

This strategic framework is founded upon the seven principles set out below. These are predicated on Articles 3, 12, 19, 24, 34 and 39 of the United Nations Convention on the Rights of the Child (UNCRC). Fulfilling the principles will ensure that children's rights under the UNCRC are honoured.

##### **5.1. The child's best interests must be the top priority**

The best interests of children and young people and their rights to protection must drive all decision making. The paramount principle (Children Act 1989) must be adhered to where applicable and children's rights under UNCRC Article 3 fully honoured.

The NSCB response to CSE seeks to take a child centred approach whilst at the same time recognising that to protect other children and future abuse there is a need to identify, disrupt and prosecute offenders. Sexual exploitation incorporates sexual, physical and emotional abuse, as well as, in some cases, neglect.

Children do not make informed choices to enter or remain in sexual exploitation. Rather, they do so through coercion, enticement, manipulation or desperation. Children under 16 years old cannot consent to sexual activity: sexual activity with children under the age of 13 is statutory rape. Those working with children should ensure they do not condone sexual behaviour to which a child cannot



consent and that condoned consent is challenged within professional practise. Sexually exploited children should be treated as victims of abuse, not as offenders. Children under 16 will always be dealt with as actual or potential victims. For young people from 16 to 18 years old, consideration may be given, ***in limited circumstances*** and where all other options have failed, to the use of criminal justice action.

The primary law enforcement effort must be against the coercers and sex abusers, who may be adults, but who could also be the child's peers or young people who are older than the child.

## **5.2. Participation of children and young people**

Services need to involve children and young people when decisions are being made about their care, protection and on-going support and should be kept informed on any issues that affect them throughout. Professionals must be mindful of children and young people's needs and equalities. Their UNCRC Article 12 rights must be honoured.

Many sexually exploited children have difficulty distinguishing between their own choices around sex and sexuality and the sexual activities into which they are coerced. This potential confusion needs to be handled with care and sensitivity by the adults working to protect them from harm.

## **5.3. Enduring relationships and support**

Support must be tailored to meet the needs of the child, according to their age, identity, ethnicity, belief, sexual orientation, disability, language, and stage of development. Children and young people have told us that a consistent person who remains with them throughout the whole period of their protection and on-going care is crucial to their recovery.

Effective safeguarding of children and young people harmed through sexual exploitation is best achieved if intervention is made early i.e. as soon as young people become involved in potentially risky activities. Professionals in contact with children and young people are well placed to identify this risk.

## **5.4. Comprehensive problem-profiling**

It is critical that agencies regularly complete problem profiles of their local area to analyse and understand all the patterns of exploitation to which children and young people are subjected to. A comprehensive problem-profile needs to be compiled with the oversight of the NSCB and shared across all key partners to inform the development of the multi-agency CSE strategy and action plan, the commissioning of services and the delivery of training and awareness-raising activity to support local professionals. It should include geographic information as well as intelligence from each agency, all of which can contribute to the picture across the county and subsequently direct the multi-agency response.

## **5.5. Effective information-sharing within and between agencies**

Norfolk's cross sector information-sharing protocol is predicated on the best interests and safeguarding of children and young people. All relevant agencies and services should be signatories and it should clearly state what information should be shared, by whom and the process for doing this. This agreement needs to form part of the overarching Multi Agency Safeguarding Hub (MASH) agreement as the county CSE team currently forms a part of the MASH.

## **5.6. Supervision, support and training of staff**

Norfolk services should invest in the development and support of staff including the provision of regular supervision and the opportunities for staff to reflect on practice. Those professionals who offer direct support to sexually exploited children and young people might require further intensive training and must have regular opportunities to reflect on their practice with a skilled consultant or supervisor.

## **5.7. Evaluation and review**

Evaluations and regular reviews of the effectiveness of the CSE strategy are necessary to ensure services and interventions are achieving their intended outcomes and meeting the child and young person's needs. Children and young people must be directly involved in this process in compliance with Article 12 of the UNCRC. This will ensure that performance is driven continuously by a cycle that leads to improvement. These principles need to be in place to ensure children and young people are seen, heard and made safe.

The **See Me, Hear Me** Framework also details three sets of simple and essential questions under the headings:

- Voice of the child
- Voice of the professional
- Protecting the Child

The evaluation questions will guide planning and decision making regarding the rights, welfare and protection children and young people who have been victims of CSE.

The **See Me, Hear Me** Framework outlines the functions and processes required to form a holistic response to sexual exploitation at a local level. The functions and processes are framed within the suggested structure within which the **See Me, Hear Me** Framework could be implemented. This ranges from accountability and strategic coordination to an end to end approach to intervention and service delivery at the ground level.

# **6. Norfolk Safeguarding Children Board CSE strategy 2014 – 2016:**

## **6.1 Involving children and young people in the county response to CSE**

The LSCB is committed to working with children and young people to ensure their activity is relevant to the needs of young people within the county of Norfolk and also to ensure that their communication activity and training for young people and parents is appropriate to the needs of children and young people in Norfolk.

## **6.2 Providing leadership and working in partnership**

The LSCB recognises the role it has to lead the partnership in the development and implementation of the CSE strategy and action plan and then the subsequent performance of the partnership in addressing CSE in Norfolk. In addition to this the need to address the issue of CSE and implement the action plan must be championed within individual organisations.

It is necessary for the LSCB to be satisfied that there is clear leadership and effective partnership working in this area.

The NSCB will therefore:

1. Identify CSE lead officers and champions within each agency.
2. Commit to CSE being a priority area for the LSCB to address through the retention of the CSE sub group
3. Develop a means of assessing and monitoring performance and effective service delivery in this area.

## 6.2 Training and awareness raising

It is important that all young people develop the knowledge and skills they need to make safe and healthy choices about relationships and sexual health. This will help them to avoid situations that put them at risk of sexual exploitation and to know who to turn to if they need advice and support. Communities, parents and all adults who work with or on behalf of children and young people need to understand what CSE is, how to identify where a child may be being exploited and what action to take. There is also a role for those in a position to commission or shape services and the response to CSE to be aware of the issue, its impact and the need for action.

Relationships and sex education must be provided by trained practitioners in every educational setting for all children and young people. This must be part of a holistic/whole-school approach to child protection that includes internet safety and all forms of bullying and harassment and the getting and giving of consent.

The NSCB CSE subgroup will support awareness raising activities with a clear communications action plan that recognizes three separate audiences:

- Children and young people
- Parents
- Professionals

Awareness raising activities will be monitored to assess impact and effectiveness.

The NSCB will therefore:

1. Work with partners to provide information for the local community, including awareness raising activities for young people and publicity for sources of help for those at risk
2. Ensure that appropriate training is in place for those working with children and young people, and communicate and raise awareness of CSE across agencies in Norfolk.
3. Raise awareness within agencies through strategic briefing and the identification of CSE leads for each agency.
4. Raise awareness directly with young people to enable them to safeguard themselves and their peers

### 6.3 Identification and understanding of risk: problem / geographic profiling

The NSCB has both a proactive and reactive response to understanding risks of CSE. Partner agencies will share information in order to understand the scale of the CSE problem. Data will be shared to identify the numbers of children who have been or who are at risk of being exploited in order to shape the ongoing strategic response to CSE in Norfolk. The sharing of data will also allow the proactive identification of those children where an intervention is needed to prevent CSE.

The NSCB will identify and assess risks through its Multi-Agency Safeguarding Hub which adheres to nationally and locally agreed information-sharing protocols. These protocols specify every agencies' and professional's responsibilities and duties for sharing information about children who are, or may be, in need of protection. All member agencies at both levels must be signatories and compliance is rigorously monitored.

The NSCB will continue to develop and implement its risk assessment process in order that, where a child is believed to be being exploited or vulnerable to CSE, a consistent assessment of risk can be made based on multi agency information and a proportionate response can be given.

Analysis of data will be carried out to identify if children are being exploited within the context of gangs, groups and networks or by lone perpetrators. Problem-profiling of victims, offenders, gangs, gang-associated girls, high risk businesses and neighbourhoods and other relevant factors will take place at both national and local levels. The NSCB will lead and co-ordinate the development of a local profile through the CSE sub group.

Norfolk will ensure that its Joint Strategic Needs Assessment includes evidence about the prevalence of CSE, identification and needs of high risk groups, local gangs, their membership and associated females. This information will be shared with commissioners to support commissioning decisions and priorities.

The NSCB will therefore:

1. Carry out analysis to identify hotspots, potential victims and perpetrators and the scale of the CSE problem in Norfolk.
2. Lead and co-ordinate the development of a local problem profile.
3. Ensure that Norfolk's Joint Strategic Needs Assessment includes evidence about the prevalence of CSE
4. Report on the prevalence of CSE and themes emerging from data analysis to the Health & Well Being Board to ensure that the information is linked to commissioning decisions and priorities

### 6.4 Engagement, intervention and supporting victims

It is essential that there is an effective response from services when the sexual exploitation of children is identified. Victims need a helpful, swift, understanding and supportive response, coordinated across partners and also need to understand how they will be helped now and in the future.

It is imperative that services are child centred. Services will be reviewed using the **See Me, Hear Me Framework** evaluation tools, which will capture information on:

- **Voice of the Child** – brings the voice and experiences of victims of CSE and those at risk to the fore. These questions were compiled and quality assured by a group of young people who have been victims of sexual exploitation. They were emphatic that protection and support can only be effective when these questions are addressed.

- **Voice of the Professional** – attends to the anxieties staff may have and highlights the questions which agencies must ask if they are to meet their responsibilities to care for and support their staff.
- **Protecting the Child** – details some of the questions which agencies need to satisfactorily answer in order to fulfil their statutory responsibilities for keeping all children safe.

In addition, where parents are a protective factor in CSE cases, they will be invited to evaluate and feedback on the support and interventions provided.

The NSCB will therefore:

1. Ensure that multi-agency resources are coordinated across Norfolk to ensure that a safe, responsive and effective service is provided to children and young people who experience CSE.
2. NSCB will continue to develop a menu of tactical options for intervention based on the level of risk that the child is believed to be exposed to.
3. Where there is a moderate or significant risk to the child a Multi-Agency Sexual Exploitation Meeting (MASE Meeting) will be used to develop a plan to protect the child and disrupt and/or prosecute the offenders.

## 6.5 Disrupting and prosecuting offenders

The disruption of the activity of those people who seek to sexually exploit children and young people is a key part of the NSCB strategy to protect them. Successfully prosecuting offenders can be the most effective way of halting offenders' access to children. Partners can work together to gather intelligence and evidence to support Norfolk Constabulary and the Crown Prosecution Service in bringing to justice those who offend against children in this way.

The NSCB will therefore:

1. Work together with statutory and non statutory partners, particularly those involved with children most at risk, to develop and implement disruption techniques.
2. Train partner agencies and organisations to understand their role in supporting prosecutions of offenders in CSE cases.
3. Specify in local procedures the role of professionals in gathering evidence of child sexual exploitation and examine how this information can be recorded and shared to support police action

## 7. Norfolk Safeguarding Children Board Action plan for CSE.

The NSCB recognises that its action plan will only be effective in tackling the sexual exploitation of children if the actions in it are progressed and implemented. The actions in the plan need to make a difference, help to prevent child sexual exploitation occurring and, where that is not possible, disrupt the activities of offenders and helping victims to cut free from the exploitation and recover. It is also very important that justice is obtained for victims and their families, and that the processes involved are as supportive to the young people involved as possible.

An action plan has been developed in support of the strategic areas identified within this strategy. This action plan also includes all of the key areas of responsibility for the LSCB in tackling this issue, as identified in key national documents: these include the DfE Action Plan to tackle Sexual Exploitation (November 2011), the Officer of the Children's Commissioner Final Report 'If Only Someone Had Listened' (November 2013) and the Association of Chief Police Officer CSE Action Plan (2012).

The delivery of the action plan will be coordinated through the CSE Sub Group and reports will be provided quarterly to the Performance, Improvement & Quality Assurance Group and to the NSCB meetings.

## **8. Review and Evaluation**

An evaluation of the progress against the action plan and the success of the interventions will be made in addition to the quarterly reports. These will be completed after twelve months and again after two years. The action plan is open to development in the light of new information or recommendations from national reports and will be continually updated as required.

CSE will be a regular item on the NSCB agenda so progress against the action plan and strategy can be provided, current data on numbers of CSE cases shared and any emerging issues for the Board to discuss and consider can be raised.

## Update on Social Care Workforce

Report by the Interim Director of Children's Services

### Summary

This paper reports on progress made in ensuring best use of the additional investment made by the Council in expanding frontline social work capacity in line with the areas for improvement identified in two Ofsted reports in 2013, and in particular:

- i) the progress made in securing the additional social workers required, and ..
- ii) the work done to secure the future supply of high quality social workers as a core component of a Children's Services workforce which can deliver sustainable improvement in performance and outcomes for children and young people.

### Recommendation:

Overview and Scrutiny Panel members are recommended to endorse the approach to delivering a sustainable workforce.

## 1. Background

- 1.1 At the 23 January 2014 Children's Services Overview and Scrutiny panel, a paper was presented that set out proposals for the recruitment of experienced social workers to provide the additional frontline capacity required. To maximise speed of impact, this proposed a twin track strategy of working with Comensura (the Council's approved contractor for the procurement of temporary staff) to procure an additional 50 agency social workers who could be immediately deployed to clear backlogs and reduce caseloads across the Safeguarding, Duty, Children in Need and Corporate Parenting teams while an innovative national marketing campaign was mounted to recruit experienced social workers to the Council's employment.
- 1.2. In both processes, rigorous quality criteria were applied to assess candidates' suitability and experience before they were taken on and deployed into teams, and all Social Workers recruited or engaged through the agency arrangements were given an intensive induction before being deployed into teams.

## 2. Where we are now

- 2.1 The procurement of additional agency social workers has been effective in that it was possible very quickly to provide the additional front line capacity required. Some of this was deployed in whole additional Safeguarding and Children In Need teams, managed by Agency Team Managers while in other cases additional posts were added to existing teams.
- 2.2 Some of these workers have now moved on but it has proved possible in most cases to replace them if necessary as well as continuing to engage agency "locum" social workers to cover short term vacancies caused by secondments, long term sickness absence, and maternity leave.

- 2.3. Alongside the procurement of agency workers, our innovative national recruitment marketing campaign ran in two phases from October to December last year and, more extensively, from 11 January to 31 March this year with the aim of attracting experienced Social Workers to move to and work for Norfolk.
- 2.4 The campaign attracted a high level of interest nationally with over 20,000 hits on the website. It resulted in a total of 101 applications of which 21 have been appointed directly into Social Worker posts with 13 applications still to be progressed to interview.
- 2.5 These appointees, along with a number of NQSWs already employed by us who have successfully completed their post-qualifying Assisted and Supported Year of Employment (ASYE), mean that we are now at the point where 40% of the additional frontline capacity agreed last year is populated with NCC employed Social Workers, reducing our dependency on agency staff.

### **3. Sustainable improvement – The Norfolk Institute of Practice Excellence**

- 3.1 One of the other effects of the national advertising campaign was that it attracted a large number of applications and expressions of interest from newly qualified social workers. We identified an opportunity in this response to create a “grow our own” solution to our future supply of high quality social workers over the next 12 to 36 months, and therefore an important building block in sustaining our improvement capacity in the medium term.
- 3.2. To capitalise on this opportunity, we have initiated the Norfolk Institute of Practice Excellence (NIPE) in partnership with UEA.
- 3.3 This will see the establishment of whole teams of up to 8 NQSWs, line managed by experienced Team Managers, or in the longer term, by experienced Assistant Team managers wishing to gain management experience at a higher level.
- 3.4 These team managers will manage and develop their teams of NQSW's through their ASYE into a level of professional competence where they can be confidently deployed into frontline teams, with a new cohort of NQSWs then brought into replace them to provide a continuous supply of qualified social workers with Norfolk Childrens Services experience.
- 3.5 The NIPE teams will provide additional in-house capacity to assist frontline teams by taking on responsibility for a number of carefully selected cases, again reducing our need to use agency workers.
- 3.6. There are a number of benefits to this approach. It enables us to take advantage of the current high numbers of NQSWs in the market, training them in Norfolk so that they know the County and families within it. It enables the NQSWs to become part of the Norfolk team and allows managers to assess their abilities and best fit in the organisation under supervision during placements within the teams. Experience also shows that there is a lower level of churn from ‘home grown’ social workers as they will associate with NCC Children’s Services.
- 3.7 It also provides the opportunity for the University of East Anglia and Norfolk County Council to further their reputation for practice excellence and innovation. Finally, it works to Norfolk’s strategic advantage as home and neighbouring authority to a cluster of high quality social work training institutions (UEA/City College/Anglia Ruskin/University College Suffolk) from which high calibre final Social Work students may be readily attracted to take up their first year of supported employment with



Norfolk Children's Services. (Many students from UEA and City College already enjoy successful student placements with Social Work teams in NCC Children's Services.)

- 3.8. Work is already underway to set up two NIPE teams. Two experienced Team Managers are now in post on one year fixed-term contracts and have already interviewed a number of NQSWs shortlisted from those responding to our national advertising campaign, and from another 32 who applied to a more recent advert targeted specifically at NQSWs. The indications are that we will be able to fill both teams.
- 3.9. There will be a further cohort of NQSWs who will be qualifying in September 2014 and from whom additional NIPE teams could be created if we judged that this was safe and effective to do so.

#### **4. Sustainable improvement – The Skylakes Partnership**

- 4.1. The “grow your own” NIPE solution to the supply of experienced social workers requires a period of time for to mature and get to the point where those social workers graduating from the NIPE teams can begin to populate frontline teams. So the NIPE initiative will be supported in the short term by a time-limited Public–Private partnership with Skylakes Social Work, the delivery arm of Sanctuary Health and Social Care Group.
- 4.2. Under the partnership agreement, Skylakes will be responsible for providing an experienced Team Manager and team of experienced Social Workers and administrative staff. To assist with demand for assessment of need in respect of children referred via the Multi Agency Safeguarding Hub (MASH). This will in turn assist Norfolk County Council to secure its responsibilities under relevant legislation for a number of children and families, on a 12 month basis.
- 4.3. Within the partnership arrangement, assessments, planning and intervention will be carried out in accordance with the Working Together to Safeguard Children guidance of March 2013 and will be completed in line with statutory guidance and timescales. There will be a payment by results approach with a thorough quality assurance framework in place to review quality and timeliness.
- 4.4. These cases will be taken from Duty teams and will most likely be initial assessments (I.A.'s), subsequent core assessments (C.A's.) and Section 47 investigations as required to the point of transfer or closure.

#### **5. Sustainable Improvement - Summary**

- 5.1. The work of NIPE provides the potential over the medium and long term for the Council to fill more of its expanded frontline capacity with social workers who are employed by the Council itself.
- 5.2. Alongside NIPE, frontline capacity will be maintained through the Skylakes Partnership, the managed (and reducing) use of agency social workers, and by the continuing recruitment of “ready made” experienced social workers from our periodically refreshed national advertising campaign.

## 6. Resource Implications

### 6.1 Finance:

	£m
<b><i>Recruitment Campaign</i></b>	
<b>Expenditure</b>	
Cost of recruitment campaign	0.080
<b>Total</b>	0.080
<b>Funded by</b>	
Additional improvement budget	(0.080)
<b>Total</b>	(0.080)
<b><i>Short to medium term solution</i></b>	
<b>Expenditure</b>	
Public – Private Partnership	0.550
Continued Temporary Agency Social workers	1.000
Existing established agency social worker	0.800
Norfolk Institute for Practice Excellence	0.700
<b>Total</b>	<b>3.050</b>
<b>Funded by</b>	
Increased annual staffing budget	(2.300)
2013/14 carried forward improvement money and grant	(0.490)
2014/15 Adoption reform grant	(0.260)
<b>Total</b>	<b>(3.050)</b>

6.2 **Staff:** The transition from agency staffing to the short to medium term solution will take careful planning and co-ordination. A short-term secondment to a temporary post to support this is being paid for from the Social Care Staff Development budget to ensure the back office support is in place to allow for a successful transition. The reduction in the number of current agency temporary workers is increasing the pressure on existing staffing arrangements, which is being demonstrated by the performance data. The sensitivities around the continued use of an external provider will be carefully managed through teams and in consultation with Unions.

6.3 **Property:** Once the final decision on where we need staff is made, there may be some accommodation implications; these will be addressed if and when they arise. Additionally it is important that the property requirements

6.4 **IT:** Children's Services are in phase 1 of DNA and we are working closely with the ICT Business Partner for Social Care to ensure that the ICT solution meets the needs of the social workers.

## 7. Other Implications

7.1 **Legal Implications:** None

7.2 **Human Rights:** None

- 7.3 **Equality Impact Assessment (EqIA)** Improvements to children's services leading to better outcomes for children and families will enhance equality of opportunity for some of the most disadvantaged groups in Norfolk.
- 7.4 **Communications:** Communications and marketing are supporting this process both externally and internally
- 7.5 **Impact on Children and Young People in Norfolk** having more social workers in our system, especially with a move to an Early Help model will have a positive impact on the children and families in Norfolk.
- 7.6 **Health and Safety Implications:** There are no direct health and safety implications implicit here however there are health and safety implications for a variety of service offers to children and families.
- 7.7 **Any Other implications:** Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account at this time.
8. **Section 17 – Crime and Disorder Act** There are no direct implications
9. **Risk Implications/Assessment** The current status of children's services in Norfolk as 'inadequate' represents a high risk for the Council and its partners. The corporate risk register reflects this status and details mitigations.
10. **Action Required**
- 10.1 Overview and Scrutiny Panel members are recommended to note the contents of this report and comment on the approach to delivering a sustainable workforce.

## Background Papers

2014 Social Work Campaign Plan

## Officer Contact

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

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# Report to Children's Services Overview & Scrutiny Panel

1 May 2014

Item No...13.....

## Additional Learning places

Report by the Interim Director of Children's Services

### Summary

If young people are to continue in learning - as they are required to do under the Raising of the Participation Age - there will need to be an increase of the number of learning places available in 2014 and 2015.

This report details the projected number of learners, the additional numbers of places required, the number of funded places available and the local authority strategy to support providers to grow places that meet the needs of the learners.

### Recommendation

Children's Services Overview and Scrutiny Panel is asked to note the contents of this report and to approve the direction of travel that is outlined.

## 1. Background

The Education and Skills Act 2008 legislated to increase the age of compulsory participation in education or training to age 18 by 2015 and to the end of the academic year in which young people turn 17 in 2013 so that all young people have the opportunity to participate and achieve.

Local authorities have **existing responsibilities** to support young people into education or training as detailed below:

- **Secure sufficient suitable education and training provision** for all young people aged 16-19 and for those aged 20-24 with a Learning Difficulty Assessment in their area<sup>1</sup>

**Year groups, ages and eventual expectations are as follows:**

Year Group	Age (in September)	Education or training
Year 10	14	Must be at school or equivalent. This could be FE College or University Technical College
Year 11	15	

<sup>1</sup> Statutory Guidance for the participation of young people into education, employment or training Department for Education March 2013

Year 12	16	Should be participating in some form of education or training and this can be on a part time basis.
Year 13	17	

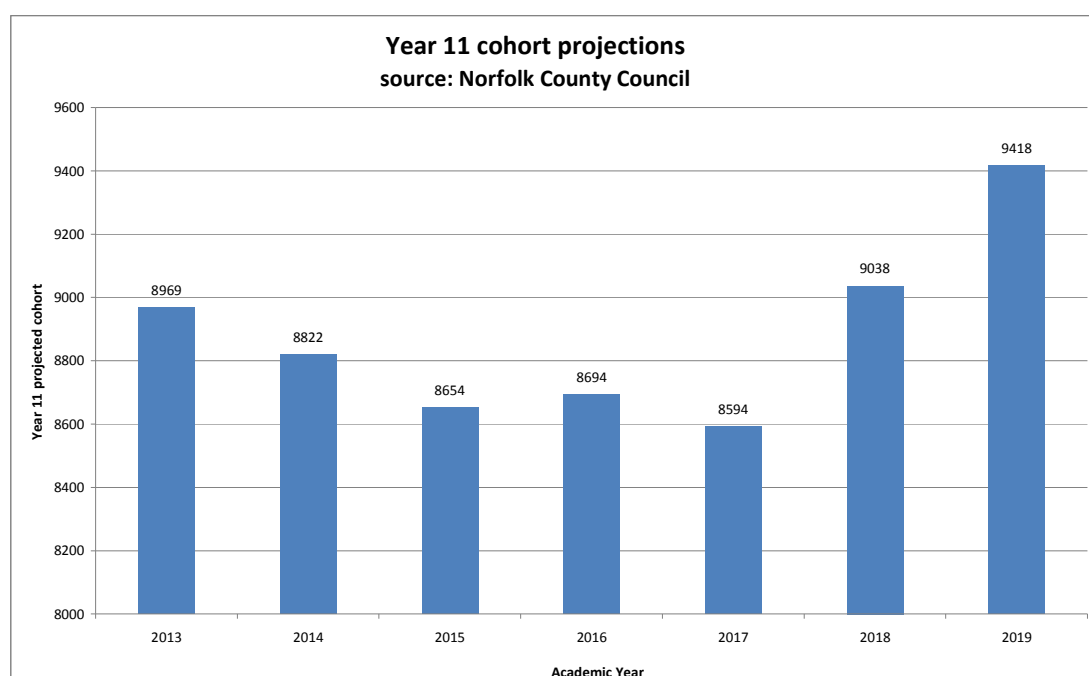
## 2. Contents of report

### 2.1 Projected number of Year 11 learners 2013 -2019

Forecasts of the number of children in Norfolk are produced annually for the purposes of forecasting school pupil numbers. They are produced by single year of age (year group) for a ten year forecasting period. The forecasts are based upon the latest information available at the time of production and include the following sources:

- School catchment boundaries;
- School census data showing children attending each school;
- Health Authority records of the number of pre-school children living in Norfolk and registered with a doctor or surgery;
- District Council predictions of new house build;
- Standard multipliers for additional children expected from new housing;
- Parental preference for which school their child(ren) attend used to determine upcoming reception year numbers.

The forecasts cover only state-funded mainstream schools and academies (i.e. excludes independent, special and pupil referral schools).



The number of Year 11 learners (age 15) in September 2013 is 8969. This will rise to 9418 in 2019.

## **2.2 Projected number of additional learners 2014 and 2015**

Projected numbers of additional learners assume participation to 98% and are based upon the year 11 projected cohort for each year and the proportion participating at November 2013 which was 95% at Year 12 and 82% at Year 13. In 2014 the requirement is only to remain in learning until 17 but this rises to 18 in 2015 thus requiring both years in the post 16 cohort to remain in learning.

In 2014 the additional number of learner places required for those that are currently Year 11 and entering Year 12 is 267 based on the predicted cohort of 8822 students.

In 2015 the additional number of learner places required will increase to 1435. The significant increase at 2015 is due to the gap between current participation at Year 13 and the numbers that will be required to participate to fulfil their legal requirement to continue in learning.

## **2.3 Supply of places**

The number of funded places per institution is based on the recruited learner numbers for the previous year, this is known as 'lagged learner numbers'. Therefore if an institution under recruits that institution will have less funded places in the following year. However as funding follows the learner, providers may over recruit to meet demand so there is flexibility in the system.

The number of Education Funding Agency (EFA) funded learner places for Norfolk based institutions for 2013/14 was 20,402 to cover students in academic years 12 to 14. The places are for any learner including those coming into Norfolk to study. In addition young people who are undertaking an apprenticeship will have Skills Funding Agency (SFA) funded provision. The number of apprenticeship places for 16-18 year olds Norfolk residents was 1837 in 2012/13.

It is worth noting that learning providers were able to accommodate the 4% additional demand for places in September 2013 as a result of the increase in participation for Year 12 students.

Given the above total number of EFA and SFA funded learner places if the learner demand meets 98% in 2015 of both Year 12 and 13 student numbers there could be a lack of sufficient learner places. If providers grow their provision in 2014 in anticipation of increased demand this would reduce the shortfall.

## **2.4 Local authority strategy to support partners to grow capacity**

The local authority (LA) is supporting learning providers to grow capacity that meets the needs of all learners in respect of the types and levels of provision required via:

- 11-19 Education & Training Strategy Group
- Local Provision Networks
- Focussed work with individual providers
- Apprenticeship strategy/Norfolk
- Targeted work by location and vulnerable group

The local authority supported successful bids for the Demographic Capital Growth Fund which will result in new provision and facilities for 120 – 140 students with learning difficulties and disabilities at City College Norwich and Sidestrand School. Learners with Learning Difficulties and Disabilities are one of the local authorities target groups to increase participation.

In addition the LA highlighted gaps in provision to the EFA and were successful in gaining additional funding for provision in the north of the county and are currently working closely with the ESF contract holder to influence the nature of provision to include re-engagement provision outside of the urban areas and to target vulnerable groups of learners.

### **3. Resource Implications**

- 3.1 Existing teams in the Education Strategy and Commissioning section of Children's Services are in place to support this activity.

### **4. Other Implications** (where appropriate)

#### **4.1 Legal Implications:**

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account

#### **4.2 Human Rights:**

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account

#### **4.3 Equality Impact Assessment (EqIA)**

The current NCC delivery and working practices for raising participation have been Equality Impact assessed.

#### **4.4 Communications:**

Communicating effectively with the education provider network is a high priority.

#### **4.5 Health and Safety Implications:** (where appropriate)

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

5. **Section 17 – Crime and Disorder Act** (this must be included)
  - 5.1 There are no specific implications. The inspection framework includes an assessment of how well Children's Services is working with partners to achieve shared priorities including reviewing how it is delivering safer and stronger communities for Norfolk.
6. **Risk Implications/Assessment** (this must be included in decision-making Cabinet reports only)
  - 6.1 Not applicable as this is an Overview and Scrutiny Panel paper.
7. **Alternative Options**
  - 7.1 This paper sets out principles to apply whose application will vary in each situation. Therefore setting out alternative options is not appropriate.
8. **Recommendation / action required**
  - 8.1 Children's Services Overview and Scrutiny Panel are asked to note the contents of this report and approve the direction of travel that is outlined.

## Background Papers

Statutory Guidance for the participation of young people into education, employment or training Department for Education March 2013.

## Officer Contact

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

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## Children's Services Overview & Scrutiny Panel

1 May 2014

Item No. 15

### Forward Work Programme

Report by the Chairman

#### Summary

This report asks Members to consider an updated forward work programme, for recommendation to the relevant committee.

- 1.1 The forward work programme has been updated to show changes from that previously submitted to the Panel on 13 March 2014.

#### **Added:**

July 2014 – progress updates: Free School Meals, Sustaining High Quality Leadership in Norfolk Schools and an update on recommendations from the Pathway Planning for Care Leavers Member Working Group.

September 2014 – progress updates: Children with Disabilities, Response to Looked After Children Reduction Strategy and an update on recommendations from the Pathway Planning for Care Leavers Member Working Group.

November 2014 – progress update: Early Help Offer/new Strategy for Early Years Services

**Deleted** – None

**Postponed** - None

#### 2. **Section 17 – Crime and Disorder Act**

- 2.1 The crime and disorder implications of the various scrutiny topics will be considered when the scrutiny takes place.

#### 3. **Equality Impact Assessment**

- 3.1 The equality of access or outcomes for diverse groups will be considered when the scrutiny takes place.

#### 4. **Other Implications**

- 4.1 Officers have considered all the implications which Members should be aware of. Apart from those listed above, there are no other implications to take into account.

#### 5. **Action required**

- 5.1 Members are asked to:

- 1) Decide whether there are topics to be added or deleted, postponed or brought forward.
- 2) Agree that this work programme should be recommended to the relevant committee.

### **Forward work programme**

The following table complies with the current programme of future meetings. Once the new committee structure and timing of meetings has been confirmed, the items will be programmed into the agenda of the relevant committee(s).

<b>17 July 2014</b>	Finance outturn report 2012-13 and performance monitoring report	To challenge the service on performance and outcomes achieved.
	Annual Review of the Norfolk County Council Adoption Agency	To challenge the service on performance and outcomes achieved, and approve the statement of purpose.
	Annual Review of Norfolk's Fostering Service	To challenge the service on performance and outcomes achieved, and approve the statement of purpose.
	Annual Review of Norfolk's Residential Children's Homes	To challenge the service on performance and outcomes achieved, and approve the statement of purpose.
	The Promise for Norfolk Children In Care and Leaving Care	To consider an update from the Norfolk In Care Council.
	Quality Assurance update	To consider a quarterly update of audit activity, lessons learnt and actions taken.
	Norfolk Family Focus update	To consider a progress update.
	Staff wellbeing	To consider the outcome of staff survey and sickness absence analysis.
	Multi Agency Safeguarding Hub	To consider a progress update.
	Free School Meals	To consider a progress update.

	<p>Sustaining High Quality Leadership in Norfolk Schools.</p> <p>Pathway Planning for Care Leavers</p> <p><u>Member Briefing to include:</u></p> <p>An update on apprenticeships</p> <ul style="list-style-type: none"> <li>• Details of the action plans in place to reach the target for care leavers</li> <li>• Details of how many young people, and specifically care leavers, have successfully completed apprenticeships and how many have secured jobs</li> <li>• How the work can continue once the initial funding has run out.</li> </ul>	<p>To consider a progress update.</p> <p>To consider an update on the recommendations from the Pathway Planning for Care Leavers Member Working Group</p>
<b>18 September 2014</b>	<p>Integrated Performance and Finance Monitoring report</p> <p>Children with Disabilities</p> <p>Response to Looked After Children Reduction Strategy.</p> <p>Pathway Planning for Care Leavers</p>	<p>To challenge the service on performance and outcomes achieved.</p> <p>To consider a progress update.</p> <p>To consider a progress update.</p> <p>To consider an update on the recommendations from the Pathway Planning for Care Leavers Member Working Group</p>
<b>20 November 2014</b>	<p>Integrated Performance and Finance Monitoring report</p> <p>Service and Financial Planning 2014/15</p> <p>Local Growth and Investment Plan 2013-17</p> <p>Changes to school funding</p> <p>Quality Assurance update</p> <p>Early Help Offer/new Strategy for Early Years Services</p>	<p>To challenge the service on performance and outcomes achieved.</p> <p>To consider the service and financial planning context and proposals for the service.</p> <p>To consider proposals to address pupil place pressures.</p> <p>To consider any changes to the funding arrangements for Norfolk's schools.</p> <p>To consider a quarterly update of audit activity, lessons learnt and actions taken.</p> <p>To consider a progress update.</p>

## Officer Contact

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

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