

Children's Services Scrutiny Sub Committee

Date: Wednesday 7th October 2020

Time: 2 pm

Venue: Virtual meeting

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, this meeting of the Children's Services Scrutiny Sub-Committee of Norfolk County Council will be held using video conferencing.

The meeting will be broadcast live via this link:

<https://youtu.be/dIPiUlkiAVw>

Members and other attendees: DO NOT follow this link, you will be sent a separate link to join the meeting.

Membership:

Roy Brame
Emma Corlett
Ron Hanton
Judy Oliver
Dan Roper

Substitutes members:

Haydn Thirtle
Mike Smith Claire
Liberal democrat vacancy

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Ms Helen Bates
Mr Paul Dunning

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Election of Chair

3. Election of Vice Chair

4 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, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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

5 To receive any items of business which the Chair decides should be considered as a matter of urgency

6 Terms of Reference (for noting only)
Report by Executive Director of Strategy and Governance

7. Performance in Children's Services: Children in Care & the Care Market

Page 6

Report by Executive Director of Children's Services

8. Forward programme of work and meeting dates

Wednesday 7th October 2020

Re-shaping the Care Market and creating the capacity we need

Wednesday 2nd December 2020

Edge of Care and Alternatives to Care

Wednesday 3rd February 2021

Effective Practice

Wednesday 3rd March 2021

Prevention and early intervention

Inclusion

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 29 September 2020



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Norfolk County Council
<p>Terms of Reference</p> <p>Children's Services Scrutiny Sub Committee</p>
<p>Members</p> <p>5 Members</p> <p>Sub Committee Members will be drawn from the Scrutiny Committee</p> <p>The Sub Committee will have a list of named substitute Members that may substitute for any Member of their group.</p> <p>Named substitute members do not need to be members of the main Scrutiny Committee.</p> <p>It is advisable that any Member and substitute Members appointed will need to have attended appropriate training on Children's Services issues.</p> <p>Plus:</p> <p>2 Parent Governor and 1 representative of each of the Church of England and Roman Catholic Diocesan Boards. They are entitled to speak on all matters but only to vote on education matters.</p> <p>Quorum</p> <p>The quorum for the Sub Committee will be 3 Members.</p> <p>Chair of the Sub Committee –</p> <p>Chair of the Sub-Committee to be agreed from Sub-Committee members.</p>
<p>Background</p> <p>In January 2020 the Local Government Association (LGA) undertook a review of the County Council's newly developing governance arrangements. The LGA's report included four key recommendations, one of which related to scrutiny and wider ownership of children's services matters. It highlighted the need to 'Ensure both the scrutiny and wider corporate ownership of children's services matters meets the highest possible standards, in order to achieve the best possible outcomes for Norfolk's young people and their families'.</p> <p>At the Scrutiny Committee meeting on 29 June 2020 members agreed to establish this Sub Committee.</p>

Purpose and Objectives

The Children's Services Scrutiny Sub Committee will be responsible for scrutiny of matters relating to Children's Services on behalf of the Scrutiny Committee.

Meetings and reporting arrangements

The Sub Committee:

- Will meet at least four times a year
- Will agree their programme of scrutiny work and report on progress to the Scrutiny Committee annually
- Will not have any decision-making powers but will make recommendations to the main Scrutiny Committee. Any minority views will be reported.
- May consider the views of non-Sub Committee Members at the request of the Chair and/or Committee.

Scrutiny Sub-Committee

Item No 7.

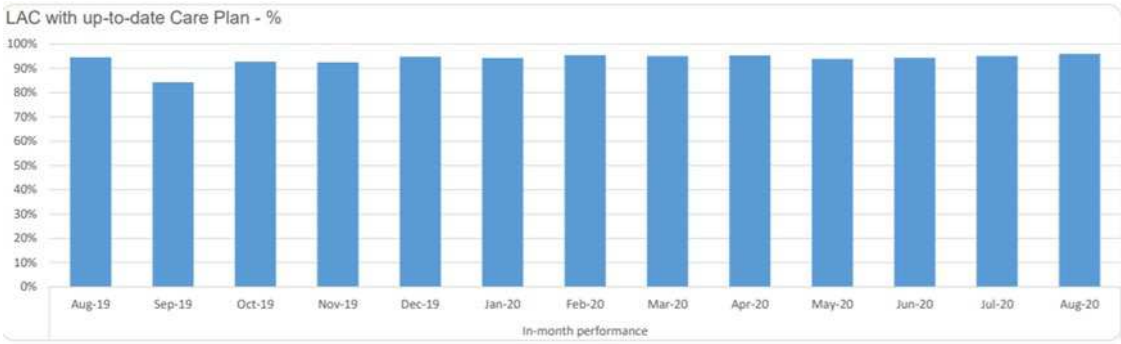
Report title:	Performance in Children’s Services: Children in Care & the Care Market
Date of meeting:	7 October 2020
Responsible Cabinet Member	Councillor John Fisher, Cabinet Member for Children’s Services .
Responsible Director:	Sara Tough, Executive Director Children’s Services
<p>Executive Summary/Introduction from Cabinet Member</p> <p>As Corporate Parents, the support we provide to children in care is one of the most vital functions of Norfolk County Council. I am therefore pleased to present the attached paper to the Scrutiny Sub-Committee outlining the performance of services in this area and inviting oversight and discussion. In many areas performance is already strong and improving and through the work of the Corporate Parenting Board and our transformation and improvement programme we have a comprehensive programme of work in place to further improve on current performance.</p> <p>Actions Required for the Scrutiny Sub-Committee:</p> <ol style="list-style-type: none"> 1 Review, comment on, support and challenge the performance in Children’s Services as it relates to the strategic theme of ‘Children in Care and re-shaping the care market’ 2 Comment on the format of the report and supporting information in order to refine the approach for future performance reports 	

1	Purpose & Background
1.1	The intention of this paper is to give the Committee an overview of the performance in Children’s Services and the opportunity to scrutinise, support and challenge that performance.
1.2	<p>Given the breadth of the Children’s Services remit and agenda it has been agreed that performance information should be reported to Committee under the five strategic themes of the Children’s Services Transformation Programme, specifically;</p> <ul style="list-style-type: none"> • Inclusion • Prevention and Early Intervention • High Quality Practice • Edge of Care Support and Alternatives to Care • Children in Care or with complex needs and the Care Market

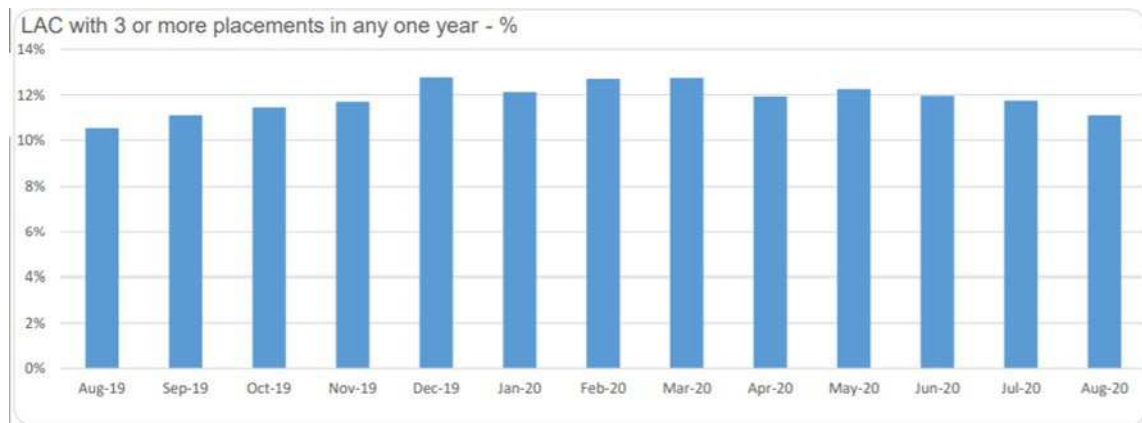
1.3	This paper relates to the 'children in care and the care market' theme and separate papers and information will be provided to Committee covering the other themes at future meetings.
1.4	This is the first such report to Committee and as such members are also invited to reflect on the format and approach to reporting to ensure that it meets the Committees needs in future.
2	Focus & Approach
2.1	One of the primary duties of all local authorities is to make sufficient, appropriate, safe and effective care for all children looked after or requiring a package of ongoing care and support. Such children include children in care, care leavers, children with disabilities and special educational needs, asylum seeking young people and children with emotional and mental health concerns, amongst others. Care 'placements' or 'packages' for these children and young people need to be supported by effective social care practice from our teams. A range of performance information is presented to committee covering both the quality of practice and the provision of placements and care packages.
2.2	In Norfolk, as across the Country, we continue to see high and rising levels of need across service areas and in particular, in relation to children at risk of harm and with special educational needs. Until the beginning of 2019 this rising need was translating into a high and increasing number of children being in local authority care making it ever more difficult to secure and provide appropriate, high-quality and affordable care. Our transformation agenda has now turned this curve and the number of children in care is reducing to be in line with national and comparator averages. However we should still not under-estimate the level of challenge in securing appropriate care for all children who need and our aspiration to have a genuine range of choices and options for care for each child looked after remains very difficult to achieve.
2.3	The needs of children in care are also changing and increasing. This is partly because we are succeeding more often in keeping families together (so that only the highest needs cases come into care) but also because children and young people face new and increasing risks. These issues include organised child criminal exploitation, sexual exploitation, online abuse and the associated mental trauma. We are also seeing higher numbers of children with significant disabilities, partly as a result of the positive advances in medical science which mean that children who might previously have not survived are living longer. A final key trend to highlight is the increasing numbers of unaccompanied asylum seeking young people with Norfolk now leading the way in providing support to this cohort with a dedicated specialist team.
2.4	Recognising that the cohort of children in care was changing and that we needed to understand their needs in full; Children's Services made the 'Valuing Care' initiative one of the early parts of our transformation agenda. Valuing Care is a new approach, tools and framework for understanding the needs of this cohort – looking across a range of domains of needs and helping our teams to build a comprehensive picture of each child or young person – and to track how those needs change over time. This more sophisticated needs and outcomes framework is helping us understand each child in our care, make better placements and test whether things are improving over time.
2.5	As well as changes in the number of children in care and their needs profile, the care market is also changing. In particular the profitability of the private sector market for children's residential and fostering care where demand exceeds supply is

	<p>exceptionally high and this profitability has naturally attracted private equity operators, which is turn driving further impacts on cost and quality. We are already seeing these effects play out with spiralling costs for externally commissioned residential care and support for children with the most complex needs.</p>																		
2.6	<p>In response to these changes in the market and the needs of children we have designed and are now delivering a number of major change initiatives aimed at transforming the provision we make for the children and young people who do need to come into local authority care or require specialist education support.</p> <p>Rather than relying only on the traditional placement models that the market provide we are instead taking a much more proactive approach – investing in our own provision, developing new types of care arrangement and putting much more creative packages of support in place for our children and young people. The table below shows an overview of these schemes and how they are designed to improve outcomes for looked after children.</p> <table border="1" data-bbox="268 705 1437 1496"> <tr> <td data-bbox="272 705 549 779">Valuing Care Model</td> <td data-bbox="549 705 1437 779">A strength-based way of describing children and young people’s needs that facilitates the better matching of care placements and support with children’s needs, aspirations and desired outcomes.</td> </tr> <tr> <td data-bbox="272 779 549 853">Family Values and Enhanced Foster Care Service</td> <td data-bbox="549 779 1437 853">Increasing the number of Norfolk County Council Foster Carers offering high quality local placements for children in our care, including some of our young people with the most complex needs.</td> </tr> <tr> <td data-bbox="272 853 549 949">Family Networking and Family Group Conferencing</td> <td data-bbox="549 853 1437 949">Ensuring we always identify and engage with a child or young persons extended family, friends, and potentially previous Foster Carers, so they stay connected with them and their community of origin, as well as support family based solutions and lifelong networks.</td> </tr> <tr> <td data-bbox="272 949 549 1046">No Wrong Door</td> <td data-bbox="549 949 1437 1046">Using our residential homes differently as short stay alternatives to long term care, with multi-agency teams wrapping support around young people, and outreaching intensively to them and their whole families for as long as it takes to achieve positive change.</td> </tr> <tr> <td data-bbox="272 1046 549 1120">Stronger Families</td> <td data-bbox="549 1046 1437 1120">Intensive therapeutic support provided to families in crisis to prevent children coming into care, or assisting their safe return home from care if that is in their best interests.</td> </tr> <tr> <td data-bbox="272 1120 549 1216">Increased Semi Independent Accommodation and Staying Close, Staying Connected</td> <td data-bbox="549 1120 1437 1216">Ensuring that young people in our care approaching and into adulthood are provided with sufficient high quality accommodation that supports and promotes their successful move into independence.</td> </tr> <tr> <td data-bbox="272 1216 549 1312">Coram Voice Bright Spots Survey</td> <td data-bbox="549 1216 1437 1312">A survey for all care experienced children and young people that ensures their views and experiences are heard and analysed and so that they can influence service development and strategic thinking.</td> </tr> <tr> <td data-bbox="272 1312 549 1386">Inside Out</td> <td data-bbox="549 1312 1437 1386">A service that provides mentoring and coaching for young people in residential care to help with a transition back to family life, whether with foster carers or back to their birth families.</td> </tr> <tr> <td data-bbox="272 1386 549 1496">Stronger Futures</td> <td data-bbox="549 1386 1437 1496">A team of dedicated and specialist workers who work with some of our most vulnerable care experienced young people as adults facing homelessness to ensure they are support into accommodation and housing.</td> </tr> </table>	Valuing Care Model	A strength-based way of describing children and young people’s needs that facilitates the better matching of care placements and support with children’s needs, aspirations and desired outcomes.	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2.7	<p>This programme of care market re-shaping is complemented by a comprehensive programme of practice improvement and service re-design for children in care. This work is captured in our Corporate Parenting Strategy which delivers through a number of strategic sub-groups, specifically focussed on</p> <ul style="list-style-type: none"> • Education, Employment and Training • Health and Wellbeing of Children in Care • Housing and Accommodation • Reducing Criminalisation and Exploitation • Care Leavers • Practice Improvement 																		
2.8	<p>Norfolk’s In Care Council Everyone that is in the care of or leaving the care of Norfolk County Council is automatically a member of the Norfolk In Care council. Meetings, events and</p>																		

	<p>opportunities to engage as many children and young people as possible are arranged and hosted by the Children & Young People’s Participation Team. Over the lockdown period, young people have progressed work they initiated relating to improving life story work for children in care; making recommendations for improving the Passport to Independence; supporting the development of an NiCC website; co-producing a monthly magazine (the Scoop) and hosting a very successful Talent Show.</p> <p>Children and young people are encouraged to work with senior managers to improve the lives and experiences of children in care. Currently children and young people attending NiCC groups are involved in the scrutiny of the work of the various Corporate Parenting Board Subgroups. There is also an NiCC County Board that links with senior managers and members, feeding back on Subgroup actions and ideas/recommendations made by NiCC locality groups to improve the experience of Norfolk’s children in care.</p> <p>A particular area of focus is needed across Children’s Services as a whole, to ensure that greater time and effort is given by all teams to encourage and support participation activities and promote opportunities for engagement more widely. This will ensure that children’s voices are heard and have an impact on service delivery and development.</p>
2.9	<p>Independent Reviewing Services</p> <p>A further key element of arrangements to ensure good outcomes for children in care is the role of Independent Reviewing services. This service provides independent scrutiny of our work for children in care and acts as champions for their wellbeing.</p> <p>The statutory duties of the Independent Reviewing Officer (IRO) are to:</p> <ul style="list-style-type: none"> • monitor the local authority’s performance of their functions in relation to the child’s case • participate in any review of the child’s case • ensure that any ascertained wishes and feelings of the child concerning the case are given due consideration by the appropriate authority <p>perform any other function which is prescribed in regulations</p>
3	<p>What does ‘good’ look like?</p>
3.1	<p>Full descriptions of ‘what good looks like’ in relation to this area of practice could be found in the ‘Working Together’ national guidance for safeguarding practice and our NCC Corporate Parenting and Sufficiency Strategies</p>
3.2	<p>However broadly we might say that we want;</p> <ul style="list-style-type: none"> • Children’s needs to be well-assessed, and understood in a holistic way informed by their own voice and wishes • For care planning to be of high-quality based on those needs and ensuring there is no drift and delay in achieving the right permanence outcome for each child • For care placements and packages to be well-matched to those needs and wishes • For children to have stability (rather than lots of placement moves) and a sense of permanence, with the right permanency option for them being achieved as quickly as possible

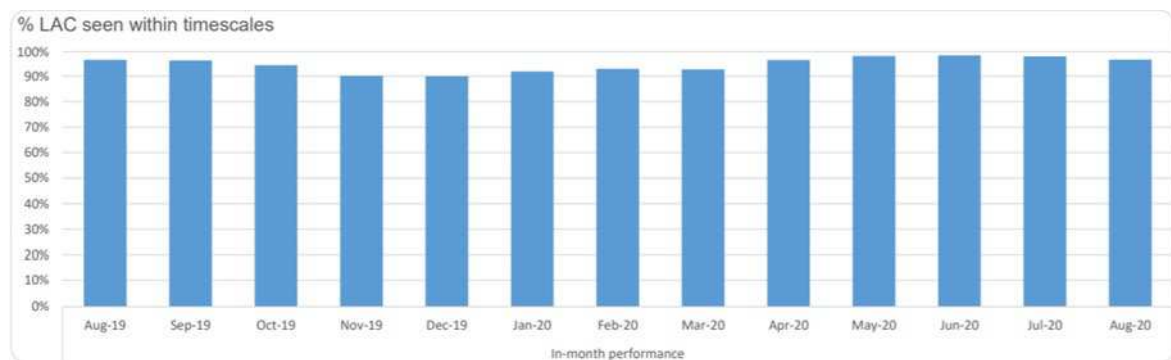
	<ul style="list-style-type: none"> • For care placements to be in the right place – usually this means in Norfolk and with links to family and communities (rather than out of county or at a distance) • For care to be ‘family-based’ in the vast majority of cases with most children supported by foster carers, kinship or adoptive carers and a reduced reliance on residential institutions • For children’s wishes and feelings to be heard in all instances and their wellbeing at the heart of all planning and care • To have the same outstanding educational aspirations for Children in Care as we have for all Norfolk Children • For care leavers to make a positive transition into adult life, including strong further education and career prospects • For children to be able to return to the care of their parents, or family member, whenever it is safe to do so and it is the wish of both child and parent • For unaccompanied asylum seeking young people to receive care from those understanding their specific and complex needs 																												
3.3	<p>The performance information attached to this paper covers a range of areas which indicate whether or not our actual performance is in line with what we want for children and young people. The next section picks out some ‘highlights’ from across these different aspects.</p>																												
4	Highlights																												
4.1	<p>This section of the paper highlights a number of indicators and areas of performance which have been selected for the Committee’s attention. These highlights will be where performance is either notably strong, is being specifically prioritised for improvement or has changed markedly (for better or worse) in the recent past. It is suggested that the Committee notes these areas in particular, as part of their overall review of the performance portfolio.</p>																												
4.2	<p><u>Care Planning</u> A child’s plan needs to be developed for each child in care and completed within set timescales. This incorporates care plans and ‘pathway plans’ which focus on preparing young people for adulthood and independence. Performance in relation to the timeliness of the completion of these plans remains strong and it is notable that this has been sustained during the period of the Covid pandemic despite the additional strain on teams and associated logistical challenges.</p>  <table border="1"> <caption>LAC with up-to-date Care Plan - %</caption> <thead> <tr> <th>Month</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>Aug-19</td><td>95</td></tr> <tr><td>Sep-19</td><td>85</td></tr> <tr><td>Oct-19</td><td>92</td></tr> <tr><td>Nov-19</td><td>92</td></tr> <tr><td>Dec-19</td><td>95</td></tr> <tr><td>Jan-20</td><td>95</td></tr> <tr><td>Feb-20</td><td>95</td></tr> <tr><td>Mar-20</td><td>95</td></tr> <tr><td>Apr-20</td><td>95</td></tr> <tr><td>May-20</td><td>92</td></tr> <tr><td>Jun-20</td><td>95</td></tr> <tr><td>Jul-20</td><td>95</td></tr> <tr><td>Aug-20</td><td>95</td></tr> </tbody> </table>	Month	Percentage (%)	Aug-19	95	Sep-19	85	Oct-19	92	Nov-19	92	Dec-19	95	Jan-20	95	Feb-20	95	Mar-20	95	Apr-20	95	May-20	92	Jun-20	95	Jul-20	95	Aug-20	95
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4.3	<u>Placement Stability</u>																												

We want to give children in care as much stability as possible and avoid repeated unplanned care moves. We therefore monitor the number of children having 3 or more placement moves in a year. The proportion of children and young people with 3 or more moves has been decreasing steadily during 2020 which is positive. However the most recent figure of 11.1% is still slightly higher than the national and regional average of 10% and so this remains an area of priority focus, albeit all placement moves are counted in this figure, even positive ones i.e. children moving to adopters, stepping down to foster care or returning home. So the service has been making concerted efforts to ensure children are in the right placements over recent months. Our figure is slightly higher in part because of our focus on family based care – we will move children when we think it is in the best interests of the children e.g. return home or step down from foster care.



4.4 Looked After Children seen within timescales

We make a commitment to be in very regular contact with children in care and to see them face to face at set timescales being; on first day of placement, within one week of placement and then at interval of no more than 6 weeks. We consistently perform strongly in this area with performance always above 90% in the recent past and usually around 96%.



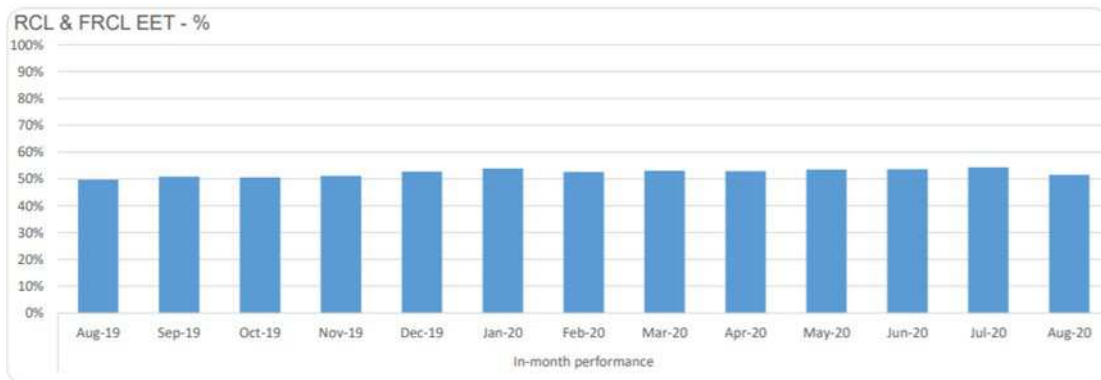
4.5 Health Assessments for Children in Care

All children in care receive an assessment of any health needs and this has to be reviewed with fixed regularity. This is a key area of partnership practice between our teams and health colleagues. Performance in this indicator has improved notably in recent months with a figure of 90.1% achieved for August 2020/



4.6 Care Leavers in Education, Employment and Training

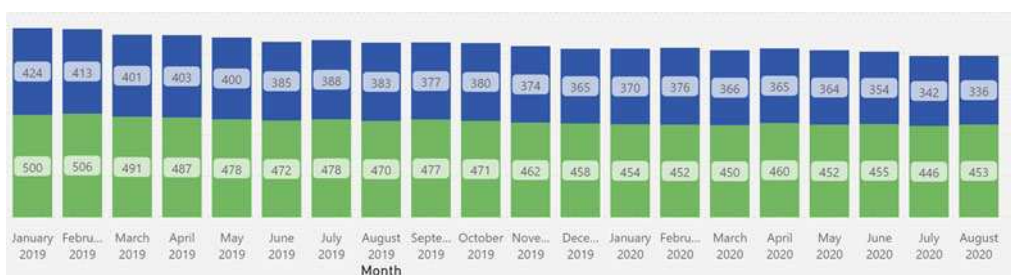
We want children leaving care to go on further education, employment and training as a core part of planning for success in later life. Performance in Norfolk at 51.5% is slightly below the national average of 53.2% and has been agreed as an area of priority improvement. There is significant variance in different areas of the County with performance of over 70% in the Great Yarmouth area reflecting strong collaboration between our teams and local employers and education institutions. This needs to be replicated in all areas and in particular in the West where only 40% of care leavers are in education, employment or training. The Member chaired Priority Subgroup is particularly focused on the issue of EET with many new initiatives in development now. A care leaver recently won a place on the SW Apprenticeship as one of our first initiatives to go online.



4.7 Fostering Placements

One of our aspirations in re-shaping the care market is to strengthen our in-house fostering service and to reduce the reliance on the independent foster care market. The in-house service offers much better value for money and we believe offers a higher-quality of level of support. The chart below shows how over time we have reduced the number of children placed in independent care agencies (down by 88 over the period). The in-house service now represents a higher proportion of care placements.

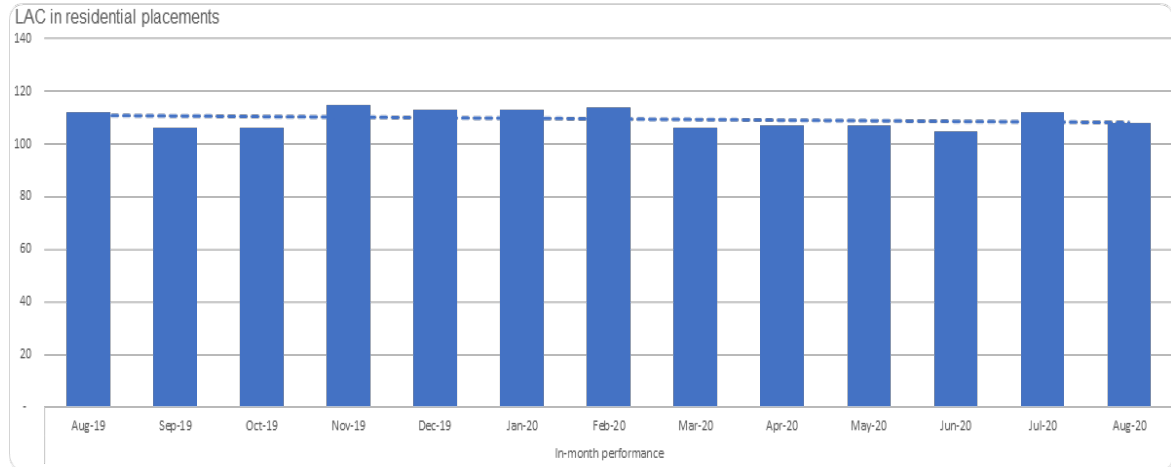
Key
Private Provision
LA Provision



4.8

Children in Residential Placements

One of our aspirations through transformation is to reduce the number of children in residential care over time. Over the course of our programme there has been an overall reduction from a peak of 132 in January 2019 to the figure of 108 in August this year. However as the chart below shows, this has now plateaued to a large extent and we are seeing a growing number of children within this cohort whose needs are such that require very significant additional support and 2 or 3 to one staffing ratios – which comes at a very high cost and does not represent a very positive or ‘normal’ childhood experience. These trends are one of the main drivers for our proposal to introduce the No Wrong Door model of care. No Wrong Door is a non traditional approach to working with adolescents experiencing complex journeys which delivers creative, multi-disciplinary support which can respond to the needs of children who have experienced significant trauma. In North Yorkshire where the model was pioneered they have managed over time to reduce the reliance on residential care to almost zero, and we hope that over time Norfolk will follow a similar trajectory to the point where many children are able to progress to family based care where it meets their needs.

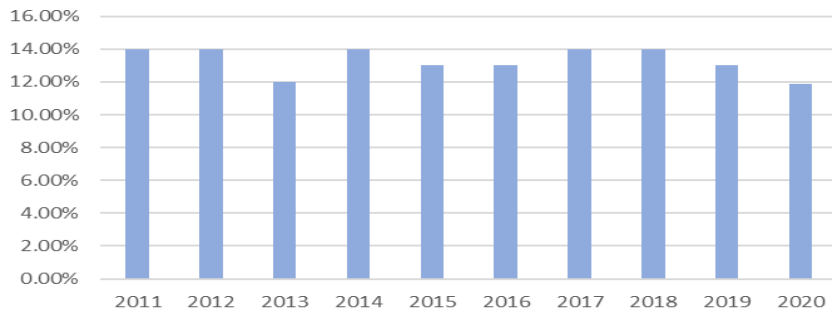


4.9

Children placed more than 20 miles from home

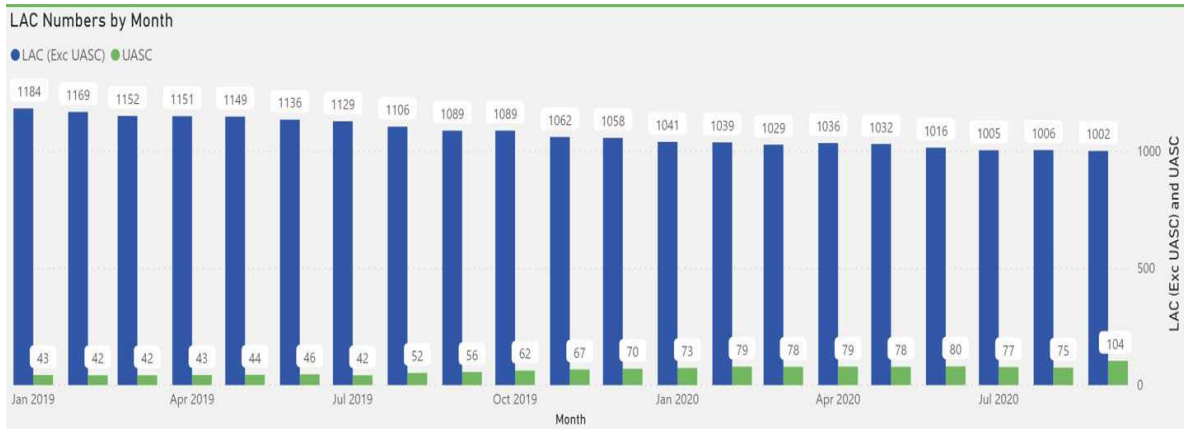
Since 2018 we have seen a reduction in the percentage of children placed more than 20 miles from their family home and in 2020 this figure stood at 11.9%. This is significantly better than statistical and regional comparators. Keeping children in care comparatively close to home helps retain important links to their community, friends and family (where this is appropriate). Keeping children in County also correlates with better care practice, visiting is easier and so is more frequent and partnership working is far easier with local partners than attempts to broker support from health, police and other partners in distant counties. However, we will make the right decision for children; given the size of the county it is preferable to place children just outside of Norfolk where this means they can remain close to their family, for example the West and the East of the county where placements may be in Fenland/South Lincs or Lowestoft respectively.

8. LAC at 31/3 placed more than 20 miles from home (& outside Norfolk)



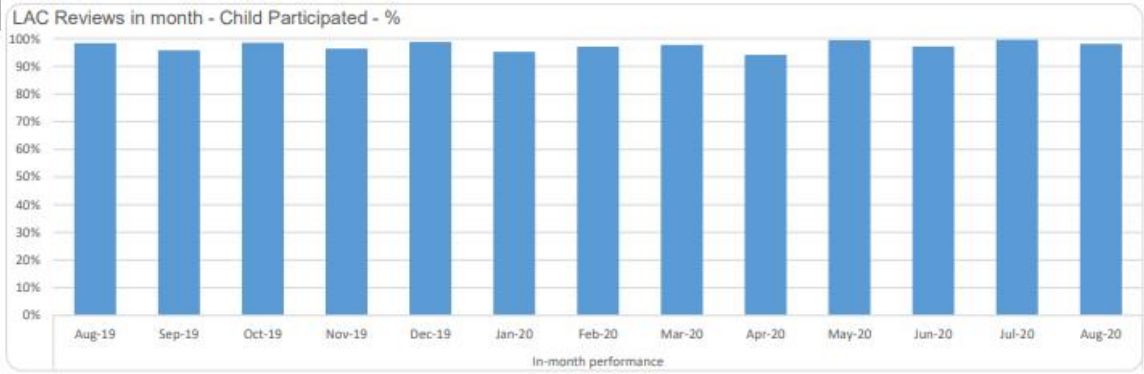
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We have developed a specialist county team to work with Unaccompanied Asylum Seeking Young People, with our population of UASC growing significantly over the past 15 months since the team went live. The team models best practice and works with a large multi-agency group to support the needs of young people coming to this country and county to see support. Since 1st June 2019 we have taken 103 young people, with 44 coming into the county since the beginning of August 2020 to support the Home Office. At this point we have 104 looked after UASC (under 18) and 18 care leaver UASC held within the team. The young people receive care and support from dedicated providers who, alongside our county team, independent reviewing service, LAC Health team and virtual school, have established models of UASC support that ensure young people’s cultural, religious and care needs are well met. The team continues to work closely with the Home Office, DfE and other agencies to develop best practice not just locally but nationwide.



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The IRO has a number of specific responsibilities which includes promoting the voice of the child and ensuring that plans for looked after children are based on a detailed and informed assessment, are up-to-date, effective and provide a real and genuine response to each child’s needs
In Norfolk we know that children and young people speak with trust about the services they experience from their Independent Reviewing Officers. This is underpinned by a strong and stable workforce in this service. Stability of IROs has helped maintain relationships with children and has been an important part of what helps a child to experience some of the basic expectations of reliable, trustworthy and safe adult care. The quality and longevity of the child’s relationship with their IRO is an important aspect of a child-centred approach. Norfolk has been fortunate in being able to ensure consistency for most of its children who are looked after. The relationship is reflected in the high level of participation in reviews as demonstrated by the graph below

	 <table border="1"> <caption>LAC Reviews in month - Child Participated - %</caption> <thead> <tr> <th>Month</th> <th>Child Participated (%)</th> </tr> </thead> <tbody> <tr><td>Aug-19</td><td>98%</td></tr> <tr><td>Sep-19</td><td>95%</td></tr> <tr><td>Oct-19</td><td>98%</td></tr> <tr><td>Nov-19</td><td>95%</td></tr> <tr><td>Dec-19</td><td>98%</td></tr> <tr><td>Jan-20</td><td>95%</td></tr> <tr><td>Feb-20</td><td>98%</td></tr> <tr><td>Mar-20</td><td>98%</td></tr> <tr><td>Apr-20</td><td>95%</td></tr> <tr><td>May-20</td><td>98%</td></tr> <tr><td>Jun-20</td><td>95%</td></tr> <tr><td>Jul-20</td><td>98%</td></tr> <tr><td>Aug-20</td><td>98%</td></tr> </tbody> </table>	Month	Child Participated (%)	Aug-19	98%	Sep-19	95%	Oct-19	98%	Nov-19	95%	Dec-19	98%	Jan-20	95%	Feb-20	98%	Mar-20	98%	Apr-20	95%	May-20	98%	Jun-20	95%	Jul-20	98%	Aug-20	98%
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5	Financial Implications																												
5.1	There are no financial implications as a result of this paper, albeit that clearly the performance in this areas covers a major area of spend and potential cost pressure in Children’s Services																												
6	Equality Impact Assessment (EqIA)																												
6.1	N/A																												
7	Any Other implications Officers have considered all the implications which Members should be aware of. Apart from those included in the report and in the Financial Implications section, there are no other implications to consider at this stage.																												
8	Actions Required																												
8.1	<p>Actions Required for the Scrutiny Sub-Committee are</p> <ol style="list-style-type: none"> 1 Review, comment on, support and challenge the performance in Children’s Services as it relates to the strategic theme of ‘Children in Care and re-shaping the care market’ 2 Comment on the format of the report and supporting information in order to refine the approach for future performance reports 																												
9	Background Papers																												
	Corporate Parenting Strategy Sufficiency Strategy Extract from the County Performance Report August 2020 Extract from the Reference Group Report Summer 2020 The Scoop August 2020																												

Officer Contact

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

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