

Cabinet

Date: **Monday 4 December 2023**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane, Norwich NR1 2DH**

SUPPLEMENTARY A g e n d a

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID-19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID-19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

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A report by the Interim Executive Director of Adult Social Services

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A report by the Executive Director of Children's Services

Tom McCabe
Chief Executive
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Martineau Lane
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Date Supplementary Agenda Published: 27 November 2023



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Cabinet

Item No: 12

Report Title: Better Care Fund 2023/24

Date of Meeting: 06 December 2023

Responsible Cabinet Member: Cllr Bill Borrett (Cabinet Member for Public Health and Wellbeing)

Responsible Director: Debbie Bartlett, Interim Executive Director of Adult Social Services

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 25th September 2023

Executive Summary / Introduction from Cabinet Member

The Better Care Fund (BCF) is a nationally mandated programme, launched in 2013 with the aim of joining up health and care services, so that people can manage their own health and wellbeing and live independently. Delivered locally under a requirement of the Norfolk Health and Wellbeing Board, it is jointly prepared and delivered by LA and NHS partners.

The plan goes through the Health & Wellbeing Board process each year, with the Board receiving the plans during both the submission period and as an end of year report. The Board holds the responsibility for signing off on the plan which this year, was signed off on the 26th of September 2023. The plan is subsequently assured by NHS England who have asked for completion of the s75 to ensure completion of the BCF requirements.

Norfolk's BCF is an example of good practice in joint working between the NHS and local authorities, utilising a shared vision, outcomes framework and strong governance to deliver better joint outcomes for Norfolk's residents. The BCF provides a framework that secures £136,938,008 funding covering integrated services such as community equipment, the Disabled Facilities Grant and funding to enable hospital discharge.

We are inviting Cabinet to endorse the BCF plan and propose that Cabinet delegate the completion and execution of the Better Care Fund (BCF) section 75 agreement (“the s75”) to the Interim Executive Director Adult Social Services.

It is a requirement that the BCF funding is placed into a pooled fund governed by an agreement under s75 of the NHS Act 2006.

We would like Cabinet to endorse the BCF Plan and delegate the authority to complete and execute the BCF s75 to the Interim Executive Director of Adult Social Services, to allow the agreement to be finalised in a timely way after the financial agreement set out in the BCF submission, has formally been agreed by NCC and the ICB and set out in the s75.

Recommendations:

- 1. Cabinet are invited to endorse the BCF plan**
- 2. Cabinet are invited to delegate the authority to complete and execute the Better Care Fund (BCF) section 75 (s75) agreement to the Interim Executive Director Adult Social Services.**

1. Background and Purpose

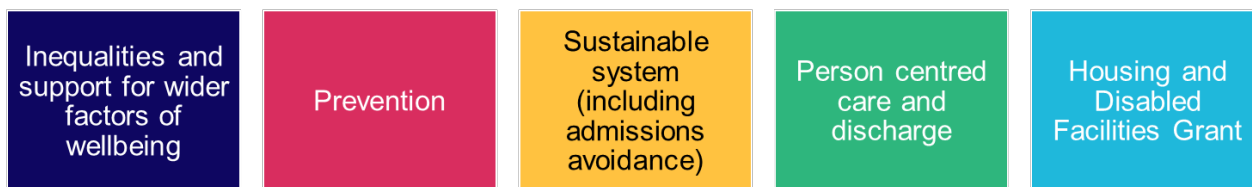
The Better Care Fund (BCF) is a nationally mandated programme, launched in 2013 with the aim of joining up health and care services, so that people can manage their own health and wellbeing and live independently. Delivered locally under a statutory requirement of Norfolk Health and Wellbeing Board, it is jointly prepared and delivered by LA and NHS partners.

The BCF has grown over the years and is now executed through four funding streams:

- Core BCF (minimum NHS contribution), - bringing Local Authority and NHS partners together to agree integrated priorities, pool funding and jointly agree spending plans.
- Disabled Facilities Grant (DFG) - Help towards the costs of making changes to a person’s home so they continue to live there, led by District, Borough and City Councils in Norfolk.
- iBCF - Available social care funds for meeting adult social care needs, ensuring that the social care provider market is supported, and reducing pressures on the NHS.
- The Additional Discharge Fund – to support people from hospitals into the community where they will receive the care they need to recover before returning to their homes.

Health and Wellbeing Board Aims

The BCF model is acknowledged to be an important tool to support this joint working as it aims to increase prevention, address inequalities and support the needs of Place, in alignment with the Priorities set out by Norfolk’s Health and Wellbeing Board (HWB) in 2021-22



This year the BCF brings £136,938,008, (see Table 1) into the County and allows for provision of a broad range of services from specific Care Act activities through to wellbeing services in people’s communities, delegated funding to Norfolk’s seven Health and Wellbeing partnerships has seen projects meeting specific local need.

Table 1 Funding

Better Care Funding 23/24	Income
DFG	£9,157,782
Minimum NHS Contribution	£77,165,711
iBCF	£39,618,564
Additional LA Contribution	£0
Additional NHS Contribution	£0
Local Authority Discharge Funding	£5,554,461
ICB Discharge Funding	£5,441,490
Total	£136,938,008

The BCF is an example of strong partnership working in Norfolk between the NHS and County Council, with a clear vision for joining up health and social care for our residents, joint outcomes we are aiming to achieve and a robust governance structure. Specific schemes funded through the BCF include:

- Advice and Advocacy Services across Norfolk
- Reablement support in the community
- A rapid response service for people with short term, unplanned, care needs
- A Carers Social Impact Bond, providing support and help to carers.

Health and Wellbeing Partnerships are utilising delegated BCF funding for schemes that meet the priorities set out above and align with partnership priorities. These include;

- Handyperson services supporting independent lives at home
- Waiting Well for Stroke survivors

- Secondary care social prescribing
- Community Falls Prevention initiative
- Expansion of a complex community support scheme.

Annual Planning Requirements

Each year BCF Planning Requirements set;

- The overall objectives of the BCF and its purpose
- Any specific areas of service that must be funded.
- Any metrics which the funding should support and how our performance against them should be calculated.
- Details of the return each area must make to assure NHSE of BCF plans.

The Norfolk plan is co-developed between Norfolk County Council and NHS Norfolk and Waveney with input from a wide range of stakeholders across the ICS. The fund encourages closer and working and collaboration as money is shared and decisions made together. It has encouraged innovation with development of multi-disciplinary teams that enhance a person's interaction with services and the support they can get in their community, reducing duplication and the need to tell their story multiple times.

The plan is developed with the support of the Health & Wellbeing Board who hold the responsibility for signing off the plan each year. This year's plan was agreed and signed off at the Health and Wellbeing Board September meeting and subsequently assured by the NHSE who have asked for completion of the s75 to ensure completion of the BCF requirements.

In requesting delegation of authority we would like to invite Cabinet to view and endorse the BCF plan.

It is a key requirement that this funding be placed into a pooled fund, (NCC and Norfolk and Waveney NHS), governed by an agreement under s75 of the NHS Act 2006 and that the s75 is agreed by the 31st of October. It has been agreed with the regional BCF team that we will have this in progress but not completed by that date given the dates of governance meetings. We ask that the s75 is sealed as so as possible after this date and the delegated authority would allow this to happen.

2. Proposal

The s75 covers the legal responsibilities of Norfolk County Council and NHS Norfolk and Waveney in developing and managing the BCF and outlines the planned spend on services. These plans have been agreed and developed together colleagues and teams across NCC and the ICB and Cabinet are now invited to endorse the plan.

We propose that Cabinet delegate the completion and execution of the BCF s75 to the Interim Executive Director of Adult Social Services in order that the s75 can be

sealed once the financial agreement set out in the BCF plans have formally been agreed in the s75.

3. Impact of the Proposal

Delegated authority would allow the s75 to progress swiftly once parties have agreed the financial arrangements, thereby fulfilling this requirement of the BCF. We have been advised that Interim Executive Director is an appropriate level for this decision to be delegated to.

4. Evidence and Reasons for Decision

The Health and Wellbeing Board has a responsibility to sign-off the BCF plans and this was completed at the last meeting on the 26th of September. We are not ready to complete the s75 prior to the 31st of October and whilst the national team would not encourage a delay and are unlikely to escalate, it does mean that the funding arrangements are not fully agreed until we have the s75 in place.

5. Alternative Options

An alternative option would be to bring the draft BCF s75 to a later Cabinet meeting to be agreed. Delay will mean the funding arrangements with the NHS, are not fully agreed.

6. Financial Implications

The BCF s75 creates a pooled fund of a minimum of £139,938,008. The agreement covers the legal responsibilities of Norfolk County Council and NHS Norfolk and Waveney in developing and managing the BCF and outlines the planned spend on services. Having an agreed and sealed BCF s75 helps secure NCC's contributions and benefits from the fund in a legal agreement. These contributions are already included in the 23/24 Adult Social Care Budget.

7. Resource Implications

7.1 Staff:

There are no staffing implications foreseen.

7.2 Property:

There are no property implications foreseen.

7.3 IT:

There are no IT resource implications foreseen.

8. Other Implications

8.1 Legal Implications:

The BCF s75 outlines both NCC's and NHS Norfolk and Waveney's legal responsibilities in developing and managing the BCF. Delegating this authority does not add any legal implications.

No personal data is included in the BCF s75.

8.2 Human Rights Implications:

There are no Human Rights implications foreseen.

8.3 Equality Impact Assessment (EqIA):

We do not consider this decision relevant to equality, as it will not impact residents, staff or vulnerable people.

8.4 Data Protection Impact Assessments (DPIA):

No personal data is included in the BCF s75, and no processing of personal data will be needed as a result of this decision.

8.5 Health and Safety implications:

There are no Health and Safety implications foreseen.

8.6 Sustainability implications:

This proposal should have a neutral environmental impact.

8.7 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.

9. Risk Implications / Assessment

There is a risk in delaying signing of the BCF s75, as we will not have a legal agreement which outlines both NCC's and NHS Norfolk and Waveney's legal responsibilities in developing and managing the BCF. We will also not have met the BCF Planning Requirements.

Where an area is not compliant with one or more BCF Conditions or there is a material risk that a BCF Condition will not be met, an area may enter into escalation, as outlined in the BCF Planning Requirements 2023-25. This could lead to NHS England exercising the powers under sections 223G and 223GA of the NHS Act 2006, including withholding payment of BCF funds, recovering funds or directing the ICB as to the use of funding. Any intervention will be proportionate to the risk or issue identified.

10. Recommendations

Recommendations: Cabinet delegate the authority to seal the Better Care Fund (BCF) section 75 (s75) agreement to the Interim Executive Director Adult Social Services.

11. Background Papers

Better Care Fund Planning Requirements - [PRN00315-better-care-fund-planning-requirements-2023-25.pdf \(england.nhs.uk\)](https://www.england.nhs.uk/prn00315-better-care-fund-planning-requirements-2023-25.pdf)

BCF Approval Letter



BCF Approval Letter
Norfolk.pdf

BCF Submission Documents

Narrative Document -



Norfolk BCF
Narrative submission

Excel Template



Updated Norfolk
Planning Template 12

Officer Contact

If you have any questions about matters contained within this paper, please contact:

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Cabinet

Item No: 13

Report Title: Summary Annual Review of NCC Residential Children's Homes

Date of Meeting: 4 December 2023

Responsible Cabinet Member: Cllr Penny Carpenter - Cabinet Member for Children's Services

Responsible Director: Sara Tough, Executive Director – Children's Services

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 5/10/23

Introduction from Cabinet Member:

This seeks annual approval of each of Norfolk's residential children's homes Statement of Purpose and this report provides a summary review of services progress and performance for the year September 2022 to August 2023.

Members in their role as the registered provider of these homes are required, under law (Children's Home Regulations 2015 (as amended); Care Standards Act 2000), to approve each children's home's Statement of Purpose and functions, and these will be made available on the Councillor Portal with hard copies provided in the Members' room.

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

The nine standards are:

- Quality and purpose of care standard
- Children's wishes and feelings standard
- Education standard
- Enjoyment and achievement standard
- Health and well-being standard
- Positive relationships standard

- Protection of children standard
- Leadership and management standard
- Care planning standard

Each home must also provide a guide for children which explains the purpose of the home, the complaints procedure and access to advocacy services.

Executive Summary:

This paper reports to Members the performance of and outcomes achieved by Norfolk's Residential Children's Homes Service.

The success and quality of our in-house residential services should be viewed in the context of an extremely challenging placement sufficiency landscape locally and nationally.

It is widely recognised that the complexity of needs of young people are presenting with are far greater than has been the case in the past, and with a market failing children and the public purse as recognised by the Competition and Markets Authority report 2022.

Norfolk Children's Services are taking decisive action and leadership in this space with invest to save business plans being prepared to expand and strengthen both our internal offer locally and regionally through applying to the Department for Education on behalf of the Eastern Region to be a national Regional Care Cooperative pathfinder. In both cases the aim is provide the right support and higher quality placements for children that both improve outcomes and significantly reduced cost. A second paper is being prepared to go to Cabinet in November.

Key highlights and achievements for the service this period are:

- Our New Roads service (Norfolk's version of North Yorkshire's No Wrong Door) is now in its third year, with hubs in Dereham and Norwich. In the past year, we have accepted 124 referrals and 89% of our closed cases have had positive outcomes. The partnership with North Yorkshire will end in October 2023 and since the programme started, we have saved £22 million in avoided costs.
- 7 of our Residential and Short-Breaks homes are rated Good by Ofsted and 3 Requires Improvement to be Good.
- Our short breaks services have continued to work with families on the edge of care. By offering support and respite to promote families staying together, they have reduced the number of young people becoming looked after.
- We are in the process of setting up a Children with Disabilities Outreach Team and registering this with CQC as we will now be able to offer nursing and personal care to the young people being supported.
- The outreach team is being amalgamated with Springwood residential home to form a hub based on the New Roads model for our CWD cohort with anticipation that it will have similar impact on preventing these children becoming looked after long term.

- The recently established Emergency Crisis Response Team have continued to support young people and families in crisis to prevent breakdown and have reduced those needing to come into care. In the last year, the team has expanded to increase capacity and offer more flexibility. The service has worked with 420 individual young people in this period.
- One of our new solo/dual placement homes was registered in May and an additional similar provision, for those with the most complex needs, is in the process of being registered.
- Loki House has changed its purpose and is now providing emergency accommodation for young people where there is an immediate need following a crisis breakdown at home or at their existing placement. As part of our plans to strengthen our residential offer we are all looking, alongside work at a national level, at ways of reviewing and reforming the residential workforce, to ensure the profile, status and reward of these roles maximises recruitment and retention of staff and reduces reliance on costly external and agency provision.
- In accordance with new regulations coming into effect October 2023, our 10 Supported Accommodation homes (for young people 16+) are in the process of being registered with Ofsted.

Recommendations:

1. Recommend the approval of the Statements of Purpose for all the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000.

1. Background and Purpose:

- 1.1. This service seeks annual approval of each of Norfolk's residential children's homes Statement of Purpose and this report provides a summary review of services progress and performance for the year September 2022 to August 2023.
- 1.2 N/A
- 1.3 In total Norfolk's Residential Children's Home Service currently has
 - 5 children's homes
 - 1 home for children with disabilities
 - 3 residential short-breaks children's homes
 - 4 supported flats which are housing Unaccompanied Asylum-Seeking Children
 - 2 New Roads Hubs
 - 10 Supported Accommodation houses.
- 1.4 We work closely with other statutory and voluntary sector services supporting children and families in need.

- 1.5 Accommodating children is always a last resort and the authority must be satisfied that the care threshold is met. Over the past year, the service has accommodated the majority of young people referred to us, unless their risk assessment identifies that the placement in one of our homes would not be suitable. These deliver a range of interventions to children and young people within residential care, depending on their individual needs.
- 1.6 Our self-contained supported flats currently provide accommodation for up to 12 Unaccompanied Asylum-Seeking Children.
- 1.7 Our Support Accommodation (SA) consists of 10 houses offering placements for 31 young people. From September 2022 to August 2023, our SA provided accommodation for 70 young people. 28 are still accommodated with us and 44 have moved on. This included 6 young people who returned home, 2 young people moved on to their own flat and 18 young people who moved on to private SA or post-18 accommodation. Our SA homes are currently in the process of becoming registered in line with Ofsted's new requirements and regulatory changes.

Residential Children's Homes:

- 1.8 Our six residential children's homes provide residential care for young people aged between 7-17. We have three 2-bed and two 4-bed homes, offering support for up to 14 young people, and one 2-bed home offering care for children with disabilities.
- 1.9 Three of our homes are rated as Good by Ofsted and two Requires Improvement to be Good. Bridge End was registered with Ofsted in May 2023 and is awaiting its first inspection.
- 1.10 All our residential homes during the period 1st September 2022 to 31st August 2023 were fully utilised and at maximum capacity at all times. Occupancy rates are not a helpful measure and should be understood in the context of the complexity of presenting needs, sufficiency, and regulatory challenges. All combine to mean that the service would not consider itself underutilised, but reflective of managing highly complex young people where matching requirements results in one young person occupying more than 1 bed to meet their needs.
- 1.11 A key part of the pending business case planned will come to Cabinet in November and a proposal both to repurpose some homes and expand overall capacity to address gaps in provision, maximise occupancy in all remaining units, and better meet children's needs in Norfolk with improved quality and reduced cost.
- 1.12 From September 2022 to August 2023, our Residential Children's Homes have provided accommodation for 36 young people. 10 are still accommodated with us and 26 have moved on.

- 1.13 1 young person returned home, 8 young people moved internally to our in-house children's homes, 4 moved to other children's homes, 2 moved to In-House Foster Care, 2 moved to Agency Foster Care, 1 moved to a specialist placement and 8 moved to Supported Accommodation.
- 1.14 In the past year there have been some occasions where we have had to restrict the accommodation of young people due to not being able to match the complex needs of young people already accommodated, including those with Deprivation of Liberty Orders.
- 1.15 However, at times placing young people together has been unavoidable due to a local and national shortage of appropriate placements, but this is not desirable and risks downgrading a home's judgement or temporary suspension of placements by the Ofsted inspectorate. This is even more challenging for our emergency provision Loki House, an essential part of our residential offer, and it is testament to the quality of these homes, their responsiveness in crises, stickability and commitment to our children and young people we could not place elsewhere that high standards are maintained.
- 1.16 From September 2022 to August 2023, our Residential Children's Homes received 3 complaints in total. All 3 complaints were from neighbours (one regarding noise levels at night and two regarding the neighbours being disturbed). In all instances, managers responded to the complaints and resolved the issues, including meeting with residents and engaging the community. There has been a decrease in complaints this year.
- 1.17 Ofsted must be notified (Regulation 40 Notifications) of all significant incidents that occur in any residential children's homes. This year there was an increase in notifications due to the complexities and challenging behaviour of young people accommodated. The largest proportion of these were made by our emergency provision, Loki House, which would not be unusual for a unit of this type where there is high turnover of young people accommodated in a crisis.
- 1.18 With regards to how we manage significant incidents and children missing, staff are equipped with good training and support to work in such a challenging environment. We work in partnership with other professionals to ensure safeguarding children standards are maintained, which includes when they go missing from care and exhibit complex behaviours, neither unusual activity when running homes due to the significant needs of the children we look after and support.
- 1.19 At times staff, who are fully trained have to undertake physical interventions in order to keep them, other young people and staff safe. There were 104 in total across our residential estate involving 11 young people, 68 of which at Springwood, our CWD provision, due to the complexity and very high need of the young person placed there.

Residential Short-Breaks Children's Homes:

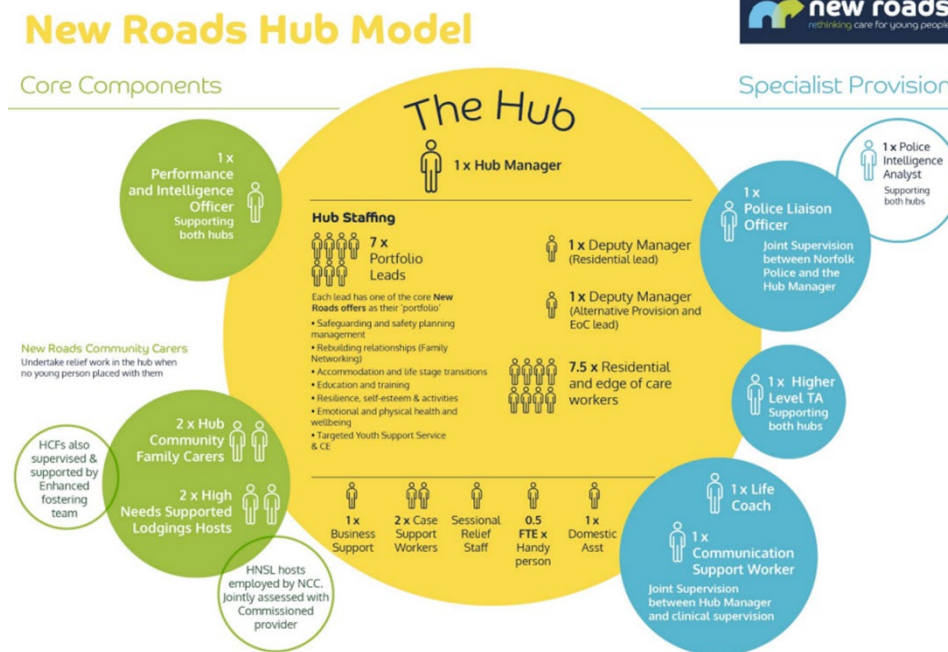
- 1.20 Marshfields and Foxwood provide 10 beds for children and young people aged 5-17, who have physical disabilities, learning disabilities, and sensory impairments, including children and young people with complex health needs and challenging behaviour.
- 1.21 Aylsham Road has 4 beds and provides planned, short term stays of residential care to children and young people aged between 5 and 17, who are considered on the edge of care. They also offer emergency time-limited stays to support families in crisis.
- 1.22 All of our short-break homes are rated Good by Ofsted.
- 1.23 From September 2022 to August 2023, there were 12 missing from care episodes, involving 1 young person. 3 of these missing episodes were overnight. All of our short-breaks homes had zero unauthorised absences.
- 1.24 This year we have made 17 notifications to Ofsted for our short-breaks homes. 6 was in relation to police being called to the home due to a serious incident, 2 were in regard to an instigation and outcome of any child protection enquiry involving a child in the home, 1 was regarding an allegation of abuse against the home or a person working there and 8 were other incidents relating to a child that the registered person considered to be serious.
- 1.25 From September 2022 to August 2023, there were a total of 66 physical interventions across our short-break homes, involving 4 young people. 60 of the restraints were for 1 young person who has complex needs.
- 1.26 Although all our homes are at capacity, in some homes, the level of need and risk assessment of the young people has impacted on the occupancy rate. Our CWD short-breaks homes have had to take emergency placements due to a lack of sufficiency in our long-term residential homes. This has minimised short-breaks for some children and young people. Foxwood has accommodated two emergency placements since December 2022 meaning short-breaks to families has had to cease since the beginning of June.
- 1.27 We are committed to this being resolved as soon as possible and undertake daily national searches to identify alternatives for these young people this again this emphasises the urgent need for a business case to be finalised to expand internal sufficiency.

1.28 From September 2022 to August 2023, our Short-Breaks Homes did not receive any complaints.

New Roads Residential Hubs:

1.29 Our two New Roads Hub provide residential care and outreach support for young people in care or on the edge of care, aged 12-17. Whilst the emphasis is on supporting young people to remain in a family setting (either with their own family, or with a foster carer), our hubs can provide up to 12 medium-term residential placements between them.

1.30



1.31 From September 2022 to August 2023, we have accepted 124 referrals. We currently have 101 open cases, 3 young people are accommodated in our hubs, 17 are receiving outreach to support them to remain in their current placements, and 81 who are on the edge of care are being supported to remain at home with their families.

1.32 89% of our closed cases had positive outcomes and those that didn't were either due to families refusing to engage with us or support no longer being required before it began.

1.33 Over the duration of the New Roads programme and partnership with North Yorkshire County Council and the DfE (soon coming to an end), the hubs have prevented 290 young people coming into care and a cost avoidance to date of £22m due to this new way of working. An integral part of our ambitions and business plan is to expand the New Roads approach across a number of other

homes, as a culture of 'no heads on beds' or long-term residential placements will improving outcomes and reducing cost.

- 1.34 At the hubs we have made 116 notifications to Ofsted, 74 were incidents that required police involvement, 2 were relating to a child being involved in or subject to, or suspected of being involved in or subject to, sexual exploitation, 1 was relating to the conclusion of a child protection enquiry involving a child, 1 was relating to a child protection enquiry involving a child being instigated, and 38 were other incidents that the registered person considered to be serious.
- 1.35 From September 2022 to August 2023, 8 children and young people went missing from the hubs a total of 104 times. 60% of the missing episodes were for 2 young people.
- 1.36 We had a total of 85 physical interventions in our New Roads Hubs, involving 6 young people.
- 1.37 Again, notifications, issues, and concerns at these levels and of this nature are not out of the norm for a unit managing with this level of volume, turnover and complexity.
- 1.38 We have received no complaints since our service started in June 2021.

Feedback from Young People and Families:

- 1.39 A young person said: 'I think New Roads is an amazing thing. I found it very helpful having a specific person to go to when I need someone to be a listening ear or when I need advice'.
- 1.40 A parent said: 'The aftercare [from New Roads] and support we have both received since [YP] has come home I honestly can't thank you enough'.
- 1.41 In a letter to Waterworks Road, a young person said: 'Thanks for everything you have done for me. I am going to miss you all.'
- 1.42 A parent of a young person who stayed at Foxwood said: '[YP] really enjoyed every stay he had and all the fun things you have done with him. What a fantastic team you all are and to carry on the fantastic service you all help to provide.'
- 1.43 In a letter to Easthills, a young person said: 'Thank you so so so so so much for everything you have done for me...[staff member] thank you so much for our lovely days out and for being the one that is there when I really need a special someone to talk to'.
- 1.44 A young person said: 'Easthills did everything they could to help support me'.

- 1.45 A young person said: 'I like Loki. They are very good.'
- 1.46 A young person who has stays at Marshfields said 'he likes coming to Marshfields and he likes relaxing there.'
- 1.47 A young person who stays at Marshfields said she 'felt happy at Marshfields because she can sleep there.'

Feedback from Professionals:

- 1.48 A social worker said in regard to the New Roads Service: 'I could not have got to this point without the help and support [YP] has received... I felt robustly supported by you all as fellow professionals'.
- 1.49 A Senior Social Worker said: 'New Roads in general have been a tremendous help to me with complex cases and I wouldn't have been able to build such effective working relationships with some teenagers without your support.'
- 1.50 A PFAL Social Worker felt that: 'Waterworks Road captured the YP's wishes and feelings well, there is a high level of care and liaising with professionals.' A score of 9/10 was given.
- 1.51 A Social Work Team Manager said: 'I wanted to say a special thank you to the staff at Bridge End for working so hard in difficult circumstances to create stability and to build relationships with [YP] which are giving him a different experience of being cared for and massively impacting on his feelings of safety, security and trust.'
- 1.52 A Social Work Team Manager said: 'Aylsham Road contributes so much to the young people and gives them the positive experiences that they can learn from...increasing their feelings of self-worth and identity.'
- 1.53 Marshfields' Reg 44 officer said: 'Marshfields continues to be positive for the young people who access it. [YP] in particular really likes it, he has been afforded an opportunity to make new friends there and access the community. The team engage very well with meetings and are very supportive when approached with queries.'

2. Proposal:

2.1

2.2

2.3

3. Impact of the Proposal:

3.1

3.2

4. Evidence and Reasons for Decision:

4.1

4.2

5. Alternative Options:

5.1 N/A

6. Financial Implications:

6.1 It is challenging to compare the cost of Norfolk's Residential Service provision directly with the external market due to differences in the level and types of provision, the needs of the young people supported and bespoke arrangements that may be put in place to meet needs. The small numbers of young people accommodated in in-house services also means average cost comparison can be skewed by beds being restricted due to matching and the complex needs of young people accommodated including those subject to Deprivation of Liberty Orders. In this regard the in-house residential service regularly accommodates young people where external providers are not willing to take children on and provision cannot be sourced to meet their needs.

6.2 We continue to provide care to meet the individual needs of the most complex young people in Norfolk, ensuring they remain close to their family and community network. We have adapted the service to remain cost effective compared to the private sector for bespoke and specialist packages of care where these are increasingly needed, and costs can exceed £10k per week for an external placement.

7. Resource Implications:

7.1 **Staff:** N/A

7.2 **Property:** N/A

7.3 **IT:** N/A

8. Other Implications:

8.1 Legal Implications:

8.2 Human Rights Implications:

8.3 Equality Impact Assessment (EqIA) (this must be included):

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

8.4 Data Protection Impact Assessments (DPIA):

8.5 Health and Safety implications (where appropriate):

8.6 Sustainability implications (where appropriate):

The key challenges for the Service are:

- Ensuring the service meets the Ofsted criteria and expectations
- Ensuring that our young people have permanence plans that meet their needs
- Assessing the group dynamics and matching process
- Reviewing residential services in line with the sufficiency strategy
- Working alongside corporate strategies to ensure the residential services aligns with these
- Lack of sufficiency has sometimes delayed young people moving on and becomes a complicated factor for matching.

8.7 Any Other Implications:

Impact on Children and Young People in Norfolk

Children's Services deliver a range of residential homes to meet the needs of young people who require residential care. As can be seen from the quality of care as judged by Ofsted, and our own quality assurance checks, our children's homes are having very positive effects on the outcomes achieved by our young people. In the past year, we have seen an increase in more complex behaviours and mental health support has been challenging.

9. Risk Implications / Assessment:

9.1 N/A

10. Select Committee Comments:

10.1 N/A

11. Recommendations

Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000.

12. Background Papers

12.1 The statement of purpose for each home is available on the Councillor Portal under Council Services.

Officer Contact

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

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