

Children's Services Overview and Scrutiny Panel

Date: **Thursday 21 November 2013**

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

Non-Voting Co-opted Advisors

Mr S Adamson	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**

Agenda

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

2. Minutes

(To Follow)

To receive the minutes of the meeting of the Children's Services Overview & Scrutiny Panel held on 24 October 2013.

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 18 November 2013**. 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 18 November 2013**.

7. Cabinet Member Feedback

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

- 8. Promise for Norfolk Children In Care and Leaving Care by members of the Norfolk In Care Council** (Page 7)
Report by Consultation and Community Relations Manager and Presentation by children and young people of the In Care Council
- 9. Children's Services Improvement Plans** (Page 19)
Report by the Interim Director of Children's Services
- 10. Children's Services Performance Monitoring Report for 2013-2014** (Page 23)
Report by the Interim Director of Children's Services
- 11. Service and Financial Planning 2014/17** (Page 33)
Report by the Interim Director of Children's Services
- 12. Support for School Improvement** (To Follow)
Report by the Interim Director of Children's Services
- 13. Children's Services' Growth and Investment Plan 2013-17 Planning and funding pupil number place growth** (Page 54)
Report by the Interim Director of Children's Services
- 14. Apprenticeships Norfolk – one year on** (Page 72)
Report by the Interim Director of Environment, Transport and Development and the Interim Director of Children's Services
- 15. Introduction to Norfolk Children's Services Quality Assurance Team Audit Framework and Standards** (Page 82)
Report by the Interim Director of Children's Services
- 16. Scrutiny Forward Work Programme** (Page 189)
Report by the Chairman

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
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 13 November 2013



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Presentation of the Promise for Norfolk Children In Care and Leaving Care by members of the Norfolk In Care Council

Report by Paul Jackson, Consultation and Community Relations Manager

Summary

The Promise has been coproduced by representatives of the Norfolk In Care Council with the involvement of officers from Children's Services and the former assistant Cabinet member for Children's Services. The Promise is written by and is for Norfolk children and young people in care or leaving care. It sets down a series of statutory and non-statutory duties Norfolk County Council is committed to delivering for all children in its care or leaving care - as such, it is a statement of intent by the council which will be regularly monitored to ensure we are meeting the commitments set down in it. The Promise succeeds the former 'Pledge' and has been written by young people in language that a child or young person can easily understand.

Recommendation:

That the panel:

- a) Commend the hard work and commitment of the children and young people to help create the Promise
- b) Agree to recommend the Promise to Cabinet for approval
- c) Acknowledge elected members responsibilities as corporate parents and their role in promoting the Promise, to ensure that it is well understood by children and young people.

1. Background

- 1.1 The Norfolk Pledge for children in care and leaving care, first launched in April 2011, is attached at Appendix A of this report. It was developed to better communicate to children and young people what they can expect from the Council during their time in care and when leaving care in Norfolk. In 2012, the Corporate Parenting Strategic Board agreed a consultation with children and young people to consider the effectiveness of the Pledge with a view to its review. This followed concerns around the effectiveness and awareness of the existing Pledge.

2. Contents of Report

- 2.1 The consultation on the former Pledge called the 'Take Part Make a Difference Pledge Review' took place during the summer of 2012. The consultation revealed a number of issues with the Pledge including its content, format and low awareness amongst those children and young people the Pledge was aimed at.
- 2.2 Following the consultation, a working group composed of representatives of the Norfolk In Care Council, officers from Children's Services Corporate Parenting, Safeguarding and Quality and Assurance teams and the then deputy Cabinet Member for Children's Services was set up to review the existing Pledge.

2.3 The working group had the following remit:

- Explore how awareness of the Pledge can be raised amongst looked after children and care leavers
- Consider if 'Pledge' is the right word to use for the document
- Develop a new look and feel for the Pledge making it more attractive to the cohort it is intended for
- Assess the content and where possible make the content more decisive and robust
- To develop clear procedures around the Pledge ensuring children and young people can see when and how to raise an issue against the Pledge.
- Explore and decide where the responsibility for monitoring the Pledge and following up any issues raised against it should sit
- Explore if there is any other way in which the Pledge can be included in the wider corporate parenting monitoring processes

2.4 The working group has completed the re-write of the old Pledge renaming it the Promise. The new content for the Promise is attached at Appendix B - content for ages 0-15 years, and Appendix C - content for ages 16+ years, of this report. It should be noted that the commitments made in the Promise are for all children and young people who are looked after by Norfolk County Council or have care leaver status regardless of age, ethnicity, gender, sexuality, culture and ability.

2.5 To make sure children and young people in our care or leaving care understand the Promise and know how to raise a complaint against it if we are not delivering what we have said we will, the Promise will be monitored by the Director of Children's Services, the Children's Services Senior Leadership Team and the Corporate Parenting Panel. Reporting arrangements will be on a quarterly basis.

2.6 The working group has considered a range of options for different formats of the Promise. These ideas will be further developed by representatives from the Norfolk In Care Council and progress against these and delivery of the Promise will be reported to this panel.

3. **Resource Implications**

The production costs for different formats of the Promise will be met by Children's Services.

3.1 **Finance:**

There are no direct financial implications arising from this report. Any costs arising from adhering to the Promise will be contained within the Children's Services budget.

3.2 **Staff:** None

3.3 **Property:** None

3.4 **IT:** None

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

4.1 **Legal Implications:**

This Promise sets out some of the legal obligations upon Norfolk County Council in respect of the provision of services and support for looked after children and care leavers. These legal obligations are contained in legislation and statutory guidance. The Promise is not intended to reflect the totality of the legal obligations upon Local Authorities however, it does set out the primary obligations in a format and style that is accessible to children so that they may have some understanding of the fact that there are legal requirements concerning the provision of care for children, which Norfolk County Council adhere to. The Promise sets out the opportunity for children in care to challenge any failures by the Local Authority to adhere to the legal requirements. The Promise also sets out a commitment to go above and beyond these legal requirements to ensure looked after children in Norfolk receive the best service and support possible.

4.2 **Human Rights:**

There are no human rights implications.

4.3 **Equality Impact Assessment (EqIA)**

The Promise is for all children and young people in care or leaving care. This group contains children and young people with protected characteristics other than that of their age. These include ethnicity, disability, sexuality and maternity. Within the disability protected characteristic there are children and young people with a broad spectrum of learning disabilities and special educational needs. Communication materials that are sensitive to these will be needed to make sure the Promise is understood and respected by diverse groups of children and young people.

4.4 **Communications:**

- 4.5 The Promise's effectiveness will depend on excellent communication with the children and young people. It is anticipated that a range of Promise communication materials using different media such as print, online resources and film will help to make sure it is communicated effectively. Careful consideration to communication channels appropriate for the full range of ages will also be important. Children and young people will be at the heart of this development process to make sure each communication channel is fit for purpose and achieves the Promise's communication aims. Communication with children and young people with special educational needs and learning disabilities will be an important consideration when developing effective communication materials as will culturally sensitive considerations.

5. **Crime and Disorder Act**

- 5.1 There are no Crime and Disorder implications with the contents of this report.

10. **Recommendation**

- 10.1 That the panel:
- a) Commend the hard work and commitment of the children and young people to create the Promise
 - b) Agree to recommend the Promise to Cabinet for approval
 - c) Acknowledge elected members responsibilities as corporate parents and their role in promoting the Promise, to ensure that it is well understood by children and young people.

Background Papers

Appendix A: The Norfolk Pledge

Appendix B: The Promise content age 0-15 years

Appendix C: The Promise content age 16+ years

Officer Contact

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

Officer Name Paul Jackson Tel No x228999 email address

paul.jackson2@norfolk.gov.uk



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

Appendix A

Norfolk County Council's Pledge to the children in and leaving our care

If you are in the care of Norfolk County Council no matter who you are, where you are, or how you see yourself this is for you

We will:

- make every effort to find out your views. We will tell you if we cannot act on them and why
- recognise your achievements and celebrate them if you would like us to
- do our best to make sure you are physically and emotionally well and safe
- make sure you know who to contact when you need to talk
- do our best to find the right placement for you
- do our best to make sure that while you are in our care, as many things in your life as possible stay the same
- involve you in all aspects of planning your care
- make sure that you don't leave our care until you are prepared and ready to
- do our best to make sure you continue to have contact with the people who are important to you
- make sure that you know what you are entitled to whilst you are in our care and when you become a care leaver
- make sure that you know how to complain about anything you are unhappy with and that there is some one to help you to do this
- do our best to make sure that the workers you come into contact with (like teachers and health professionals) have an understanding of what it means to be in care
- provide the best education we can for you and help you catch up with school work if you fall behind for any reason
- help to make your time at school as positive as possible
- do our best to make sure you have the same opportunities as other children and young people your age including taking part in the things you are interested in
- talk to you about your hopes, dreams and ambitions for the future and not just about further & higher education and/or work.

Appendix B:

Promise content 0 – 15 years

What the law says you should have	What Norfolk Council says you will have
<p>No matter who you are, where you live or how you see yourself, this is for you,</p> <p>This is the Norfolk County Council's promise to all children and young people in its care.</p>	<p>These are the things that Norfolk County Council says you should have. If you feel we are not keeping these you should talk to your social worker or IRO, or you can let us know by using a complaints form - details of how to do this are at the end of the form</p>
<p>These are your rights, things the law says we must do. If you think we are not keeping them you must tell us. You can do this in many ways, talk to your social worker or independent reviewing officer (IRO) or make a formal complaint - details of how to do this are at the bottom of this leaflet.</p> <p>If you would like to make a complaint, you can do this by using one of the complaints and comments forms you have been sent. You can also make a complaint online at www.norfolkcountycouncil.gov.uk/complaints or by ringing us on 0344 800 8020 or text us on 07789 920916</p> <p>If you would like some support in making a complaint you can ask the complaints team, your social worker or foster carer to help you get an independent advocate or contact the Norfolk in Care Council at nicc@norfolk.gov.uk</p>	<p>We will help you deal with the reasons why you came into care and any problems you have because of being in care. We'll do this by making sure you feel cared for, valued and, if you need it, by setting up meetings with people who work with children and young people to help them understand their feelings and behaviour.</p>
<p>We will make sure you understand how to make a complaint or comment about the care you receive from us. If you would like someone to support you make a complaint or an 'advocate,' we'll arrange this for you.</p>	<p>Your social worker will visit you regularly and let you know if they have to cancel a visit and why. They will also let you</p>

	know if they are going on holiday and make sure you know who to speak to whilst they are away.
You will have a qualified social worker, who will visit you at least every 28 days when you first come into care or change your placement. After this your social worker will still visit you regularly and will let you know how often this will be.	We will celebrate what you do well and not just concentrate on things that need to be improved.
You will have a named IRO who will manage your reviews. These have to happen when you come into care, three months after this and then every six months until you are 18 years old. You can contact your IRO between reviews if you want to talk to them and you can work with them and chair your own review meetings if you would like.	We will make sure that you are safe and well cared for. We will always try to find the best place for you to live and will include you in making this decision. Wherever possible we will not use a temporary place as we want you to feel settled where you live. We will always try to make sure that you get to meet your foster carers before you move to be with them. This may not be possible if it is an emergency move.
No major changes like moving where you live, even if it is to go home, will happen without a statutory review with your IRO.	We will try to make sure that as many things as possible, like your school, stay the same when you come into care.
Foster carers can now make more decisions about your life, for example staying at a friend's house or going on a school trip. This is called delegated authority and means that you do not always have to wait for checks by friend's family or a social worker to sign a consent form.	We will talk to you about all the options for your future and not just about higher education or work
If we decide to change where you live we will always ask your opinion. If we can't do what you would like us to do we will explain to you why this can't happen.	We will ask your opinion about everything that happens to you and if we can't do what you want we will explain why.
We will make sure where you live is safe and	We will do our best to

what you want, that you have contact with your family and that this is written into your care plan.	promote a positive image of children and young people in care.
We will provide you with help and support at school to help you do as well as other children and young people not in care.	We will try our best to make sure you keep the same social worker, by not changing them unless we have to, for example if they are leaving or unwell.
We will make sure that the place you live is safe and that you are well cared for. We will make sure your carers understand your needs, this could be your religion, your culture or any disabilities you may have.	We will offer you opportunities to get involved with helping us make the service better for all children in care.
You will be provided with a copy of your care plan unless we feel that you are too young to have it or that you may find it upsetting - if we do decide this we will explain why.	We will offer training to all professionals that come into contact with children and young people in care to help them understand what it means for you to be in care.
Where you have not had regular contact with family members, we will make arrangements for you to have an independent visitor if this is something you would like.	We will make sure that you have the best experience possible while you are in our care.
We will make sure that everyone understands their role as a corporate parent and that they ask themselves 'Would this be good enough for my child?' when they are making decisions about you as an individual or the care system.	We will make sure that you understand all of your rights whilst you are in our care.
When you make a complaint we will let you know that we have received your complaint and let you know who is dealing with it. We will look at your complaint and what you would like to happen and send you a reply. This will happen within 10 working days (working days are Monday to Friday, not bank holidays), unless it is very complicated and then we will let you know how long it will take. We will make sure that you know that you are able to have an advocate to help you do this and we will help you get one if this is what you want. If you are not happy with our reply you can ask us to look at it again. The complaints team and /or your advocate will explain to you what happens next.	If you have any questions about this promise please contact your social worker or the Norfolk In Care Council nicc@norfolk.gov.uk or text 07920723773

Appendix C:

Promise content 16+ years

What the law says you should have	What Norfolk County Council says you will have
<p>No matter who you are, where you live or how you see yourself, this is for you.</p> <p>This is Norfolk County Council's promise to all children and young people in its care.</p>	<p>These are the things that Norfolk County Council thinks you should have. If you feel we are not keeping these you should talk to your social worker or family support worker or you can let us know by using a complaints form - details of how to do this are at the end of this page.</p>
<p>These are your rights, things the law says we must do. If you think we are not keeping them you must tell us. You can do this in many ways, talk to your social worker or independent reviewing officer (IRO) or make a formal complaint - details of what will happen when you do this are at the bottom of this leaflet.</p>	<p>We will help you deal with the reasons why you came into care and any problems you have because of being in care. We'll do this by making sure you feel cared for, valued and, if you need it, by setting up meetings with people who work with children and young people to help them understand their feelings and behaviour.</p>
<p>If you would like to make a complaint, you can do this by using one of the complaints and comments forms you have been sent. You can also make a complaint online at www.norfolkcountycouncil.gov.uk/complaints or by ringing us on 0344 800 8020 or text us on 07789 920916</p> <p>If you would like some support in making a complaint you can ask the complaints team, your social worker or foster carer to help you get an independent advocate or contact the Norfolk in Care Council at nicc@norfolk.gov.uk</p>	<p>Your personal advisor / social worker will visit you regularly and let you know if they have to cancel a visit and why. They will also let you know if they are going on holiday and make sure you know who to speak to whilst they are away.</p>
<p>You will have a qualified social worker who will visit you at least every 28 days until you are 18. After aged 18, if you change to a personal advisor we will make sure they</p>	<p>We will celebrate what you do well and not just concentrate on things that need to be improved.</p>

have a professional qualification or are studying for one.	
We will make sure that you have a Pathway Plan in place by the time you are 16 and three months. We will work with you to understand how important this plan is and we will review it every six months with you. It will be completed by you and your social care worker together and you will be given a copy. If any major changes happen before your Pathway Plan review, we will update it with you.	We will make sure that you are safe and well cared for. We will always try to find the best place for you to live and will include you in making this decision. Wherever possible we will not use a temporary place as we want you to feel settled where you live. When it comes time for you to move out, we will make sure you have all the skills you need to live independently and make sure we find you secure, good quality accommodation.
No major changes like moving where you live, even if it is to go home, should happen without a statutory review with your IRO or if you are over 18, without a meeting with your personal advisor.	We will support you in your education or training. If you need support with this, we will make sure you have a specially trained guidance advisor who will help you. A guidance advisor is separate from your personal advisor and is someone who is specially trained to advise you about education, employment and/or training.
We will provide you with help and support at school or college or university to help you do as well as other children and young people not in care. If you go to university we will offer you support around your accommodation and a bursary to help with your fees. Your personal advisor can give you all of this information.	We will make sure that you have the skills you need to live on your own when that time comes, and we will support you in learning these skills.
If we decide to change where you live we will always ask your opinion. If we can't do what you would like us to do we will explain to you why this can't happen.	We will ask your opinion about everything that happens to you and if we can't do what you want we will explain why.
We will make sure where you live is safe and what you want, that you have contact with your family and that this is written into your Care Plan and Pathway Plan.	We will try our best to make sure you keep the same social worker, by not changing them unless we have to, for example if they are leaving or unwell.
We will make sure that everyone understands their role as a corporate parent and that they ask themselves 'Would this be	When you make a complaint we will let you know that we have received your complaint

good enough for my child?' when they are making decisions about the care system or you as an individual.

and let you know who is dealing with it. We will look at your complaint and what you would like to happen and send you a reply. This will happen within 10 working days (working days are Monday to Friday, not bank holidays), unless it is very complicated and then we will let you know how long it will take. We will make sure that you know that you are able to have an advocate to help you do this and we will help you get one if this is what you want. If you are not happy with our reply you can ask us to look at it again.

If you have any questions about this promise please contact your social worker or the Norfolk In Care Council
nicc@norfolk.gov.uk
or text 07920723773

Children's Services Improvement Plans

Report by the Interim Director of Children's Services

Summary

In response to a series of Ofsted reports received earlier this year, Norfolk County Council Children's Services produced an Improvement Plan which for some months acted as the overarching document summarising the improvement journey for the Council and wider Children's Services partnership. More recently it has been determined that the pace of improvement requires to be increased and as a result a refresh of the Improvement Plan has been commissioned by Children's Services Leadership Team (CSLT). The refreshed plan has been refocused and reshaped so that it more effectively communicates what needs to be done to improve services and measure the positive impact of these improved services for Norfolk children and young people and families.

The refreshed plans are attached to this report and include actions already completed, those currently in train and a series of further activities and actions planned to sustain and increase the pace of improvement for teams of children's services staff and partners. These plans are working documents that will be updated on a six-monthly cycle and will be driven by existing and new governance structures which are detailed in the attached Strategic Improvement Plan. It should be noted that the Support for Schools Improvement Plan has been previously presented to panel members and is included here for completeness and to ensure that the plans reflect the totality of work by all partners towards improvements in outcomes for all Norfolk's children and families.

Challenging improvement progress and approval of the attached plans is the responsibility of the independently chaired Improvement Board on which sits the Department for Education, NCC Chief Officers and representatives from a range of partner agencies including health and schools.

Recommendation:

Overview and Scrutiny Panel members are recommended to review the attached Children's Services Improvement Plans and endorse the direction of travel for improvements in service delivery for children. In particular Members are recommended to endorse: the new branding for improvement in children's services; the proposed new governance arrangements; re-ordering of the improvement actions and activities into strategic and operational elements; the reinforced emphasis on achievement of outcomes for service users as the primary means of evidencing improvement over time.

1. Background

1.1 The Children's Social Care and Improvement Plans (the Plans) respond to recent Ofsted reports (January 2013, March 2013, June 2013, and July 2013) which outline where NCC Children's Services are inadequate. The refreshed Plans set a direction for strategic leaders and operational managers which address systemic weaknesses in service delivery and strategic leadership and planning. These weaknesses fall into 3 categories:

1. Those that require urgent action
2. Those that are less urgent but are important
3. Those that will lead to sustained improvements and a rapid upward performance trajectory for all Children's Service teams

1.2 The refresh of Plans has been informed by a number of events that have occurred over the past few months including the Ofsted inspection of Looked-After Children, the appointment of an Interim Director and procurement of additional strategic capacity. The refresh process has produced Plans which clearly show:

- The detailed actions and activities by NCC and partners that will lead to improvements in outcomes for children and who is accountable and responsible for completing these actions with a deadline for completion
- The means of evidencing both completion of the actions and the improvement in outcomes by a specified date
- Governance arrangements in place to assure the delivery of the Plans and improved outcomes
- The distinction between strategic and operational activities and actions so that identified operational teams can own and be accountable for their own Improvement Plans and improved performance
- A disciplined programme management approach to the completion of all actions and achievement of improved outcomes

1.3 To adhere to the requirements of the Improvement Board the following timeline and milestones are being followed:

01.10.13	Revised Plans presented to the Improvement Board for review and sign off of the new approach and all actions completed so far
29.10.13	Final draft of Plans presented to Improvement Board for review and sign off with all actions and activities identified and further actions completed
21.11.13	Endorsement of revised Improvement Plans by NCC Overview and Scrutiny Members Panel
30.11.13	Endorsement of revised Improvement Plans by Norfolk Safeguarding Children's Board
All future Improvement boards	Written Progress Reports presented to the Board from accountable CSLT members and partners in addition to the written DCS monthly summary report

2. Contents of Report

2.1 The Plans attached to this report represent the starting point for a new way of working across children's services. From here onwards there is a move away from the achievement of actions and activities as performance measures in themselves towards a clearer focus on the impact of actions and activities on children and families as the main and significant performance measure.

2.2 The front cover of the plans demonstrates the re-branding of children's services improvement which is part of the new communications strategy. The emphasis is on vibrancy, energy from service deliverers and children achieving their full potential in different settings.

2.3 The five plans presented comprise the following:

- An overarching strategic plan which describes the processes for achieving improvements in 3 fundamental areas of improvement work – Improving practice standards (all partner agencies), investing in the people who work with children in all partner agencies, embedding performance management across all partner agencies. This plan also sets out a streamlined governance structure with drive for the new way of working emanating from a newly established Children and Young People’s Strategic Partnership Board.
- Four operational plans which represent the four ‘pillars’ of improvement
 - Supporting school improvement (‘A Good School for Every Norfolk Learner’)
 - Improving the early help offer and outcomes
 - Improving safeguarding services and outcomes
 - Improving services and outcomes for looked after children

2.4 All these plans are working documents that will be updated on an ongoing basis and formally refreshed in 6 months’ time (April 2014). Continual referral to and updating of the plans will help to increase the pace of change and improvement.

2.5 Operational teams and partners have been involved in writing these plans and are using them now as a means of focussing their actions and activities. The measuring of performance and positive impact on children is now exercising teams with significant support from the corporate PPP team. As this evidence and intelligence is collected from the front-line it will be possible to systematically demonstrate improvements over time.

3. **Resource Implications**

3.1 **Finance:** Additional financial resources have been provided to assist with children’s services improvement. Details of these have been reported previously to Panel.

3.2 **Staff:** Additional agency staff and permanent staff are being recruited as detailed in the attached Strategic Improvement Plan.

3.3 **Property:** Children’s Services leadership team are working closely with NPS staff to improve service accommodation for the benefit of children and families.

3.4 **IT:** Children’s Services leadership team are working closely with Corporate ICT staff to improve access to services for children and families and to systematically collect performance data to evidence rapid improvements.

4. **Other Implications**

4.1 **Legal Implications:** The Department for Education has issued a Directions Notice to NCC reflecting the Secretary of State’s powers to direct improvements to children’s services in Norfolk following the recent Ofsted inspections.

4.2 **Human Rights:** There are no direct human rights’ implications implicit here however there are human rights implications for a variety of service offers to children and families.

- 4.3 **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.
- 4.4 **Communications:** As described above communicating our intentions, improvements and progress are a key theme within the plans. A communications strategy and action plan are in place with significant support from the corporate communications teams.
- 4.5 **Impact on Children and Young People in Norfolk** Throughout this report, the achievement of positive impact for children and families in Norfolk is emphasised.
- 4.6 **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.
- 4.7 **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.
5. **Section 17 – Crime and Disorder Act:** There are no direct implications implicit here however there are implications for a variety of service offers to children and families.
6. **Risk Implications/Assessment**
- 6.1 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.
7. **Action Required**
- 7.1 Overview and Scrutiny Panel members are recommended to
- Review the attached Children’s Services Improvement Plans and
 - Endorse the direction of travel for improvements in service delivery for children. In particular Members are recommended to endorse:
 - the new branding for improvement in children’s services
 - the proposed new governance arrangements
 - re-ordering of the improvement actions and activities into strategic and operational elements
 - the reinforced emphasis on achievement of outcomes for service users as the primary means of evidencing improvement over time

Background Papers

Ofsted Inspection Reports (January 2013, March 2013, June 2013)
O and S Panel Report – ‘A Good School for Every Norfolk Learner’

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 Performance Monitoring Report for 2013-2014

Report by Interim Director of Children's Services

Summary

This report provides an update on performance monitoring information based on the County Councils performance monitoring framework for the 2013/14 financial year.

This report sets out for the Children's Overview and Scrutiny Panel the progress on important indicators. It reflects our newly invigorated processes for systematic data and information gathering, and analysis for effective decision making and plans for future developments and responsive improvements.

Recommendation

Children's Services Overview and Scrutiny Panel is asked to note and comment on the information contained in this report.

1 Information and data

Weekly performance reports are being produced to provide assurance on the performance of children's services to the Children's Services Leadership Team.

Performance monitoring team reports are produced and circulated for each social care team on a weekly basis. The team manager discusses these with their workers.

These team reports are collated by service area for each operational service manager on a weekly basis. The Operational Manager meets with their team managers and writes a review report as well as the planned next steps for the teams work for their Assistant Director. The minutes of this meeting are sent to the Assistant Director.

The operational service area reports are collated by Assistant Director responsibility on a weekly basis and it is the Assistant Director who meets with the Operational Managers to review progress.

The composite of these reports is reviewed weekly at a senior leadership meeting alongside the information from qualitative audit work by the Quality Assurance team. At these meetings the Assistant Directors update the Children's Services Leadership Team on performance by their teams and on any emerging themes.

1.1 The team reports:

- Set out work that is overdue or incomplete and work that is due to be completed for each of the social work processes initial assessments, core

assessments, strategy discussions, Section 47s, Child Protection monitoring visits, Child Protection Plans, Looked After Children plans, child in need plans

- Reports on child in need, child protection and looked after children work that is not allocated to suitably qualified social workers
- Reports on unallocated child in need cases.

1.2 Operational managers receive the same team report for each of the teams they manage.

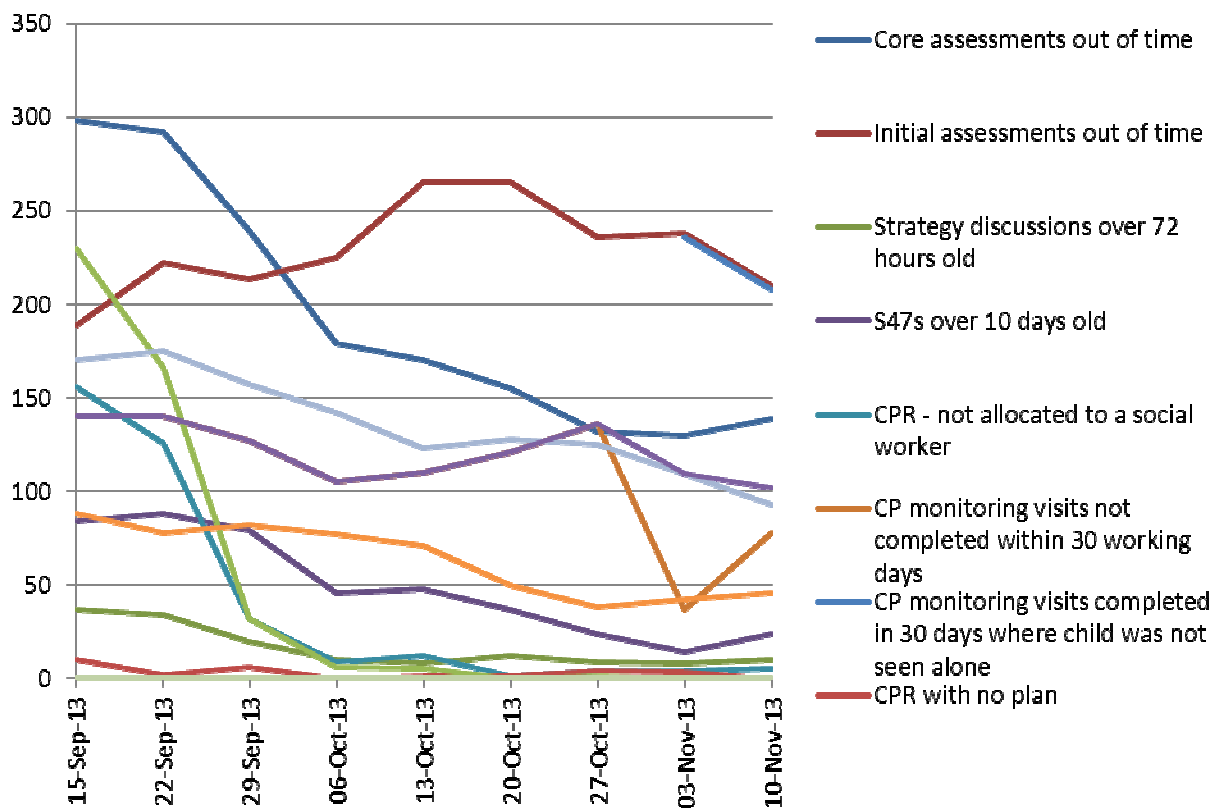
1.3 The leadership team receives

- The team report for each team
- A report which summarises the cases by each team for the core processes, worker qualifications and child in need cases that are unallocated; shows in a number and graph form for each team the percentage of core assessments completed in time; and shows in number and graph view the information on child protection visits.

1.4 From these reports a summary trend report has been produced for the leadership team which shows the reported performance which is then set in context by the updates from the Assistant Directors.

2 Performance Data

2.1 The graph below shows the trend from the implementation of the weekly reports:

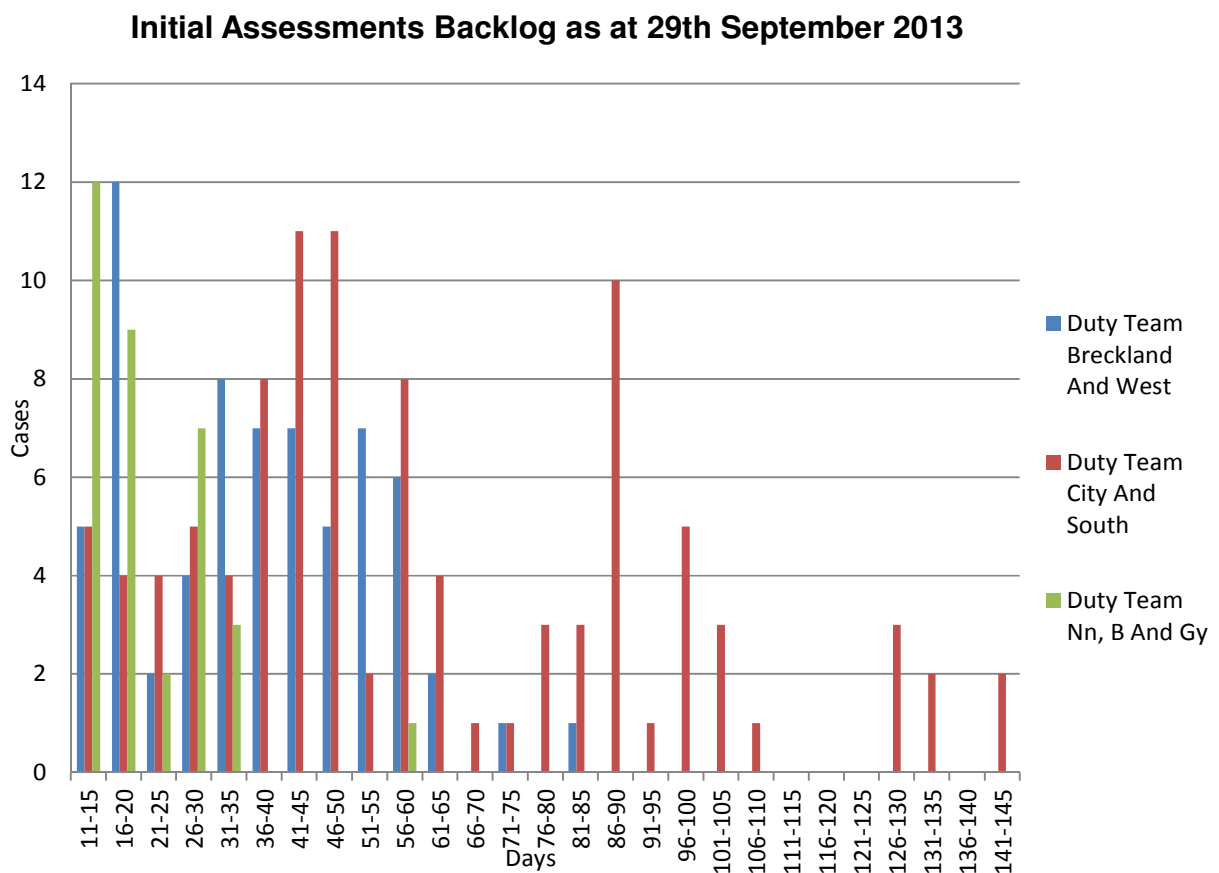


A description of what these are measuring is set out in Appendix A.

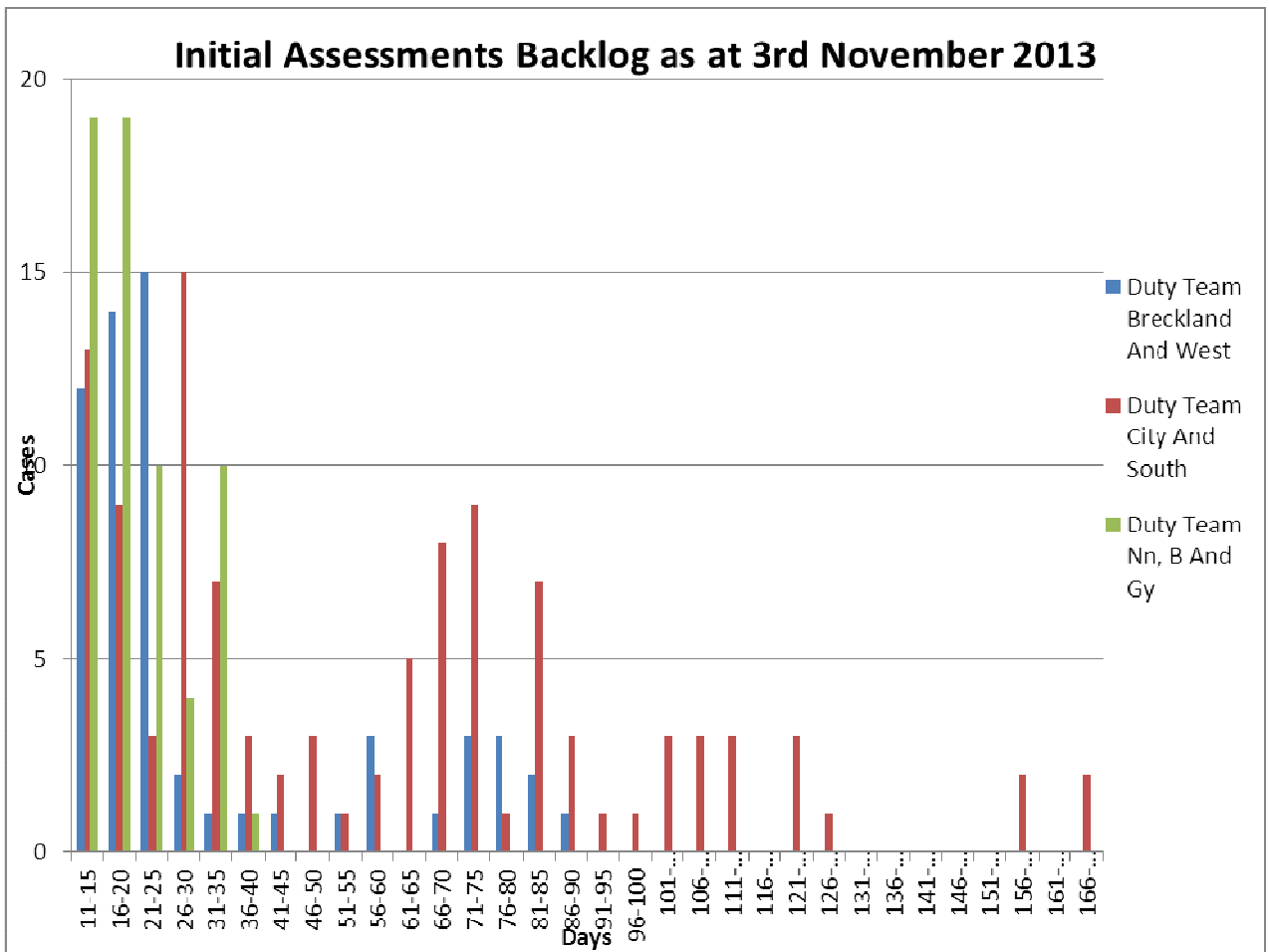
2.2 Initial Assessments:

The graph shows that the number of initial assessments undertaken when a child is referred to children’s social care for a service have increased. This is due to the seasonal effect which children’s services have seen in previous years when schools return after the summer break.

2.3 At the end of September the weekly Director of Children’s Services report shows the backlog of initial assessment in terms of the number of cases as well as the number of days that cases have been open for. The oldest cases are in the City and South teams. At the time of this data the additional social worker capacity that has been brought in has not yet had an impact on the performance



2.4 A positive impact on the data can be seen in the data at the end of October:



2.5 **Core Assessments:**

For the more in depth assessments (core assessments) traditionally Norfolk did not do enough of these and had low numbers compared to its statistical neighbours and the National average. Norfolk is doing more core assessments as practitioners are now completing these as required. The graph shows improved performance on this measure as the number of these assessments not completed within the timescale of 35 working days is going down.

2.6 **Looked After Children** remains to be an area of budgetary pressure. The numbers of Looked after Children at the beginning of April 2013 was 1072 and by the end of October this number has risen to 1144. This trend is anticipated as the performance will be a dip in performance before it improves.

3 **Quality Assurance**

3.1 An additional audit officer post has been created for one year to give additional capacity and join forces with the existing full time permanent post. Intensive induction and audit training has been delivered over the past two weeks in order to ensure they make consistent and appropriate judgements and will begin to contribute to the audit programme from November onwards.

- 3.2 Skylakes, an independent social care agency have undertaken an audit of 169 randomly selected electronic files in order to gain an objective view of the standards and issues prevalent throughout Norfolk. Currently we have an interim report of their findings which are very much in line with those of our internal Quality Assurance team and as such re-affirm the basis of our own internal quality judgements. They are also agree with the issues identified by OFSTED and hence are largely covered by the "Improvement Plan".
- 3.3 There were concerns on 14 cases which led to immediate actions to enhance safeguarding. Concerns on all of these cases have been addressed and responses to each have been monitored very tightly by the Quality Assurance team.
- 3.4 Skylakes have also outlined further areas of practice for us to concentrate on e.g.:
- lack of momentum in casework
 - lack of a seamless and consistent process during case transfer
 - recording either not evidenced or excessive and convoluted so that the message is unclear.
- 3.5 Casework and recording issues are being picked up in the Ingson good practice briefings and the use of the transfer protocol is one of the agenda items of the monthly performance and Quality Assurance meetings to be held between County and local managers from November onwards.
- 3.6 Skylakes made a number of recommendations for action which have either been followed or are already addressed by the Improvement Plan including:

- A streamlined management overview and screening of cases applying a simple audit tool to test certain principles in order to ensure that the Local Authority can be confident that all children open to the service are safe.

Skylakes have subsequently been contracted to design this tool which will be used by operational managers to screen open cases.

- Inadequate cases expedited through a small focussed group of social workers and managers specifically recruited for their experience and knowledge and ability to move cases swiftly to an appropriate end. (This will ensure that all new resources can be focussed on unallocated cases, new work and relieving the work loads of existing staff.)

This has been tackled slightly differently, a team of agency workers have reviewed all unallocated child in need cases. We have required a response from operational managers addressing the issues identified within all the inadequate cases identified by Skylakes and these responses are being closely monitored by the Quality Assurance team.

- Winning the hearts and minds of managers and social workers. Using 'stars' within the organisation and supported by external mentors, highly experienced social work managers, to raise the aspiration and expectation of staff.

This process has begun through senior managers going out specifically to meet with both our own staff and external partners in order to open a direct dialogue about their experiences of service quality, expectations and recommendations.

- Encourage a 'can do, want to do' mentality. Children will immediately benefit and the drive up and drive down will meet in the middle.

As above this approach is being actively adopted by Children's Services Leadership Team in their meetings with operational staff.

- Establish clear and consistent processes across the county both in terms of early intervention and the work as it carries through

This is being undertaken by the work with Ingson's.

- Better use of the Public Law Outline and clear working relationships with Legal teams to drive work forward if appropriate

This is part of the Public Law Outline (PLO) implementation project. The process of taking children into care is being improved through a revision of a judicial protocol known as the Public Law Outline (PLO). The PLO emphasises the importance of strong judicial case management throughout a case; of narrowing the issues in dispute and seeking to resolve these at a much earlier stage; of reducing the amount of written material and oral evidence so that practitioners can focus on the big issues in a case; and of introducing a pre-proceedings gate-keeping regime to ensure local authority cases are better assessed prior to an application to court being made.

3.7 The report from Skylakes establishes a clear baseline for improvement and confirms Norfolk's internal processes for understanding performance and the quality of practice is accurate.

3.8 **Managers Audit Update:**

The Manager audits undertaken by operational managers are continuing as planned and in line with OFSTED's latest practice standards. The October audit looked at the quality of supervision records. The pressure on front line managers remains the same with new managers only just coming into post. Unsurprisingly there was no immediate improvement noted however this audit has further heightened awareness of what "good" looks like and created a strong impetus among local managers to improve.

Practice issues have been fed back into local improvement plans, the progress of which are monitored by the Quality Assurance team and will be subject to future audit activity. As well as this, all inadequate cases will be re-audited locally by operational managers once the required actions have been completed.

4 **Other Implications**

4.1 **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.

4.2 **Impact on Children and Young People in Norfolk**

Measuring performance against the improvement plan actions and the core performance processes is used to monitor progress against the plans objectives and the impact for the children and young people. The changes are designed to minimise the impact on children and young people and maximise the allocation of resources to priority areas.

4.3 **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

5 **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.

6 **Risk Implications / Assessment**

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

7 **Action Required**

Children’s Services Overview and Scrutiny Panel is asked to note and comment on the information contained in this report and consider whether any aspects should be identified for further scrutiny.

8 **Officer Contact**

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

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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.

Appendix A – Description of Measures in the Trend diagram (2.1)

Core Process Measure	Plain English
Initial assessments out of time	<p>An Initial Assessment is necessary when a referral to a Local Authority indicates that a child is in need of services provided by Children’s Social Care.</p> <p>An Initial Assessment is a brief assessment of a child’s circumstances and will determine if a child is in need, what services would assist the child and whether a more detailed Core Assessment needs to be undertaken.</p> <p>It is a Local Authority’s duty, in accordance with The Children Act 1989, to find out if a child is in need of services when they come to the attention of Children’s Social Care.</p> <p>Initial Assessments should be led by a qualified and experienced social worker and must be completed within 10 working days.</p> <p>This measure reports on those not completed in the 10 day timescale.</p>
Core assessments out of time	<p>Where the outcome of an initial assessment requires a more in depth assessment of the child’s need a core assessment must be completed within a maximum of 35 working days.</p> <p>Children’s social care staff are responsible for the co-ordination and completion of the core assessment drawing on information provided by partner agencies.</p> <p>During the course and upon completion of a Core Assessment it will be necessary to decide what services should be provided. The services will be appropriate depending on the needs of the child/ren.</p> <p>This measure reports on those core assessments not completed within 35 working days.</p>
Strategy discussions over 72 hours old	<p>Children's Social Care must hold a Strategy Discussion whenever there is reasonable cause to suspect that a child has suffered or is likely to suffer Significant Harm. It should always be held at the outset of a Child Protection Enquiry.</p> <p>In complex matters this Strategy Discussion should include other key professionals. It should always include the Police and be informed by health input</p> <p>The purpose of the Strategy Discussion is to plan the child protection enquiry and share relevant information at that juncture.</p>

Core Process Measure	Plain English
	<p>More than one strategy discussion may be necessary.</p> <p>This measure monitors those strategy discussions that have been open on CareFirst for more than 72 hours.</p>
S47s over 10 days old	<p>The Section 47 / Child Protection Enquiry must be undertaken by a qualified social worker within a maximum of 15 working days of the latest Strategy Discussion/Meeting. The urgency of the situation, however, may dictate that the timescale is shorter.</p> <p>The outcome and supporting evidence must be recorded, together with recommendations for further action, by the person undertaking the Section 47/Child Protection Enquiry.</p> <p>This measure monitors those Section 47s that have been open on CareFirst for more than 10 days old.</p>
Child Protection Registration – not allocated to a social worker	<p>All child protection cases should be undertaken by a qualified social worker.</p> <p>This measure highlights if Child Protection work is allocated to unqualified workers.</p>
Child Protection monitoring visits not completed within 30 days	<p>All children who are the subject of a Child Protection Plan must be visited by the allocated, qualified social worker. This must be equal to the minimum visiting requirement or at a greater frequency.</p> <p>This measure monitors the timeliness of visits.</p>
Child Protection with no plan	<p>All children made the subject of a child protection plan at the child protection conference must have a Child Protection Plan recorded in CareFirst sets the desired outcomes and any necessary recommendations.</p> <p>This measure monitors any children made the subject of a plan who do not have a plan recorded in CareFirst.</p>
Looked After Children (LAC) - not allocated to a social worker	<p>All Looked After Children must be allocated to a qualified social worker.</p> <p>This measure highlights if Looked After Children work is allocated to unqualified workers.</p>
Looked After Children with no plan	<p>All Looked After Children should have a Looked After Child Plan which invites the worker to address questions in relation to permanency and contingency, but central to the document is the 'plan' where the needs are set out and SMART planning is recorded.</p> <p>The measure highlights any looked after children with no current</p>

Core Process Measure	Plain English
	plan.
Unallocated Children in Need	This measure highlights those children who are children in need (ie not subject to a child protection plan and not looked after) and whose worker is not a qualified social worker.
Children in Need with no plan	<p>Every child who receives a service outside of the Child Protection or Looked After Children processes must have a Child in Need (CiN) Plan.</p> <p>This plan flows from the needs identified and the desired outcomes set at the conclusion of the assessment process.</p> <p>This measure highlights children in need with no current plan.</p>
Children in Need with plan and no review in the last 6 months	<p>Every child who receives a service outside of the Child Protection or Looked After Children processes must have a Child in Need (CiN) Plan. The CiN plan should be reviewed and progress recorded.</p> <p>This measure highlights CiN plans which have not been reviewed.</p>

Service and Financial Planning 2014/17

Report by the Interim Director of Children's Services

Summary

This paper sets out the financial and planning context for the authority and gives an early indication of what this means for Children's Service.

It highlights specific known impacts of new national policy initiatives which are likely to affect the way the Service carries out its business and plans its future priorities. It sets out proposals for changing service delivery currently being consulted on, along with identified efficiency savings which have been identified by Officers and Members in order to meet the funding gap.

On 2nd September Cabinet agreed the projected funding gap for planning purposes of £189m over the three year period 2014-17. This is based on assumptions for additional cost pressures facing services and a reduction in Government funding taking into consideration the latest information from Department for Communities and Local Government (CLG).

Action Required

Members are asked to consider and comment on the following:

- The revised service and financial planning context
- The updated capital bids and announcements relevant to Children's Services
- Members are also invited to identify further ideas to achieve additional revenue budget savings and reduction in unsupported borrowing costs in relation to delivering the capital programme.

1. Background

1.1. On 19th September the County Council launched the Putting People First consultation about future focus for Council spending. The context for the consultation is the Council's need to bridge a predicted funding gap over the next three years and a desire to focus council spending on areas that will support or lead to;

- Excellence in education
- Real jobs – leading to sustainable employment throughout Norfolk
- Good infrastructure

- 1.2. A report to Cabinet on 2nd September confirmed that the projected funding gap for planning purposes should be increased from £182m to £189m over the three year period 2014/17 based upon information from the Department of Communities and Local Government (CLG).
- 1.3. This paper updates Panel on the financial and planning assumptions agreed by Cabinet in September and detailed information on the way in which Children's Services will seek to meet these.

2. **Financial prospects**

2.1. The context for the County Council's three-year planning was set out by Cabinet in its report in August 2013, when it also confirmed a vision for Norfolk called 'Putting People First' which aims to achieve a better, safer future, based on education, economic success and listening to local communities.

2.2. Our financial strategy which underpins these elements is:

- Faster and greater service innovation and transformation helping to squeeze further savings and efficiencies from improved processes. Investing to save where necessary to make this happen
- Continuing to drive down costs across the board
- Rationalising assets and property. Working closely with others to develop and implement new shared arrangements that save money and take account of the wider social and economic impact of any option for change.
- Utilising and releasing land where we can to build new homes (subject to sound business cases)
- Investing in the economy – and by doing so, helping build skills and create real and sustainable jobs.
- Using new technology to help improve services and release savings and take account of changing customer expectations and practice.
- Collaboration with others across the public sector, especially colleagues in the NHS, to achieve the most effective use of public monies and better outcomes for Norfolk people.

3. Revenue Budget

3.1. Our current projection of the overall shortfall is £189m over the three years 2014/17. This is in line with the planning assumptions of additional cost pressures reported to Cabinet in August and the latest forecasts of Government funding reported to Cabinet in September.

Table showing provisional forecast of funding gap for 2014-17			
	Financial Year		
	2014-15	2015-16	2016-17
	£m	£m	£m
Pay award	2	2	2
Inflation	10	10	10.5
Legislation and other	6	4	7.5
Demand	11.5	11.5	11.5
Budget decisions	9	0	0
Funding Reduction	28	39	24.5
Forecast funding gap	66.5	66.5	56
Savings in consultation	(64.7)	(41.1)	(34.2)
Assumed use of Council Tax Freeze Grant	(3.0)	(6.0)	6.0
(Headroom) / Shortfall	(1.2)	19.4	27.8

The additional costs for Children's Services, contributing to the above figures, are contained within the first table in Appendix A and are split between four headings:

- Economy - forecast additional costs pressures as a result of external economic factors;
- Demographics – forecast additional costs pressures based on historic trends relating to the people who use our services;
- Government policy – changes to government policy that have an impact on service delivery or funding; and
- NCC policy – forecast additional costs as a result of decisions made by the Local Authority.

3.2. We have received more information about the additional £2bn monies due to be transferred to local government from health in 2015/16. A Joint Statement issued by the LGA and NHS England on August 7 sets out plans for a total funding pot of £3.8bn nationally to be pooled for health and social care services to promote closer joint working in local areas on a plan agreed between the NHS and local authorities. It is proposed that the pooled fund be called the 'Health and Social Care Integration Transformation Fund.' Work is ongoing to develop in more detail how the pooling arrangement will work and some of the funding will be performance related.

3.3. The total savings outlined in the consultation total £140m and with use of the Council Tax Freeze Grant there is a £46m shortfall to meet the forecast funding gap for 2014-17. Further savings will be required to deliver a balanced budget for 2015-

16 and 2016-17 and additional ideas are sought as part of the budget consultation process. Members of this Panel are also requested to provide both views on the current budget proposals and also additional ideas for further potential budget savings.

4. **Capital Programme**

4.1. To date, there has been no detailed capital allocations for local government in relation to capital spending in 2015-16, however, the Government has set out high level capital spending plans within its Investing in Britain's Future paper. In real terms the Government is expecting to increase capital expenditure nationally by 1.3% in 2015-16, however, this will predominately be focused on specific transport and infrastructure projects. In addition £2billion will be used to create a new Single Local Growth Fund, which will be the responsibility of the Local Enterprise Partnership.

4.2.

Table showing Capital Programme 2014-17			
	Financial Year		
	2014-15	2015-16	2016-17
	£m	£m	£m
Total Capital Programme	115.779	41.832	TBC
Funding of Programme			
Capital receipts	3.000	3.000	
Unsupported borrowing	20.651	17.127	
Specific internal funding	0.456	0.000	
External grants & contributions	91.672	21.705	
	115.779	41.832	
Interest on borrowing 2013-14 @ 4.75%	2.118		
Interest on borrowing 2014-15 @ 5%		1.033	
Interest on borrowing 2015-16 @ 5.5%			0.942
Minimum Revenue Provision	1.115	0.516	0.428
Revenue impact from previous years borrowing	3.232	1.549	1.370
Cumulative revenue impact		4.781	6.151

Appendix B further breaks down the capital bids and previously approved schemes for the Local Authority that are to be funded from borrowing and unallocated capital receipts.

4.3. The use of borrowing has a direct revenue cost and the financial strategy has been to reduce the amount of borrowing undertaken by Norfolk County Council in recent years. As part of the overall budget review, members views are also sought on further ways to reduce unsupported borrowing and therefore bring down the revenue implications of necessary capital spend.

4.4. Since 2011-12, Government support for capital funding has been via capital grant the majority of which is not ring fenced. So far, the following indicative future year capital grant announcements have been received.

	2014-15 £m
Highways	28.760
Education	Note 1 below
Community Services	2.292
Fire	1.413

Note 1: On 1 March 2013 a Basic Need capital grant of £32.271m was announced covering two financial years. There will be no further allocation of Basic Need grant for 2014-15. Pro rata, the grant is equivalent to £16.13m for each of 2013-14 and 2014-15.

5. **Putting people first – proposed role and strategy for Norfolk County Council**

5.1. The context for the County Council’s three year planning was set out by the Leader in his speech August 2013. It confirmed an ambition for Norfolk to be a place where everyone can succeed and fulfil their potential. Three priority areas to help deliver this were identified:

Excellence in education – We will champion our children and young people’s right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best.

Real jobs – We will promote employment that offers security, opportunities and a good level of pay. We want real sustainable jobs available throughout Norfolk.

Good infrastructure – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.

5.2. **The ways in which we will fulfil these priorities are:**

- Standing up for the interests of people in Norfolk

- Promoting prosperity by championing the best practices, ideas and innovation for local economic success
- Working to increase life opportunities so that everyone can fulfil their potential
- Listening to and learning from our communities so local solutions can improve the quality of life
- Ensuring people get high quality services and clear information about them
- Improving the effectiveness of the Council by being more open and getting a bigger input from your local representatives.

5.3

Timetable

Activity/Milestone	Time frame
Consultation on specific planning proposals and council tax 2014-17	Late September to December 2013
Overview and Scrutiny Panels reporting – service and budget planning – review of progress against three year plan and planning options	November 2013
Chancellor’s Autumn Statement and Provisional Finance Settlement	December 2013
Overview and Scrutiny Panels input on service and financial planning and consultation feedback	January 2014
Cabinet agree revenue budget and capital programme recommendations to County Council	27 January 2014
County Council agree County Council Plan, revenue budget, capital programme and level of Council Tax	17 February 2014

6. Service specific context

6.1. The following covers the main priorities for Children’s Services that will form the basis of service planning and budget proposals for 2014/17.

6.2. 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

The Children’s Services Improvement Plan and supporting programme of work shows how the Council working with its partners will quickly build sustained improvement that delivers consistently outstanding early help, safeguarding, looked after children and education services for the children and families of Norfolk. Central to this is our vision for children and young people:

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

future."

Our priority is to make sure that all children are safe and achieve the best possible educational outcomes. We will 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 work with all our partners to ensure we provide a consistently high quality service that achieves the best possible positive outcomes for children and families. We will get it right for every child every time.

Improvement in this key area of the County Council's work has been given high priority by the newly elected Administration in Norfolk with a strong, determined focus on safeguarding and support and challenge for schools.

Once our services are securely adequate we will begin to work towards delivering 'outstanding' children's services.

7. **Specific proposals for this service**

- 7.1. There are 9 proposals being consulted on which are specific to Children's Services and are set out in Appendix A. In addition a number of efficiencies have been identified which will contribute towards overall savings in the service.
- 7.2. When developing potential options consideration was given to what services could be conducted by the third tier and voluntary services and the community as well as identifying services that we are not statutorily obliged to provide. Proposals have been assessed according to the impact and risk to the public.
- 7.3. We are not proposing to cease any services.
- 7.4. There are 5 proposals 12, 23,25,26,27 and 29 which involve a reduction in service.
- 7.5. **Proposal 12:** We propose to reduce the budget for retirement costs for teachers. As schools become academies the responsibility for funding retirement costs is no longer the responsibility of the Local Authority and the reduction is based on the historic rate of academy conversion.

Proposal 23: We propose to reduce the funding for restorative approaches by developing alternative ways of delivering training and support around restorative approaches to manage conflict.

The service works in partnership to develop the use of Restorative Approaches in Norfolk. Restorative Approaches is about building and maintaining relationships; it is a method for managing conflict when it occurs. It can be used in a wide variety of situations when there is conflict, for example between victims and offenders, in a school, with families or in a whole community. The approach focuses on repairing harm done to relationships and people, rather than blaming or punishing them.

If the proposal goes ahead the funding for this work would be reduced by £0.160 million in 2014/15 and develop alternative ways of working, that include providing training, instead of using external organisations, and charging for the training and

access to the tools.

Proposal 25: We propose to change how we support childminders, nurseries and other childcare providers by reducing the amount of training that we provide to Ofsted rated Outstanding and Good providers. This proposal would save £2.67 million in 2014/15 and is linked to proposal 22 detailed in section 7.7 of the report.

We currently offer training, support and advice to all childminders, nurseries and other early years and childcare providers in Norfolk to improve the quality of their services. We need to make changes to the way we work with early years and childcare providers in response to the Government's 'More Affordable Childcare' policy document and the Children and Families Bill that is currently going through Parliament.

The service would do more to ensure that families with 2, 3 and 4 year olds take up the free early years education that they are entitled to, continue to provide free support and training to early years and childcare providers that are in need of improvement and sell training, support and improvement services to 'Good' and 'Outstanding' early years and childcare providers who wish to purchase it, and make any staffing changes necessary.

Proposal 26: The proposal is to reduce the cost of transport for children with Special Educational Needs by creating more school places for pupils with complex needs in Norfolk. Capital funding will be required to create more places for pupils with complex needs as investment in new places would mean less travel, as there would be a school that could offer appropriate support, nearer to where they live

The service currently provides free transport to approximately 1,000 disabled children and young people to attend Local Authority maintained complex needs schools or special schools, and to approximately 350 who attend non-maintained or independent schools. The significant majority of these children and young people have a statement of special educational needs. Some children and young people have to travel a considerable distance to their school because only certain schools provide the support they need. The service anticipates this change would save £1 million in transport costs in 2016/17.

Proposal 27: We propose to reduce the transport subsidy costs to £0.900 million per year from September 2014 provided to students aged 16-19 by increasing the cost of a bus pass. This proposal would save £1 million in 2014/15 and £1million in 2015/16.

There is no duty on the council to provide subsidised transport. However, NCC provides subsidised transport for approximately 3,450 students aged 16-19, in the form of a travel pass, to get to their nearest sixth form or college. Approximately 345 of the young people need specialised transport and they are provided with taxis and small vehicles. The council currently spends £2.9 million subsidising transport for students aged 16-19.

Students currently pay £468 per year towards their travel. This proposal would mean that they would pay between £800 and £850 in future. Families on low incomes are eligible for a reduced rate and they currently pay £351 per year. We are proposing

to increase this to between £600 and £638.

Proposal 29 is to reduce funding for school crossing patrols. It is the responsibility of parents and carers to ensure that their child gets to school. The Road Traffic Regulation Act 1984 allows us to put in place school crossing patrols to help pupils get to schools. Currently NCC fund and manage 114 school crossing patrols.

The service has considered potential ways they could work in future. Patrols could be run by community groups, schools or volunteers, or alternatively they could be sponsored by local businesses. This proposal would save £0.150 million in 2015/16 and in 2016/17 making a total saving of £0.300 million.

7.6. The following proposals will involve different ways of delivering some services:

Proposals numbered 19, 21, 22, 24, and 64.

7.7. **Proposal 19:** Following the launch of the new approach to supporting and challenging schools it is possible to re-structure the supporting teams and ensure that the support given to schools is sustainable and doesn't represent a short term solution, through the use of one off grants. This is based on the Norfolk Good to Great approach and sees the use of intervention advisors working with and challenging schools, ensuring that they use their resources to best effect. This approach has already begun with Norfolk Good to Great.

Proposal number 21: By increasing the number of services to prevent children from having to go into care and carrying out additional work with families more children will be able to remain at home. We also propose that by improving Children's Service processes the cost of looking after children will be reduced.

NCC, Children's Services look after children who cannot be cared for by their parents, either on a temporary or long-term basis. The number of children looked after has increased steadily over the last six years, from 835 in 2006/07 to 1,077 in 2012/13. Norfolk has a high level of looked after children when compared to statistical neighbours and the number has also been increasing at a greater rate than. The service aims to reduce the number of children in our care to approximately 770 over the next three years.

The service will need to change its approach, how staff work to achieve different ways of working, working closely with partners to ensure that the work they do with these families' complements and supports the work of our social care staff. This focuses on a three main streams of activity. The first deals with the early help offer and edge of care work that is centred on working with families and children to try and help children remain in their family setting. The second addresses the current cohort of looked after children to try and return them to a stable family environment, which could be through a number of routes including special guardianship orders, adoption, and reunification. The final stream is looking at the re-profiling of the placement mix, focussing on the use of residential accommodation which is currently above the national average. This will be done in conjunction with the workforce plan, ensuring that there are the right level of staff in the right places. This proposal would save £19.989 million: £5.215 million in 2014/15, £7.215 million in

2015/16 and £7.559 million in 2016/17.

Proposal number 22: The Children and Families Bill is currently going through Parliament. The Bill will have an effect on the services we provide for children and young people with Special Educational Needs and Disabilities (SEND) once it is finalised. It will not be implemented until September 2014.

A partnership project with key partners has been initiated to consider the implications of the Bill. The project is at an early planning stage, however, it may be that one of the outcomes of the project is a reduction in the number of children requiring multi-agency assessments and plans, and an increased focus on meeting the needs of children and young people early on. This will be explained in our 'local offer' which we will be required to publish.

We know that we need to make the services we provide to children and young people with Special Educational Needs and Disabilities more efficient and that we have to make savings. It may be that some current services do need to change or stop to ensure that we can focus our resources where they have the most impact. We will carry out further public consultation before we make any decisions about changes to services. We have included in the budget an assumption that we will save £1.9 million in 2016/17.

Proposal 24: The service currently contributes funding to the Schools Well Being Service, Teacher Recruitment Service, Norfolk Music Service and Healthy Norfolk Schools Programme. The proposal is to stop funding these activities and consider doing things differently by selling these opportunities to schools that wish to use them.

If this proposal goes ahead it would save £0.689 million in total: £0.474 million in 2014/15 and £0.215 million in 2015/16.

Proposal 64: This proposal looks to re-commission the services that we currently provide for parenting support, family support and positive activities in a more cost effective way, whilst ensuring that outcomes are still achieved.

7.8. We are considering 3 areas of efficiency in relation to Children's Service's, proposals: number 2, 8 and 28.

7.9. **Proposal 2:** We will review the existing ICT contracts held with our major systems and ensure that we are receiving value for money.

Proposal 8: We will review the way that business support is provided within the department and the management structures in light of the changes occurring in the department.

Proposal number 28: Reduce partnership funding for the Norfolk Youth Offending Team and the Norfolk Drug and Alcohol Partnership by £0.250 million.

Currently the Norfolk Youth Offending Team receives £0.325 million funding from the service to prevent children and young people from offending or being involved in anti-social behaviour. The Norfolk Drug and Alcohol Partnership receives £0.250

million from the service to provide a substance misuse service for young people.

The proposal is to review the outcomes of the services in conjunction with the early help strategy and to reduce the amount of funding the service contributes to the two partnerships by £0.250 millions. We would reduce our funding from 2016/17 so that the partnerships have time to review how these services are provided, find more efficient ways to deliver these activities and seek alternative sources of funding.

- 7.10 Through the budget saving process a number of ‘cross cutting’ proposals were identified. These are savings that could be made by looking at different areas of the process across the Local Authority and will require actions by other services within the Local Authority. These are contained within the second table in Appendix A and focus on proposals relating to transport costs, either through efficiencies in fleet costs or by improving footpaths and cycle ways to schools.

In addition, there are further cross cutting savings proposals that may have a partial impact on service budgets relevant to this panel, the potential for impacting children’s services budgets is subject to further review. These are set out in the third table in Appendix A.

8. **Capital programme**

- 8.1. The Government announced the following capital grant for schools in February 2013:

Category of grant	13/14
	£m
Basic Need	32.271*
Mid year Basic Need	0
Maintenance	16.443
TOTAL NCC grant	48.714
LCVAP	1.481
Schools Devolved Capital	2.684
TOTAL ALL (inc mid-year)	52.879

*The Basic Need grant covers two years, 2013/14 and 2014/15. All other categories are for 2013/14 only.

** LCVAP = Locally Controlled Voluntary Aided School Programme

As in previous years it is proposed that Government allocation of capital grant will be earmarked to the services for which the grant has been made. The proposed distribution of the funding available has been considered by Capital Priorities Group in April and June 2013 and is proposed as follows:

	2013-14	2014-15	2015-16	2016/17	Total
Category	£m	£m	£m	£m	£m
Basic Need growth	0.5	9.5	13.5	3.5	27
Condition/capital maintenance (smaller works)	0.5	3.5	0.5		4.5
Condition/capital maintenance (carbon reduction* and major replacement schemes)	1*	5	5		11
Modular temporary provision (from BN)		1	1		2
Block Programmes inc programme management	0.5	0.75	0.75	0.75	2.75
SEN, BESD provision	1				1
Total	3.5	19.75	20.75	4.25	48.25

Elsewhere on this agenda we report Capital Priorities' Group's proposals for a project programme to address the County's need for future school places and other improvements to the school estate. This draws on the current year's grant as well as reallocation/underspends from previous financial years.

- 8.2. In accordance with the Capital Strategy, departments have submitted bids for corporate capital funding or prudential borrowing to the Corporate Capital and Asset Management Group (CCAMG). These bids relate in the main to schemes or services for which Government support is not available but which are nevertheless considered to be a priority.

9. **Resource Implications**

- 9.1. **Finance:** Financial implications are covered throughout this report

For advice on financial implications should contact the Finance Business Partner (Children's Services).

- 9.2. **Staff:** Staffing implications of the budget proposals are being reviewed as part of workforce planning activity carried out across the authority. Changes to service delivery will have the potential to impact upon staff. This will be managed throughout the process.

- 9.3. **Property:** Property implications will be reviewed as part of the overall assessment for individual proposals

- 9.4. **IT:** IT implications will be reviewed as part of the overall assessment for individual proposals

10. **Other Implications**

- 10.1. **Legal Implications:** Legal implications have been reviewed as part of the overall assessment for individual proposals prior to consultation. Continued assessment of legal implications in relation to all proposals will be on going throughout the process.

10.2. **Human Rights:** Human Rights implications are being assessed on an individual budget proposal basis as part of the Equality Impact Assessment process.

10.3. **Equality Impact Assessment (EqIA):**

10.4. Under the Equality Act 2010, public bodies must in exercise of their public functions have due regard to:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advancing equality of opportunity between people from different groups
- Fostering good relationships between people from different groups

Protected characteristics are disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

It is up to public bodies how they go about implementing the duty, however they must be able to provide evidence upon request that due regard has genuinely been paid.

Individual Equality Impact Assessments are being undertaken for all of the Council's budget proposals that potentially have an impact on identified groups with protected characteristics. This process includes engagement with relevant groups, which will form a core part of the evidence used to prepare the assessments.

At the time of writing this report, the consultation is still on-going. Findings will be brought to the Panel in January.

A full equality impact assessment report will be published alongside the Cabinet budget papers for 27 January. This is consistent with legislation and will allow Cabinet Members sufficient time to inspect each proposal's equality impact assessment (along with all the other relevant evidence), prior to the Cabinet meeting on 27 January 2014 to agree the recommendations to Full Council on 17 February 2014.

The Equality Impact Assessment process is being overseen by the Strategic Equality Group. This is a Member and officer group that provides leadership on equality for Norfolk County Council.

Where the Council identifies potential adverse impacts on protected groups, it must consider whether to go ahead with the proposal and whether any amendment can be made to promote equality and tackling disadvantage for the protected group affected.

10.5. **Communications:**

The Authority has taken a number of steps to inform people about its ambition and priorities, the financial context it faces, the approach it is taking to manage within it and the specific savings proposals on which it welcomes views. We are also actively encouraging people to engage with the consultation process and make their views and ideas known, We have also publicised clearly the factors the council will take

into account before coming to any decisions.

The public consultation started on the 19th September and will close on Thursday 12 December 2013.

We have used the print, broadcast and online media to publicise the consultation, we have also written to many principal partners and stakeholders, including Norfolk's town and parish councils and principal voluntary organisations, telling them about the consultation and how to get engaged. We have a dedicated website and are enabling people to give their views online, by post, by email or in writing. People who have no access to the internet are able to receive a printed copy of our proposals via a call to our customer service centre and we are also publicising that widely.

In addition, the latest edition of Your Norfolk (delivered to every home in Norfolk) gives information about the issues and lets people know how to make their views known.

We have also arranged a series of face to face meetings different groups to get their views and give them an opportunity to hear more, and ask questions or seek clarification where necessary, to help them ensure their members understand what is being proposed and can make informed responses.

Clients of social care who may be directly affected by some of the proposals have also been written to individually. We have also taken some extra steps to engage with underrepresented groups such as older people, disabled people, young people, people with learning difficulties, carers, people from Black Asian and minority ethnic backgrounds and the LGBT community.

- 10.6 **Impact on Children and Young People in Norfolk:**
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.
- 10.7 **Health and Safety Implications :**
Health and Safety implications will be reviewed as part of the overall assessment for individual proposals
- 10.8 **Environmental Implications :**
Environmental implications will be reviewed as part of the overall assessment for individual proposals.
- 10.9 **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.
11. **Section 17 – Crime and Disorder Act**
- 11.1 Issues in relation to the Crime and Disorder Act will be reviewed as part of the overall assessment for individual proposals.

12. Risk Implications/Assessment

12.1 The main risks and issues associated with these proposals have been highlighted in Section 5. However, given the scale of potential change associated with the budget proposals, there are a series of risks which are generic to all services, and against which each individual proposal is being evaluated. These are:

Service performance: the risk that the scale of change will impact on performance and on user satisfaction with services

Staffing: the risk that skills and knowledge may be lost as people leave or are made redundant, and that staff morale is adversely affected

Capacity for change: the proposals require significant transformation and change to services, and there is a risk that there will be insufficient capacity to re-design services and implement new ways of working.

Increasing demand: there is a risk that where preventative services are being scaled back, that there may – in future – be an increased risk in demand, as people’s needs become more pressing.

13. Action Required

13.1 Members are asked to consider and comment on the following:

- (i) The revised service and financial planning context
- (ii) The updated capital bids and announcements relevant to Children’s Services

13.2 Members are also invited to identify further ideas to achieve additional revenue budget savings and reduction in unsupported borrowing costs in relation to delivering the capital programme.

Background Papers

Service and Financial Planning 2014-17 papers – Cabinet (5th August and 2nd September)

Children’s Services Strategic Improvement Plan

Officer Contact

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

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

APPENDIX A

Proposed Budget Changes for 2014-17

CHILDREN'S SERVICES

		2014-15	2015-16	2016-17
	ADDITIONAL COSTS	£m	£m	£m
	Economy			
	Basic Inflation - Pay (1% for 14-17)	0.587	0.594	0.601
	Basic Inflation - Prices (General 2%, School and social care passenger transport 4%)	2.906	2.983	3.062
	Demographics			
	Looked After Children - increased residential and foster care agency provision	2.081	2.081	2.081
	Government Policy			
	Early Intervention one off funding - underspends	6.505		
	Early Intervention one off additional cost	(3.500)		
	Academy conversion – Education Service Grant	1.097	0.420	0.464
	NCC Policy			
	Youth Advisory Boards - from 13/14		(0.500)	
	Raising School Standards - from 13/14		(0.500)	
	Resource within Social work teams	2.344		
	Total Additional Costs	12.02	5.078	6.208
Ref	BUDGET SAVINGS			
2	To review the procurement of existing ICT systems with Children's services	0.100		
8	Reintegration of business support into operation teams	0.125	0.125	0.125
8	Review senior management and commissioning structures		0.090	0.090
12	Reduced retirement costs for teachers			0.400
19	Improve the way we support, challenge and intervene in schools	0.850		
21	Increase the number of services we have to prevent children and young people from coming into our care and reducing the cost of looking after children	5.215	7.215	7.559
21	Children's Services Review – use of one off reserves to delay savings to 2015/16	2.000	(2.000)	
22	Change services for children and young people with Special Educational Needs and Disabilities in response to the Children and Families Bill			1.912
23	Reduce the funding for restorative approaches	0.160		
24	Stop our contribution to the Schools Wellbeing Service, Teacher Recruitment	0.474	0.215	

	Service, Norfolk Music Service and Healthy Norfolk Schools Programme and explore if we could sell these services to schools			
25	Change how we support childminders, nurseries and other childcare providers	2.670		
26	Reduce the cost of transport for children with Special Educational Needs			1.000
27	Reduce the transport subsidy provided to students aged 16-19	1.000	1.000	
28	Reduce the amount of funding we contribute to the partnerships that support young people who misuse substances and young people at risk of offending			0.250
29	Reduce funding for school crossing patrols		0.150	0.150
64	Change the support we give to families, children and young people	0.500		
	Putting People First proposals sub total	13.094	6.795	11.486
	Other savings proposals [if any emerging savings]			
	Other savings sub total	0.000	0.000	0.000
	Total Savings	10.750	6.795	11.468
	NET BUDGET CHANGE	(1.074)	(1.717)	(5.278)

Through the budget saving process a number of 'cross cutting' proposals were identified. These are savings that could be made by looking at different areas of the process across the local authority. The table below highlights the areas that are applicable to children's services.

		2014-15 £m	2015-16 £m	2016-17 £m
	Cross Cutting Budget Savings			
4	Making efficiencies in the overall fleet by increasing vehicle utilisation and integration	0.254	0	0
59	Cut the cost of providing school transport (Improve footpaths and cycleways to schools to reduce demand for school transport)	0.2	0	0
59	Cut the cost of providing school transport (Allocate more children to public transport contracts)	0.05	0.02	0.09
59	Cut the cost of providing school transport (Incentivise entitled pupils to opt out)	0	0.04	0

In addition, there are further cross cutting savings proposals that may have a partial impact on service budgets relevant to this panel, the potential for impacting children's services budgets is subject to further review. These are listed below:

		2014-15 £m	2015-16 £m	2016-17 £m
	Cross Cutting Budget Savings			
1	Mobile Data Management (MDM) project	0.030	0.000	0.000
2	Make use of newer and cheaper systems and practices through reprocurement	1.055	2.510	0.000
4	Reducing costs of business travel	0.330	0.300	0.275
4	Consolidate staff and expertise in fleet management	0.200	0.100	0.000
4	Savings related to purchasing fuel	0.168	0.005	0.000
4	Lease car scheme savings	0.061	0.000	0.000
4	Further review of associated employment costs	0.000	0.440	0.860
4	Renegotiate the Norse contract for buying and leasing mini buses	0.226	0.000	0.000
8	Reduce costs of commercial and industrial waste produced by NCC premises	0.037	0.000	0.000
10	Cross cutting improvements to ways of working	1.500	0.000	0.000
15	Efficiency savings arising from utilising public health skills and resources to remove duplication	1.205	0.000	1.275
20	Securing funding, including European funding, for key care services	0.000	0.750	0.750
20	Improving public safety offer as part of existing services to LA maintained schools and academies	0.005	0.008	0.008
20	Sponsorship of public safety activity	0.005	0.005	0.005

APPENDIX B

Capital bids and previously approved schemes to be funded from borrowing and unallocated capital receipts 2014-2017 (as at 1 October 2013)

Service	Scheme	2014-15	2015-16	2016-17	
		£m	£m	£m	
New bids considered by CCAMG September 2013 – subject to development and approval					
Resources	County Hall security and fire safety measures	1.490	1.000		1
Resources	Equality Act (DDA) Works – additional bid to cover potential requirements for County Hall car park access ramps and associated works	0.220	0.120	0.130	2
Resources	Corporate Minor Works (CMW) items not previously approved	0.050	0.050	0.650	3
Sub-total new items		1.760	1.170	0.780	
Items funded from borrowing approved as part of 2013-14 capital programme and expenditure re-profiled from earlier programmes					
Resources	Equality Act (DDA) Works	0.130	0.130		2
Resources	Corporate Minor Works (CMW)	0.600	0.600		3
Resources	Carbon and energy reduction fund	1.100			4
Resources	Better Broadband (excluding externally funded element)	3.011	11.197		5
Resources	Investment fund for Norfolk Energy Futures Ltd	3.600			6
Resources	County Hall strategic maintenance	3.500	8.200		7
ETD	Provisional funding for Major Transport Schemes (eg Poswick Interchange / NDR)	9.100			8
ETD	Drainage improvements	1.656			9
Resources	Asbestos Survey & Removal	0.620			9

Community Services	Libraries Refurbishment	0.200			9
Fire and Rescue	Fire Training Building	0.100			9
Children's services	Schools construction	0.034			9
Sub-total existing		23.651	20.127		
Total		25.411	21.297	0.780	

Notes

- 1) County Hall security and fire safety measures: costs subject to confirmation.
- 2) DDA: Historically £0.13m per annum has proved sufficient in this fund, but there may be significant expenditure related to access at the County Hall site (c£0.3m) hence the increased bid for 2014-2016. Allocations are proposed on a rolling three year cycle but subject to annual approval.
- 3) CMW: Small increase over year's allocation of £0.6m to address items associated with the County Hall maintenance programme. Allocations are proposed on a rolling three year cycle but subject to annual approval.
- 4) CERF: 2014/15 is the final year of the existing CERF bid.
- 5) Better Broadband bid: endorsed by Cabinet in July 2011. The amounts included above represent the element of the bid to be funded by prudential borrowing. The borrowing costs will be funded by the Norfolk Infrastructure Fund and savings in the ICT Services budget when the council's data contract is re-let in 2014.
- 6) NEFL: an "investment fund" to be allocated to projects as opportunities arise.
- 7) County Hall strategic maintenance: as per Cabinet report 9 July 2012, but with the £8m due to be spent over the 22 years from April 2015 condensed into the third year of the project (2015/16).
- 8) NCC corporate funding for Norwich Northern Distributor Road and Postwick Hub as set out in Cabinet minutes 4 March 2013.
- 9) Expenditure re-profiled from earlier capital programmes.
- 10) Project funded by a revenue contribution from the service. This contribution was used to reduce the Authority's previous year's borrowing requirement and therefore the project will be funded through future borrowing.
- 11) Strong and Well partnership: Cabinet report 28 January 2013, allocated £0.5m capital per annum for 5 years for prevention services for vulnerable older people. Funding was identified for the first year, but not for subsequent years. In line with the revenue budget proposals, the programme from 2014-15 has been withdrawn.
- 12) Capital implications of the Airport Radar System as discussed by Cabinet on 3rd September 2013 to be added when capital requirements are developed.

Children's Services' Growth and Investment Plan 2013-17
Planning and funding pupil number place growth in Norfolk

Report by the Interim Director of Children's Services

Summary

This report provides a summary of pupil place number pressures in the County for the short and medium term and the proposed capital projects to deal with these pressures.

In January 2013 Panel endorsed the annual publication of a Growth and Investment Plan for the provision of pupil places in schools.

The report updates pressures in individual areas of the County where pupil number growth is occurring or expected to occur, including those areas where new schools will be needed in the medium term to cater for the demand for places from new housing development. Action taken to date is noted, together with proposed next steps.

A separate report on this agenda sets out the current capital grant available to the County Council from the Education Funding Agency. In addition to this there is held over funding from 2012/13. Overall some £72m 'Basic Need' funding is available to support a major programme of investment over the next five years (dependent on the timing of housing). The report provides schedules of major projects in preparation or intended for preparation to meet growth. The project proposals and overall capital spending profile set out in the report will continue to be refined and be finalised to be part of the County Council's overall capital budget 2013-17 to be considered by Cabinet in January/February 2014.

The report notes the dependencies for some projects – eg land acquisition required before a project can proceed.

The County Council will need to commence a process of commissioning new schools early in 2014.

Recommendation

Panel is asked to consider (a) the proposed responses to address pupil place pressures in the short and medium term in Norfolk and (b) the proposed capital spending profile to be part of the County Council's overall capital spending proposals 2013- 17

1. Background

- 1.1 In January 2013, Panel received and endorsed the first version of the Local Growth and Investment Plan. This document set out the medium to long term pupil place pressures on areas of the County as a result of planned housing growth and/or demographic (birth rate) trends.
- 1.2 This report presents an updated but abbreviated Plan, concentrating on major strategic areas of growth which have an implication for the capital programme. As government capital allocations were received after the January report, it is now possible to propose a full capital programme to meet the growth pressures set out in the Plan.
- 1.3 The way in which local authorities spend Basic Need funding to create new school places is now monitored annually by the Education Funding Agency.
- 1.4 The report is structured as a single appended report, as follows:
 - Section A - summary of main growth pressures by area
 - Section B – summary of Basic Need funding available to meet the pressures
 - Section C – specific projects within the Basic Need (growth) capital programme to be supported as part of the County Council's overall capital programme 2103-17,
 - Section D – estimated financial profiling of projects in full preparation
- 1.5 This report has been considered by Capital Priorities Group on 6th November 2013 which supported its transmission to Panel.

2. Resource Implications

- 2.1 **Finance:** All funding referred to in the proposed programme is government capital grant. There are no borrowing implications. In line with Cabinet's previous practice, it is assumed that all funding received from the Education Funding Agency, although unringfenced capital will be allocated to Children's Services' projects. Some projects will be fully or part funded from developer contribution when relevant triggers in section 106 agreements have been reached. Some future projects will be dependent on receipt of funding from the district council under the Community Infrastructure Levy – and this uncertainty constitutes an emerging financial risk for the Council. For longer term projects, and the CIL risk, we will be to take into account any new capital allocations received from Government from 2014. The overall Children's Services capital programme will be worked on in further detail to be submitted as part of the County Council's overall capital programme for 2103-17 to be considered by Cabinet in January/February 2014.
- 2.2 **Property:** A number of school expansion projects require the acquisition of land. Advice on all aspects of land acquisition is taken from NPS Property Consultants Ltd and NPLaw.

3 Other Implications

- 3.1 **Legal Implications:** A number of schemes in this programme will be the subject of section 106 agreements.
- 3.2 **Equality Impact Assessment (EqIA)** - not necessary at this stage
- 3.3 **Impact on Children and Young People in Norfolk** –a good quality school place close to where children live supports their learning in an efficient and sustainable manner
- 3.4 Officers have considered all the implications of which members should be aware. Apart from those listed in the report (above), there are no other implications to take into account.

4. Section 17 – Crime and Disorder Act

A good supply of high quality school places within a community offers many opportunities to support community cohesion.

5. Risk Implications/Assessment

- 5.1 There are a number of key risks in the planning the growth of pupil places to meet changing demand They include the impact of the economic situation on the housing market, the availability of full funding under the CIL arrangements, the need to accommodate children from the early phases of new housing before a new school comes into operation and the revenue sustainability of new school in the first years of operation. At present a key risk is securing land for necessary expansion and the ability to secure planning consents on expanding the building footprint on constrained school sites.
- 5.2 The work of the Place Planning and Organisation section incorporates risk-mitigation in its forward planning in partnership with other departments, particularly through the project management service within NPS Property Consultants. This will include developing a strategic form of programme and project management overseeing and controlling the pre-construction activities.

6. Action Required

Panel is asked to consider

- (a) the proposed responses to address pupil place pressures in the short and medium term in Norfolk, and
- (b) the proposed capital spending profile to be part of the County Council's overall capital spending proposals 2013- 17

Background Papers

Education Funding Agency – capital allocations to local authorities February 2013.
Pupil number forecasts – 2013 (NCC Policy, Planning and Partnerships)
District Council Local Plan documentation – published on District Council websites

Officer Contact

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

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Local Growth and Investment Plan

Section A

Strategic growth summary

Category 1: Major strategic locations requiring a multiple new-school solution
(NB – Local Plan housing numbers shown in brackets)

1. **Sprowston / Old Catton/Rackheath/Thorpe St Andrew (7,000 dwellings – continuing to grow to 10,000 dwellings to 2026)**

Actions to date:

- Rackheath Primary School has already been expanded by 2 classrooms to 210 places, together with a pre-school facility
- A site has been allocated for a one form entry primary school to serve the Blue Boar Lane development (White House Farm – 1,200 dwellings) which is due to commence in late 2014.

Immediate NCC Capital proposals

- Expand Dussindale Primary to 420 places, based on developer contribution, by September 2014
- Expand Little Plumstead to 315 places when demand requires from eastern side of development triangle; scope school to increase to 420 places with additional land

Future proposals to be managed:

- the developer 'Beyond Green' has included plans for 2 x two form entry primaries in its outline planning application, the first phase of which (3,500 dwellings) is expected to be determined in late 2013 but would not start on site until 2015.
- It is likely that we will also need to commission a new secondary school to serve this north east corner of Norwich, but its location, either east or west of the Wroxham Road, and its timing, will depend on where the rate of growth is greatest.

2. **Thetford (5,000 dwellings)**

The earliest date this development is expected to start on site is 2016. All existing primary phase schools are now at capacity

Actions to date

- Additional 1.5 forms of Yr R entry provided in September 2013

Current NCC Capital proposals

- Expand Drake Infant to 420 primary by September 2014, with buildings complete by 2015. We are in discussion with Breckland Council in order to acquire the land essential to this scheme

Future proposals to be managed:

- Increase at Admirals Academy (Junior School) by 120 places (to 4 forms of entry) for 2016.
- Commission new school during 2014 as first to serve the new development in 2016.
(It was originally anticipated that children from the first phase of housing would be accommodated in the existing schools but demographic pressures have made this impossible. The County Council has asked for a primary school to be constructed as the overall development begins and is being asked to find this from Basic Need until developer contribution comes through, subject to a suitable legal agreement.)
- The Diocese of Norwich has indicated they may wish to expand The Bishops VA Primary following the increase of YR entry by 15 places in 2013.
- In the long term, up to 3 x two form entry primary schools (1,260 places) will need to be commissioned to serve the new development.

3. Attleborough (4,000 dwellings)

Breckland Council is planning growth of up to 4,000 dwellings in Attleborough with the first phase of development (450 dwellings, off Old Buckenham Road) expected to start no sooner than 2015.

Current NCC capital proposals:

- In order to expand the High School on its current site, the Infant School will need to relocate, a site south of the town is being sought. This will enable a 2-primary structure to be developed for the town over time.

Future proposals to be managed:

- A further 1 or 2 new two-form entry primary schools may need to be commissioned for the new housing. Commissioning will depend on the timing of housing.
- A Masterplanning exercise on the High School site, to become an Academy in January 2014, will be undertaken to plan for the increased capacity.

Category 2: Development locations where a new school is anticipated

4. Wymondham (2,200 dwellings)

Permission has already been granted for approximately 700 homes on several different sites to the north of the town, and building is under way in that area. Two outline applications have been submitted for development at Silfield to the south of

Wymondham totalling 1,200 dwellings, which may be on site by late 2014.. With other developments, the original planning basis of 2,200 dwellings has now been exceeded.

Actions to date:

- Phase 1 of High school Masterplan complete, to free up site of temporary accommodation. Further phases will be implemented as developer contribution comes forward

Current NCC capital proposals:

- We are likely to require one additional form of entry in September 2014 and are discussing with schools the best location and accommodation requirements

Future proposals to be managed:

- A site has been allocated for a new one or two form entry primary school. We would expect to commission this school as part of a batch in early 2014. However the school will not be able to come into operation until a significant number of houses are complete.

5. Cringleford (around 1,200 dwellings)

Actions to date

- The present one form entry Church of England Voluntary Aided primary school moved to its new site in June 2013, and will in time grow to become a two form entry (420 place) school to accommodate children from the current development.

Future proposals to be managed:

- In response to the Cringleford Neighbourhood Development Plan supported by South Norfolk Council, the County Council is seeking a site and funding for a new Primary School, up to two forms of entry depending on the housing numbers, to serve further development. The exact timing of this future phase is not yet known, but the site could begin to deliver housing from 2016 onwards.

6. Hethersett (1,200 dwellings)

Actions to date

- A Section 106 agreement provides site and funding for a 210 place primary school, with additional provision for site expansion to cater for up to 420 places.
- Capacity has been increased at Woodside Infant and Nursery School

Future proposals to be managed:

- The 11-16 High School, which provides for Cringleford, as well as Hethersett secondary age pupils will also need to be expanded. Additional land to expand the high school site by up to three forms-of-entry is part of the Section 106 agreement.

7. King's Lynn south (1,600 dwellings)

At least 1,600 of the overall King's Lynn allocations will be located in a major development south of the town which is expected to start in 2017/18.

Future proposals to be managed:

- a new primary school has been proposed to serve the development
- secondary aged pupils from the development will be accommodated in the existing high schools

8. Bradwell (1,000 dwellings)

Existing school capacity is limited by both the scale and expandability of current sites. . It is anticipated that development could begin on site in 2015.

Future proposals to be managed:

- Planning for a new primary school to serve this development, with secondary pupils attending Ormiston Venture Academy

9. Fakenham (800- 900 dwellings, possibly rising to 1,100 to 2026)

No application has been submitted at this stage; the current expectation with the District Council is that development could begin in 2015/16.

Actions to date:

- Preparation of a Masterplan to bring the whole of Fakenham(11-18) school (academy) together on a single site

Future proposals to be managed:

- Planning for a possible new primary school to serve this development

10. Norwich City (3,000 dwellings overall)

Actions to date

- Additional places at a number of city schools, some temporary but including refurbishment at Avenue Junior, Lionwood Infant, Angel Road and Heartsease Primary.
- Major expansion of Catton Grove Primary School to 630 places in preparation

Current NCC capital proposals:

- Consider further capacity expansion at a number of schools – Heartsease Primary (to 525), Henderson Green (to 210), Bignold Primary (to 630)

Future proposals to be managed

- A site may be required for a one form entry (210 place) primary school in the centre of Norwich, and this is being sought through the Local Plan process. Norwich City Council have not agreed to allocate the central site for educational purposes and it is likely that the County Council will need to pursue the site at the Local Plan examination if it believes that the site will still be required in the light of a possible new school proposal in Trowse.

11. Trowse (160)

The Trowse Primary school accommodation will be insufficient if this housing proceeds; the site is not capable of further expansion.

Current NCC capital proposals

- To make financial provision for a new primary school of initially 210 pupils rising to 315 or 420 if necessary and to seek land provision through a Seciton 106 agreement

12. Long Stratton (1,800)

South Norfolk Council is currently consulting on an Area Action Plan on this major growth location.

Future proposals to be managed

- Planning for a new primary school to serve this development

13. Wisbech fringe (550)

This planning area refers to the Norfolk side of planned development for Wisbech, the County boundary being sited close to the built-up area of Wisbech.

Future proposals to be managed

- Consideration with Cambridgeshire County Council of the accommodation requirement to serve this development, possibly a new primary school.

14. Costessey (West of Lodge Farm – 550)

Future proposals to be managed

- This allocation includes a site for a new 210 place primary school at Lodge Farm. Development is not expected to begin before 2015/16.

15. King's Lynn Central (1,610)

The Borough Council has confirmed site allocations for the central part of the town. These will impact on a number of schools which are already at capacity.

Current NCC capital proposals

- Requirement for two/three additional forms of entry in 2014 is under review

Future proposals to be managed

- NCC will progress with a view to a possible new primary school in the Marsh Lane/Lynnsport area.

16. Easton (at least 1000 dwellings)

Future proposals to be managed

- The existing primary school will need to be expanded in terms of site and buildings as per the developer's current Masterplan

Category 3: Planning areas where planned housing growth will require other capital investment in the 2013-16 delivery programme

1. Cromer (400-450)

A site of 1.3 ha has been allocated for educational use. This is away from the existing schools, although with reasonable access to them.

Forecasts suggest a requirement of two additional class bases at each of Cromer Infant and Cromer Junior school, but not sufficient for a new 210 place primary school. Any

impact at the High School (Academy) would be able to be accommodated by extension on the existing site.

Actions to date:

- Additional form of entry has been provided at Infant school in 2013

Future proposals to be managed

- Roll-through of IFE and review need for possible second form of entry

2. Dereham town (600)

Forecasts suggest the need to increase capacity in Dereham/Toftwood by up to one form-of-entry, when Scarning has reached its capacity of 315 places. Consequential impact on the high schools can be accommodated on the existing sites with appropriate accommodation expansion.

Future proposals to be managed

- The separate sixth form centre is under significant pressure on its restricted site.

3. Diss/Roydon (300)

Forecasts show growth in the Diss Infant and Junior Schools but previous forecasts have not been realised as a number of children attend Roydon Primary on preference. The places at Roydon, a number of which are in temporary accommodation, are required for the area as a whole to ensure sufficiency.

Current NCC capital proposals

- Subject to a final review of pressures and discussion with cluster, major project to provide permanent accommodation at Roydon Primary

4. Hoveton (100-150)

Future proposals to be managed:

- Likely additional pressure at Broadland High, to be Masterplanned in 2014
- Keep under review admissions pressures at 210 place St John's Primary, Hoveton, which also serves Wroxham (in Broadland Council area)

5. Hunstanton (220)

Current NCC capital proposal

- Amalgamation to primary school on single site, subject to statutory consultation

6. King's Lynn, Woottons (900)

Implications of site-specific proposals currently under consideration but no major work programmed from current budgets (ie until 2015 budgets available)

7. Poringland / Framingham Earl (360 - new allocation)

Current NCC capital proposal

- Expand Poringland Primary school to 420 places from developer contribution

8. Mulbarton (180 consent)

Current NCC capital proposal

- Expand and refurbish Infant and Junior schools for full 2 forms of entry

9. North Walsham town (400-550)

Current NCC capital proposal

- Provide full 3FE across Infant and Junior schools and review suitability for future
- Monitor impact of planned housing development on Millfield Primary School.

10. Reepham (100-200)

Reepham Primary School may need a marginal increase in its current PAN of 30 and consequential improvement in facilities to accommodate pupils from the development of 100 houses scheduled to begin in 2014.

Actions to date:

- Discussions are ongoing to acquire a parcel of land for this otherwise landlocked school as part of the developer's proposal.

11. Watton (300)

Actions to date:

- Completion of 210 place permanent accommodation at Carbrooke
- Temporary provision at infant school for 3FE

Current NCC capital proposal

- Major project to provide 3FE permanent at Infant school

12. Costessey (Queen's Hill)

Maintaining the supply of places at Queen's Hill Primary remains a priority and forecasts indicate that the school needs to be 630 places by 2016.

Actions to date

- Provision of additional places in permanent accommodation for 2013

Current NCC capital proposal

- Acquisition of land to permit expansion to 630 places by 2015

13. Great Yarmouth Borough district

The supply of primary places is under great pressure, with little scope for site expansion where growth is most needed. Thus a key element of the strategy is to secure additional land, where possible adjacent to existing schools.

*Some 2,000 houses are identified for the main urban area of Great Yarmouth, however, 774 have consent already, 720 are identified as windfall and 300 are identified as part of the waterfront Area Action Plan – leaving only a further 106 to be allocated)

Southtown: Current NCC capital proposals

- Acquire additional land at Edward Worlledge Junior (through land swap) to permit expansion and consult on local organisational structure, with improvements to Southtown and Edward Worlledge schools

Central Yarmouth Current NCC capital proposals

- Increase capacity by IFE at Northgate Infant and review overall structures in town to permit further form of entry and roll-through primary years
- Continue to seek land acquisition for additional provision in central area
- Work with Borough Council to Masterplan site and playing field provision for Great Yarmouth High School

Primary Villages outside Great Yarmouth (1,400)

1,400 dwellings are identified (for allocation) in the emerging Core Strategy to be distributed in the following villages: Martham; Hemsby; Hopton; Belton; Ormesby and Winterton.

In addition to the 1,000 dwellings at Bradwell a further 470 dwellings will need to be distributed/allocated between Caister and Bradwell.

Section B

CAPITAL BUDGET APPROVALS

1. The DfE made its capital allocations to Norfolk at the end of February 2013, as follows:

Category of grant	13/14
	£m
Basic Need	32.271*
Mid year Basic Need	0
Maintenance	16.443
TOTAL NCC grant	48.714
LCVAP	1.481
Schools Devolved Capital	2.684
TOTAL ALL (inc mid-year)	52.879

*the Basic Need allocation covers two financial years – ie to March 2015.

2. The table below shows the Basic Need and Capital Maintenance allocations distributed in broad programme terms over three/four financial years, as approved by Capital Priorities Group:

	2013-14	2014-15	2015-16	2016/17	Total
Category	£m	£m	£m	£m	£m
Basic Need growth	0.5	9.5	13.5	3.5	27*
Condition/capital maintenance (smaller works commissioned to NPS)	0.5	3.5	0.5		4.5
Condition/capital maintenance (carbon reduction and major replacement schemes)	1*	5	5		11
Modular temporary provision (from BN)		1	1		2
Block Programmes inc programme management	0.5	0.75	0.75	0.75	2.75
SEN, BESD provision	1				1
Total	3.5	19.75	20.75	4.25	48.25

* figure in table at 5 below

3. The table below shows the allocation of the major Capital maintenance allocation for 2013/14 (£11m in the above table):

Programme	School	Type of works	Approx budget call £m
PFI energy efficiency improvements	All PFI	Installations	0.3
Other carbon reduction	various	Energy efficiency work	0.3
SEN	Chapel Road	Funding contribution to abnormals	3*
Condition/suitability	Replacement primary school	Relocation and rebuild	3*
Condition/suitability	Trowse (part cost)	Relocation and growth	1.5*
Reorganisation	Hunstanton	Amalgamation	0.8*
Condition contingency	LA maintained schools other than VA	Business continuity, legislative requirements, accessibility etc	2.1
TOTAL			11

* forming £8.3m in table at 5 below

4. In addition, the sum of £18.989m is able to be carried forward from 2012/13 in respect, largely due to uncertainty in housing development timings.
5. In summary, the sum which can be considered for major growth and replacement schemes in the Growth and Investment Plan is made up as follows:

Source	£m
Chapel Rd grant	3.8
BN 2013-15	27
2012/13 carry forward	18.9
2013/14 maintenance (part)	8.3
Developer contribution	14.5
TOTAL	72.5

Section C – Proposed capital project and expenditure profile

1 CAPITAL GROWTH PROGRAMME - IN PREPARATION FOR DELIVERY			
SCHOOL	PROJECT	PROJECT BUDGET £m	COMPLETION
Ashwicken VAP	Full 5-11 primary, 120 places	2.8	Sept. '15
Catton Grove Primary, Nch	420 to 630 places by extension	2.8	Sept. '15
Chapel Road Complex Needs	Relocation and enlargement to 110 (47 additional places)	10.5	April. '16
Drake Infant, Thetford	Infant to 420 primary	4.5	Sept. '16
Gayton Primary	New 150 place primary school	4	Sept. '16
Hunstanton	Relocate Infant School to single site on Junior School site - 210 places in total	0.8	Sept. '15
Little Plumstead VAP	Extension to 315 places	1.2	Sept. '15
Mulbarton Infant/Junior	Creating accommodation suitable for 420 across the two schools	1	Sept. '15
Poringland Primary	First phase: to provide permanent accommodation for 315 places	1	Sept 15
Pulham Market Primary	Improvements and extension to ancillary accommodation	0.272	Sept. '15
Queen's Hill Primary	Extension to 630	5.9	Sept. '16
Thorpe St. Andrew	Sports Hall	1.9	Dependent on timing of developer contribution

**2. CAPITAL GROWTH PROGRAMME– TO BE COMMISSIONED
- NO DEPENDENCIES**

SCHOOL OR PLANNING AREA	PROJECT	COMPLETION
Bignold Primary, Norwich	420 to 630 places by refurbishment and replacement of HORSAs	Sept. '16
Dussindale Primary, Thorpe St. Andrew	Increase to 420 places (2FE)	Sept. '15
Henderson Green Primary, Norwich	Full 210 permanent places 5-11	Sept. '16
North Walsham Junior	Full 3FE, interim improvements to provide 630 places across the Infant and Junior Schools	Sept. '14
Watton Infant	3FE (270 places) in permanent accommodation	Sept. '16
Costs likely to be in order of £28m overall		

3. CAPITAL GROWTH PROGRAMME – TO BE COMMISSIONED - WITH DEPENDENCIES

SCHOOL OR PLANNING AREA	PROJECT	DEPENDENCY
Attleborough primary phase	Relocated infant school	Land acquisition; organisational structure
Gt Yarmouth Central primary phase	2/3 additional FE	Land availability, planning constraints
Gt Yarmouth Southtown primary phase	Additional 1FE	Organisational structure, land acquisition
Heartsease Primary	Extension to 525 places	PFI approvals
Raleigh Infant/Admiral's Academy, Thetford	Additional 1FE	Planning constraints; academy approval (Admiral's)
Roydon Primary	Permanent accommodation	Review of previous scheme, intended capacity and review of pressures across cluster
Trowse Primary	New school to 210 or 315	District planning decisions on Trowse development
Wymondham primary phase	Additional 1FE	Organisational structure
Brooke Primary	Replacement school (Condition funding)	Options to be investigated for site acquisition only at this stage
Costs likely to be in order of £28m overall		

4. CURRENT CAPITAL EXPENDITURE PROFILE FOR THE PROJECTS IN TABLE 1 ABOVE

As projects progress through development, cost estimates and budget requirements become more precise. All projects in Table 1 have a full estimated profile of expenditure, as set out below, the majority at RIBA (Royal Institution of British Architects) Stage B or C. Work will continue to estimate and profile project costs for all projects in the schedules above in order to inform preparation of the County Council's overall capital budget and expenditure plan for 2013-17. Any available developer contribution will be profiled in as it becomes available. Otherwise the sole source of funding is EFA capital grant.

Project ref		Spend to Mar13	£'000	£'000	£'000	£'000
			13/14	14/15	15/16	Total
EC4595	Ashwicken	55	145	2,400	200	2,800
EC4674	Catton Grove	55	250	2,495		2,800
EC4286	Chapel Road	0		6,070	4,430	10,500
EC4673	Drake Infant	0	80	4,000	420	4,500
EC4596	Gayton	0	133	3,467	400	4,000
EC4691	Hunstanton			800		800
EC4338	Little Plumstead	130	7	1,354		1,491
EC4664	Mulbarton		50	950		1,000
EC4688	Poringland	5	105			110
EC4687	Pulham Market		64			64
EC4663	Queens Hill		150	5,300	350	5,800
	Thorpe St Andrew			1,900		1,900
TOTAL		245	984	28,736	5,800	35,765

Apprenticeships Norfolk – one year on

Report by the Interim Director of Environment, Transport and Development
and the Interim Director of Children's Services

Summary

This report provides Members with an update on the progress of Apprenticeships Norfolk, an initiative set up to tackle youth unemployment and encourage more businesses to employ apprentices, thereby increasing the skills base in the Norfolk economy. This has been a joint initiative between Environment Transport and Development and Children's Services.

Employment is a priority for Norfolk County Council (NCC), and, through the Apprenticeships Norfolk Fund, significant financial support has been provided to businesses to offer incentives for employing young people as apprentices. 16-24 year olds make up a significant percentage of those unemployed in the County. Some care leavers, in particular, experience significant barriers and difficulties in finding employment. Employers are raising concerns about the work readiness of young people and the rising need for higher level skills in the workforce. A private sector-led Apprenticeships Norfolk Strategy Group has set the strategy for and monitored progress of apprenticeship activity.

A proposal to invest £3.5m was approved at Full Council on 13 February 2012 and the programme went live in September 2012. As the scheme has been running for over a year, this report is provided to both Panels to inform them of progress to date.

The initiative objectives

- Make a step change in the number of young people undertaking apprenticeship employment and pre-apprenticeship training in Norfolk, particularly targeting those most in need (such as those who are not in education employment and training and care leavers)
- Increase the number of new small and medium sized enterprises taking on apprenticeships to grow the skills of the Norfolk workforce, using a wage grant as an incentive to employers

A contract to deliver 441 apprentices (including 40 care leavers), plus 100 young people supported via pre-apprenticeship training, was tendered and College of West Anglia was successful in securing the leadership of the project, on behalf of a group of training providers.

Update. To the end of October 2013 the programme has achieved the following:

- 284 young people have started apprenticeships (against a target of 187). 207 of the starts are aged between 16-18 and 40 of the starts are at Level 3
- 9 care leavers have secured apprenticeships
- A successful marketing campaign – up for two regional awards - leading to a rise in 16-24 apprenticeship starts
- NCC has recruited 30 extra apprentices, provided funding for Norse, who have recruited 111 apprentices, and supported the development of a range of initiatives to increase the flexibility of apprenticeship recruitment for employers.

Recommendations

Members are asked to:

- Note the progress of the Apprenticeships Norfolk Programme
- Approve a review of the final 12 months of the programme, to take into account the changing local and national landscape, including City Deals, as set out in paragraph 2.5

1. Background

- 1.1. Creating real jobs and excellence in education are key priorities for Norfolk County Council. There has been considerable concern over the number of young people aged 16-24 who are not in secure employment both nationally and within the County.

At the same time, employers have been raising concerns about the work readiness of young people and the rising need for higher level skills in the workforce. Some care leavers, in particular, are experiencing significant barriers and difficulties in finding employment.

A specific proposal, to invest £3.5 million in an apprenticeship support scheme, was approved at Full Council on 13 February 2012. It was agreed that a more detailed report on the scheme would come to the CS and ETD Overview and Scrutiny Panels on a six monthly basis.

The aim of the initiative was to significantly improve opportunities for young people who wished to work whilst at the same time increase their skills. The Apprenticeships Norfolk Fund offers a wage grant to employers taking on an apprentice. For those not fully work ready, a pre-apprenticeship programme is offered.

'Apprenticeships Norfolk' complements and adds value to government initiatives and is improving the role of apprenticeships in contributing to Norfolk's skills and economy.

- 1.2 There were a number of national and local drivers for this initiative

- The Government is keen to respond to rising youth unemployment and the skills needs of employers by providing incentives. The Apprenticeships Norfolk project has been aligned to other funding streams, to maximise impact and is a major offer in the Raising the Participation Age Strategy, which states that young people are required to stay in education and training to age 18 by 2015.
- Norfolk has relatively stable levels of 'NEET' (not in education, employment or training) individuals. In November 2012 the figure for Norfolk was 6.5% in line with the national figure of 6.6%. The figure for August 2013 was at 6.6% - the same as the national figure. More important are the trends hidden within the figures – the NEET numbers include significantly more individuals with learning difficulties and disabilities, those with no qualifications, care leavers, those without employability skills, those aged 18-19 and more young men. This project aimed to target these young people
- Increased higher education fees have put off more young people in Norfolk from going into higher education, and apprenticeships offer an equivalent and valuable route into the workplace.
- Following many years of gradually increasing participation in higher education, the number of young people who studied Level 3 programmes entering Higher Education (HE) from Norfolk's sixth forms and colleges decreased significantly between 2010-12, from 20.4% of the cohort in 2009 to 17.7% in 2012. Apprenticeships are a viable option for those young people wishing to start work at 18.

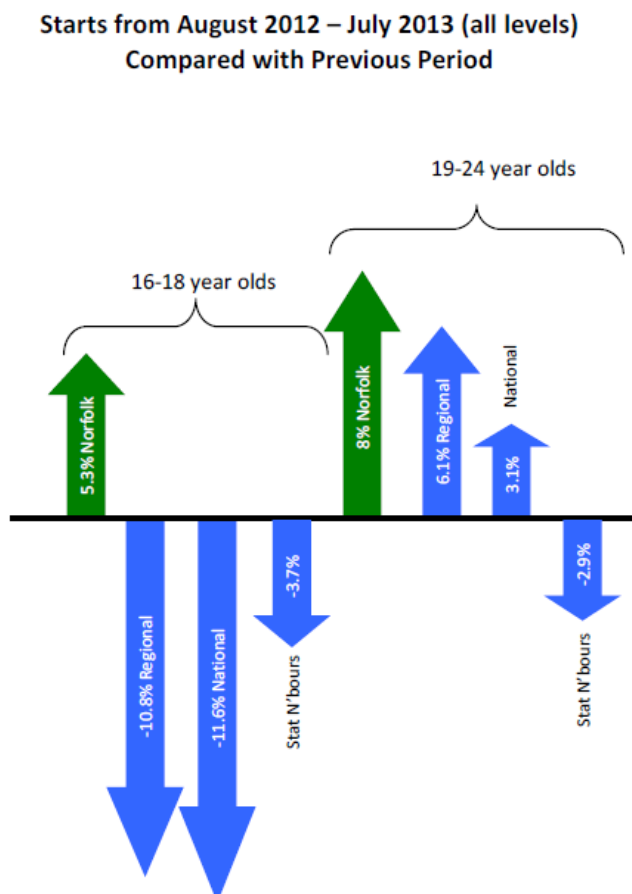
- Norfolk's labour market is characterised by a high concentration of SMEs (small and medium enterprises): the Norfolk Needs Analysis showed that 99.5% of local businesses employed less than 200 people and 85.2% of these employed less than ten. Small company bosses tend to be busy 'doing the day job' and can struggle to identify longer term training needs / succession planning and can find it difficult to access and accommodate apprentices without outside facilitation.

2. Progress on delivery and next steps

2.1 Marketing Campaign

The Apprenticeships Norfolk marketing and communications campaign has been welcomed by providers of apprenticeships, and has contributed to raising the profile of apprenticeships in Norfolk. The campaign (developed jointly with Economic Development, Children's Services and the Communications teams) is in the running for the regional Chartered Institute of Public Relations awards, to be announced on 6 November.

The impact of this campaign has seen apprenticeship starts rise in Norfolk, especially in the 16-18 age group, **outperforming regional, national and statistical neighbours.**



- NCC has supported the development of Apprenticeship Training Agencies/ Group Training Associations – 'SWARM' Apprentices studying enterprise and Training and Apprenticeships in Construction, 'TrAC' focusing on construction, and others which are in development.

- As an employer, NCC has recruited 30 additional apprentices, the first 10 are due to complete in November, and 3 of the apprentices have secured temporary jobs with NCC. 10 road worker apprentices have recently been employed and the recent highways procurement includes commitment to employing apprentices.
- Norse has recruited 111 apprentices. 22 have completed, 16 have jobs with Norse (several in pre-professional roles), one has found employment elsewhere, one has gone into nursing (confidence built by the apprenticeships being the spur), one has gone to university, four are unemployed at present (one having refused a job with Norse).

Apprenticeships Norfolk Fund

- 2.2 The programme aimed to deliver 441 apprenticeship wage grants to businesses. Further funding was targeted to deliver pre-apprenticeship support to 150 young people who are not yet work ready.

The wage grant from NCC is £3,500 in addition to the Apprenticeship Grant for Employers (AGE) from the National Apprenticeship Service of £1,500. The grant is available to businesses that employ a Norfolk resident aged 16-24 who is NEET or at risk of being NEET on a level 2 or 3 apprenticeship. The businesses must be an SME (Small Medium Enterprise) employing less than 250 people and must be a private company or third sector organisation that has not previously employed an apprentice or has not employed a new apprentice within the last 12 months. The fund excludes businesses operating in the construction, retail and hair and beauty sectors.

As corporate parents, Norfolk County Council is committed to providing good quality support to care leavers to apply for apprenticeships. To this end, training to familiarise social workers about the opportunities is included in the Looked After Children Improvement Plan. The Apprenticeships Norfolk Fund aims to benefit 40 care leavers to achieve apprenticeship employment. Eligibility criteria are less stringent for these young people and, in addition, a bursary is offered to the individual to enable them to have sufficient income to take up the apprenticeship opportunity. There have been challenges in relation to paying this bursary and we have sought advice from Grant Thornton to help us overcome issues with the HMRC. HMRC want to treat the bursary as additional income and tax it. We are currently awaiting the outcome. If agreed by HMRC to treat the Norfolk County Council bursary payments as just that, this would be viewed nationally as groundbreaking, with Norfolk leading the way in unblocking barriers for care leavers.

Ongoing work to mainstream financial support is ongoing.

Further details on the programme can be found at www.norfolk.gov.uk/apprenticeships

Performance update:-

Apprenticeships

At 31 October 2013 the programme has achieved the following

- 284 young people have started apprenticeships (against a target of 187)

- 9 care leavers have secured apprenticeships
- 207 of the starts are aged between 16-18
- 40 of the starts are at Level 3
- Starts have been achieved across the county
- Placements have been achieved across our key sectors

Performance	Target	Cumulative total
August	108	124
September	155	190
October	187	284
Total by September 2014	441	

District Council	Total
Breckland	38
Broadland	25
Norwich	37
Great Yarmouth	27
Kings Lynn & West Norfolk	73
North Norfolk	38
South Norfolk	37
Out of County	9

Business Sector	Total
Engineering	75
Hospitality & Tourism	47
Agriculture, Food & Drink	60
Health & Social Care	37
Creative Industries	16
Energy	5
Others	44

- In response to early business feedback, the criteria were simplified, which has contributed to improved success against target.
- To ensure the widest spread of delivery, Great Yarmouth College and Easton & Otley College became full consortium members, with all other training providers given the opportunity to access the fund under a Service Level Agreement. It is envisaged that this will enable us to deliver 441 apprenticeships (our target) several months early.

Pre Apprenticeships

- The pre apprenticeship programme is underway. To the end of September, 52 have reached at least the first stage of the programme (against a target of 64). Three of these have already gained permanent employment or returned to full time education. The pre apprenticeship programme has been opened up to other providers to offer a greater geographical spread particularly in the North and East of the county.

Spend to date

The current budget position – which is subject to change before the end of the programme - is as follows:

Budget Heading	Budget	Spend To Date	Commitments
Wage Grant (incl. care leaver bursary)	£2,200,000	£115,697	£2,084,303
Training (Pre Apprenticeship)	£400,000	£55,000	£345,000
Children's Services IAG* (Developing Norfolk's Future Workforce)	£500,000	£41,297	£458,703
Overheads & Marketing	£400,000	£124,448	£275,552
Total	£3,500,000	£336,442	£3,163,558

The remaining budget is committed.

Economic impact

- Each 18-24 year old on the scheme would have been claiming JSA at £2,953 a year.
- Average length of an apprenticeship on our programme is 19 months, therefore JSA saving is £4,676

Our JSA saving projections for the programme are:-

	Number	Annual JSA Saving	Overall JSA Saving
18-24 y.o on programme	136	£401,608	£635,936
17 y.o. on programme *	58	£85,637	£135,604
16 y.o on programme **	90	0	0
Projected 18-24 y.o. for remainder of programme	75	£221,475	£350,700
Projected 17 y.o. for remainder of programme *	45	£66,443	£105,210
Projected 16 y.o. for remainder of programme **	37	0	0
Total	441	£775,163	£1,227,450

(*) Assuming a 17 year old start will on average be eligible for 6 months JSA once they turn 18

(**) 16 year olds are not eligible for JSA.

Looking longer term, at the economic impact of being NEET on the individual and the economy, the average lifetime public finance cost for a young person who is not in education or training between the ages of 16 and 18 is **£56,301** (York University research 'Against the Odds' Audit Commission).

Current non-participation rates are 5.6% for 16 year olds and 22% for 17 year olds. Applied to the projected numbers going through the Apprenticeships Norfolk

young people might have become NEET, if they hadn't taken up the programme.

Using the figure above, this could have amounted to a **£1,689,030** average lifetime public finance cost.

2.3 **Apprenticeships at the heart of the emerging skills strategies**

- Growth in apprenticeships is a key component of both the Greater Norwich and Greater Ipswich City Deals and it's imperative that we continue to provide support for key stakeholders who, with the support of the Apprenticeships Norfolk Fund and the Apprenticeships Strategy Group, are beginning to work more cohesively across the County and in support of Norfolk's key sectors. This link to key sectors is crucial for strategic alignment with the New Anglia Strategic Economic Plan (SEP) and will ensure that as with the Adult Skills Budget, the apprenticeships component of our City Deal delivers qualifications that are valuable to our local economy.
- This continued strategic support of apprenticeships is also important if we are to deliver on our objectives to develop a Norfolk workforce with the skills to access the high value jobs in our local economy the SEP is seeking to support. Locally, we need a skilled workforce to encourage inward investment, support business growth and ensure economic prosperity.

2.4 **Contribution to Children's Services agenda**

- A current campaign for the Norfolk 11-19 Education and Training Strategy Group is to increase the employability of young people ready to enter the employment market and ensure they are aware of the opportunities within their local economy and the best routes into these careers. Developing Norfolk's Future Workforce will contribute to this, as will the Raising the Participation Age plan
- As a result of Apprenticeships Norfolk, Children's Services Teams are much better prepared to advise Care Leavers on their career opportunities. Mainstreaming the approach to funding care leavers so that they can afford to be employed as an apprentice is currently being costed. Training for social workers working closely with care leavers is in the looked after children improvement plan, so that they can more effectively support care leavers to consider apprenticeships as a viable option and assist them to compete successfully to gain apprenticeship employment.
- Traineeships – a new government programme designed to meet the needs of 16 to 24 year olds who are within 6 months of being ready for employment or Apprenticeship. The programme consists of a period of work preparation training, English and maths, and a high quality work placement. The maximum duration of a Traineeship is 6 months. Apprenticeships Norfolk contributes to providing the necessary Apprenticeship opportunities for Apprenticeship progression post Traineeship, and Traineeships may also provide a continued opportunity for development for some young people leaving the Pre Apprenticeship programme who would value further opportunity for work preparation before making the transition to Apprenticeship.

2.5 Next steps

The Apprenticeship Norfolk Fund is now midway through the 24 month anticipated delivery period. Results to date are encouraging and with the programme ahead of target, it is anticipated that delivery will finish early. It makes sense to review what has worked well and take stock of the changes which have happened both nationally and locally. This review will take account of:

- City Deal proposals, which, if successful, will look to develop an 'Apprenticeship Hub', building on the Apprenticeships Norfolk programme.
- The changing role of Norfolk County Council Adult Education Service, which may provide opportunities for the Council to provide strategic leadership on skills across Norfolk.
- The work to develop a new approach to how we inform young people, their parents and carers about opportunities in Norfolk. 'Developing Norfolk's Future Workforce' is building on the experience of the Apprenticeships Norfolk Fund Programme and needs to link to the wider skills agenda.
- The need to ensure a legacy for the Apprenticeship Programme which will ideally extend beyond apprenticeships to meet the needs of business and ensure productive futures for the young people of Norfolk.

3. Resource Implications

3.1. **Finance:** The budget of £3.5 million remains committed in accordance with the table in section 2.2. No additional funding is requested in this report and any financial implications of the review, mentioned above, will be brought back to both Panels for discussion.

3.2. **Staff:** As mentioned in the report, this initiative is jointly managed by staff from Children's Services and Economic Development and Strategy, with support from a number of areas of the Council, such as nplaw, HR, Risk and Insurance and the Communications shared service. It has been a good example of a multi-disciplinary team working across the authority to deliver real benefit to Norfolk young people, their parents, training providers and businesses. No additional staffing resources are requested in this report and any new staffing requirements arising from the review will be brought back to both Panels for discussion.

3.3. **Property:** None.

3.4. **IT:** None.

4. Other Implications

4.1. **Legal Implications:** nplaw was fully engaged in designing the Apprenticeships Norfolk programme.

4.2. **Human Rights:** Apprenticeships Norfolk helps young people to get into the jobs market, especially those furthest from it, such as care leavers and those who are NEET.

4.3. **Equality Impact Assessment (EqIA):** The needs of disabled apprentices are taken into account in the programme.

- 4.4. **Communications:** As mentioned above, the Communications shared service has played an integral role in promoting the programme, which has been nominated for two regional awards.
- 4.5. **Health and Safety Implications:** The health and safety implications of employing young people were fully explored in the set up of the scheme.
- 4.6. **Environmental Implications:** None, as a direct result of the scheme. Wherever possible young people use public transport to get to their apprenticeship placements.
- 4.7. **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.
5. **Section 17 – Crime and Disorder Act**
- 5.1. This initiative engages young people, occupying them and raising their aspirations, meaning that they do not have time on their hands which they could be tempted to use unwisely.
6. **Risk Implications/Assessment**
- 6.1. As for Health and Safety, a full risk assessment has been carried out, to ensure that the potential risks to both young people and employers are fully mitigated.

Action Required

- (i) Note the progress of the Apprenticeships Norfolk Programme.
- (ii) Approve a review of the final 12 months of the programme, to take into account the changing local and national landscape, including City Deals, as set out in paragraph 2.5.

Background Papers: [Paper to Children's Services and ETD Overview and Scrutiny Panels, March 2012](#) (Appendix B on Apprenticeships, at the end of the Economic Growth Strategy paper)

Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 and ask for Gordon Boyd or Fiona McDiarmid or textphone 0344 800 8011 and we will do our best to help.

**Introduction to Norfolk Children's Services Quality Assurance Team
Audit Framework and Standards**

Report by the Interim Director of Children's Services

Summary

This report is to introduce members to *the "Norfolk Children's Services Quality Assurance Team Audit Framework and Standards"* document which is presented to Panel in conjunction with this introduction.

The "Framework and Standards" document lays out the programme of audits for the forthcoming year as well as the basis for the judgements that will be made. These audits contribute to the improvement process within Children's Services, and will be a key element in judging the efficacy of improvement activity.

It should be noted that the plan is flexible and the target of specific audits may be changed in the light of emerging issues.

Recommendation:

Panel are asked to review the audit framework and standards document, endorse the methodology and agree to receive quarterly updates of audit activity, lessons learnt and actions taken.

1. Background

1.1 The audit framework plays a central role in addressing the impact made on the quality of social work practice by improvement activity carried out within the "Children's Service Improvement Plan".

2. Contents of Report

2.1 Please read the report attached

3. Resource Implications

3.1 **Finance:** There are no outstanding resource implications.

3.2 **Staff:** Staffing has been increased by one full time equivalent post.

4. Other Implications

4.1 **Legal Implications:** None

4.2 **Human Rights:** (where appropriate) The requirements of the Human Rights Act 1998 must be considered in relation to Planning Regulatory committee reports. For advice you may wish to contact the Head of Law on 223415.

4.3 **Equality Impact Assessment (EqIA)**

No separate EqIA has been undertaken.

4.5 **Impact on Children and Young People in Norfolk**

Children and young people will be offered the opportunity to give feedback in order to help us understand the impact services have had on them and influence how services can be improved.

5. **Section 17 – Crime and Disorder Act**

5.1 There are no implications for the Crime and Disorder Act.

6. **Action Required**

6.1 Members are asked to endorse the methodology described within the report.

6.2 Agree to receive quarterly updates of audit activity, lessons learnt and actions taken.

7. **Background Papers**

Norfolk Children's Services Quality Assurance Team Audit Framework and standards

Officer Contact

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

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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 on 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

**Norfolk Children's Services
Quality Assurance Team
Audit Framework and standards**

Debby McKechnie Quality Assurance Manager September 2013

Introduction

1. This audit structure links with the collation of data and the performance management of staff to form our overall approach to service improvement. We aspire to National best practice and we will invite our approach and methodology to be further evaluated within National sector led improvement activity.
2. This document will describe how audit activity will take place within Norfolk Children's Services.
3. It will make clear the type of audit activity that will take place throughout the year, who will undertake the audits, the methodology and the standards all auditors will be expected to evidence in the grading of all cases audited.
4. It is important that managers and officers undertaking audits are clear about how audit differs from other types of investigations and what the remit of an audit is. Most quality assurance activity will be a combination of audit and evaluation.
5. The audit activity will be to measure the practice compliance against professionally agreed standards with the aim of improving service delivery. Auditors will have to demonstrate that they have sound knowledge of what is considered good practice in the social work context of case management.
6. The evaluation activity will examine the findings, levels of satisfaction from children, young people, their parents and carers. It will also consider what outcomes have been achieved, how they have been achieved, what needs to happen to develop further, maintain or improve outcomes for children.
7. Auditors will have to evidence that their judgements are sound, and can be tested against agreed professional criteria.
8. This framework will also clarify the interface between Children's Services audit activity and that of the NSCB and how one can inform the activity of the other.

QA Programme 2013

QA Thematic Audits (Establishing a Baseline May - Aug 2013) (Measuring progress Oct - Dec 2013)		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	LAC inspection preparation April 15th - May 10th	■										
2	Child protection plans April 22	■										
3	Supervision and management overview April 23rd - May 7th	■										
4	Strategy decisions and s47 enquiries April 15th May 3rd	■										
5	Quality of assessments May 7th - May 31		■									
6	Timeliness of core groups including quality of records and multi agency involvement July 1 - 26 July				■							
7	Skylakes (external scrutiny) audit of 500 cases - to include quality of strategy discussions, quality of assessment and the Voice of the Child. July 1 - 23 August 2013				■							
QA case file analysis audits		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Audit of 66 case files per division (based on work in the last 12 months)								■		■	
Scheduled External scrutiny and support 2014		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	Regional Practice Challenge	■										
2	Safeguarding Peer Review							■				

Manager Audits		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Quality, timeliness and consistency of strategy discussions									
2	Consistency, timeliness and quality of assessments		████████████████████							
3	Quality, timeliness and recording of decision making			████████████████████						
4	Full case file audit of 15 cases per division (based on work in the last 12 months)							████████████████████		
5	Private Fostering (Three per month)		████████████████████							
6	Fostering (Quarterly manager audits)	████████			████████			████████		
7	Adoption (Quarterly manager audits)	████████			████████			████████		

CSLT Audits		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	All members of CSLT to audit the same case (weekly)							████████████████████		

Team Health Checks		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Team to be agreed									████████

Types of Audit

Quality assurance case file analysis audits

Who are the auditors?

The safeguarding audit officers from the quality assurance team.

Frequency

Bi-monthly

Case sample

3 cases per team taken from duty, safeguarding, child in need, and corporate parenting. This will be a total of 198 cases – 66 per division.

Time frame

The audit activity will consider all social work intervention within the preceding 12 month period.

Audit tool

The case work analysis tool will be used – see Appendix 2

Evidence source

The child's CareFirst record, paper file for legal documentation, the case responsible worker.

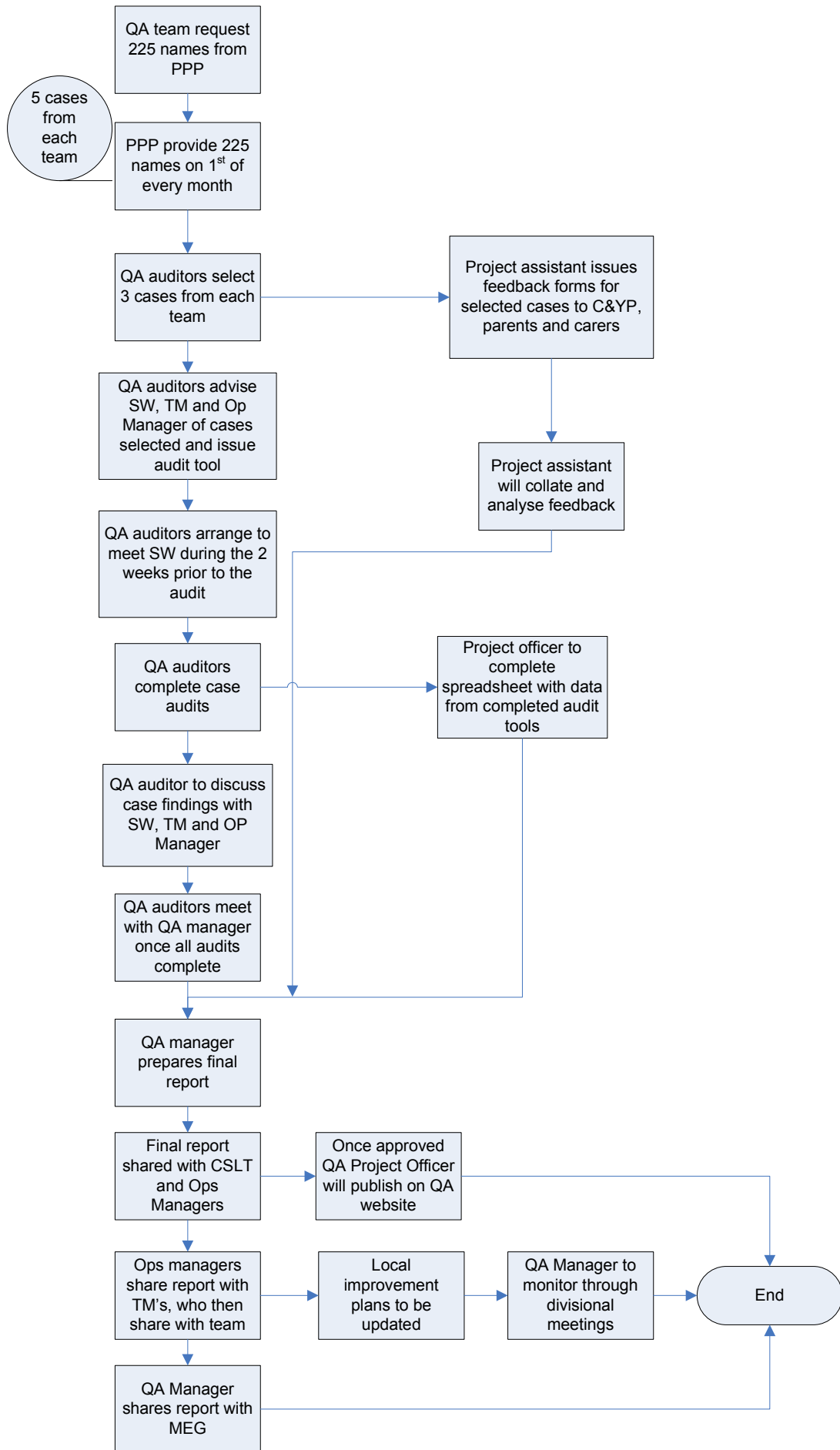
Standards and grading applied

- Norfolk standards and criteria for audit (see page 8) and the grading matrix – see Appendix 1
- Ofsted grade descriptors for quality of practice

Methodology

- QA team will request from PPP 210 names to be available on the 1st of every month
- The sample will be 5 cases from each team that has had social work intervention in the preceding 6 month period
- Auditors will select 3 cases per team and inform the social worker, manager and operational manager of the file selection and send the audit tool
- Auditors will arrange to meet the social worker within the following 2 week period prior to the audit activity
- The project assistant will send feedback forms to children, young people, parents and carers of cases selected for audit

- The project officer will complete the spreadsheet with case identification, section headings of audit tool, section gradings and overall grade and comments and if urgent action is required this will be sent to the operational manager to respond to with a timeline to respond by
- On completion all case findings will be shared with the operational manager, team manager and worker
- The project officer will provide weekly milestone reports
- The project assistant will collate and provide an analysis of feedback
- Once all audit activity is completed the auditors will meet with the quality assurance manager to collate findings and prepare final report
- Final report will be shared with operational managers and CSLT
- Operational managers will share with team managers who will share with team members
- Final reports will be discussed in manager and team meetings and recorded in the minutes that this has happened and what action will be taken
- Improvement action taken locally will be forwarded to the QA team.



Divisional manager audits

Who are the auditors?

- Operational managers
- Team managers
- Assistant team managers
- Senior social workers

Frequency

Monthly

Case sample

15 cases per division open to an operational team

Time frame

The audit activity will consider all social work intervention within the preceding 12 month period

Audit tool

Case work analysis tool

Evidence source

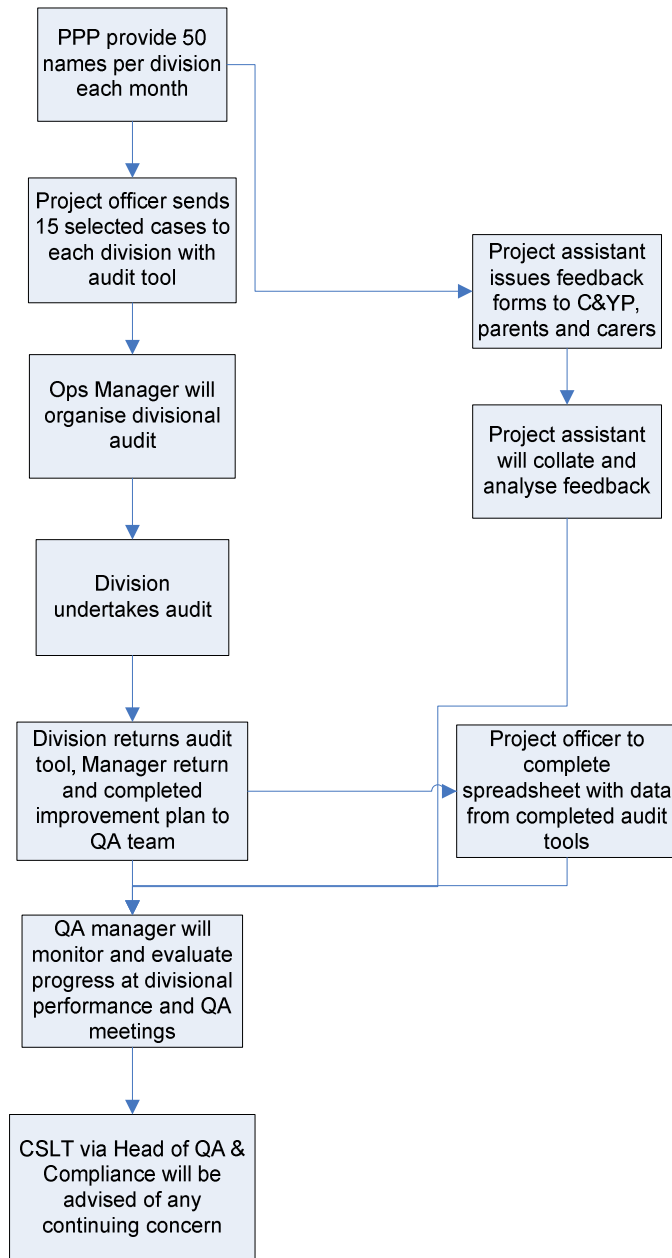
Child's CareFirst record

Standards and grading applied

- Norfolk standards and criteria for audit (see page 8) and the grading matrix – see Appendix 1
- Ofsted grade descriptors for quality of practice

Methodology

- PPP will continue to provide 50 names per division each month
- The project officer will send cases and audit tool to the operations manager
- The operations manager is responsible for organising the audit team, disseminating the paper work, collating the findings at the end of the audit activity, updating the audit improvement plan and forwarding copies to the QA team along with copies of the completed audits. Appendices 3 + 4
- The QA manager will monitor and evaluate progress at the divisional management team meeting and the divisional performance and quality meetings
- CSLT via the Head of Quality and Compliance will be informed of any continuing concern or outstanding issue that hasn't been addressed or could be a risk to the authority.



CSLT case file analysis audit

Who are the auditors?

Members of the senior leadership team identified by the DCS.

Frequency

Weekly

Case sample

1 case – CSLT will each audit the same case

Time frame

All social work intervention within the preceding 12 month period

Audit tool

Case work analysis tool

Evidence source

Child's CareFirst record

Standards and grading applied

- Norfolk standards and criteria for audit (see page 8) and grading matrix – see Appendix 1
- Ofsted grade descriptors for quality of practice

Methodology

- The project officer will supply each member of CSLT with the audit tool, and the case identification
- Further discussion and activity to be advised

Team health checks

Rationale

A team health check will take place if after an audit specific concerns are identified, if performance is consistently poor with no intervention for improvement or if a specific request is received by CSLT to provide a greater insight into the functioning of a specific team.

Who are the auditors?

- The Head of Quality and Compliance
- The Quality Assurance Manager
- Team manager
- Peer challenge from external partner (regional QA group member)
- Principal social worker

Frequency

As required

Case sample

Whilst case file analysis will form part of the this team health check, it will also take into account

- Workforce analysis and case load
- team functioning and effectiveness
- barriers to improvement
- individual worker interviews
- team meetings
- case file feedback
- action planning

Time frame

- For the case file analysis all social work intervention during the preceding 12 month period will be considered, with particular attention to the period of time spent open to the current team

Audit tool

- Case work analysis tool
- Worker self assessment tool Appendix 5
- Team/worker gaps analysis diagnostic tool Appendix 6

Evidence source

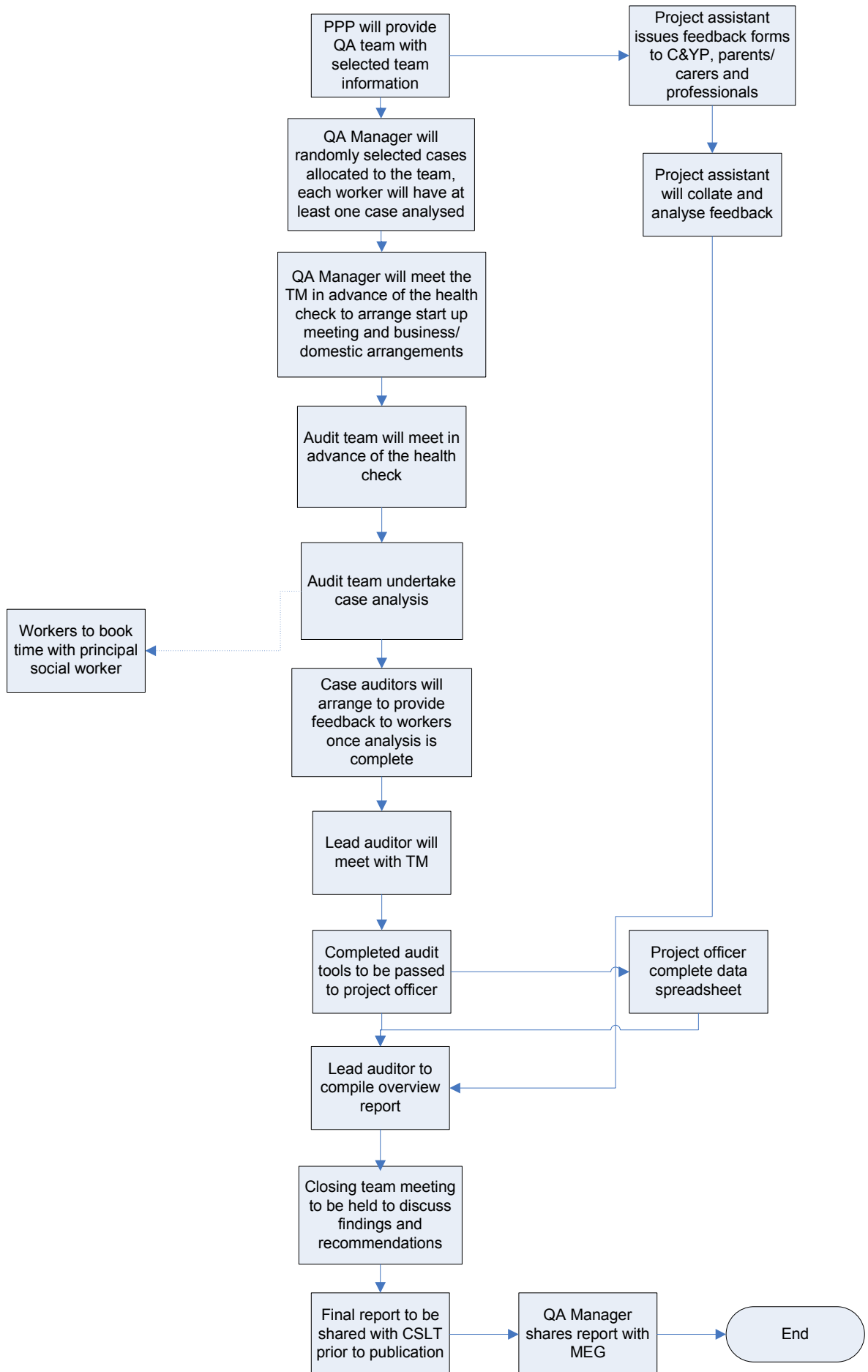
- Child's CareFirst record
- Child's paper file
- Interviews with workers
- Feedback from parent, carers, children and young people
- Professionals involved with the case

Standards and grading applied

- Norfolk standards and criteria for audit (see page 8) and grading matrix – see Appendix 1
- Ofsted grade descriptors for quality of practice

Methodology

- PPP will provide team information
- The QA assistant will send feedback forms to the child, parent/carer and associated professionals
- The QA manager will randomly select cases allocated to the team, each worker will have at least one case analysed
- The QA manager will meet with the team manager in advance of the team health check to arrange a start up meeting with the team and other domestic and business arrangements
- The audit team will meet in advance of the audit taking place to agree roles
- The audit team will meet on the first morning on site
- Team members are responsible for booking time to meet with the principal social worker
- The case auditors will inform workers when case analysis is complete to arrange feedback
- The lead auditor will meet with the team manager
- The audit team will debrief each evening
- All completed audit tools will be returned to the QA project officer who will complete the data analysis
- The lead auditor will compile an overview report
- A closing team meeting will be held with findings and recommendations
- Final report will be shared with CSLT prior to publication.



Interface with NSCB

The Children's Services audit activity and the NSCB audit activity has not historically been co joined although it is recognised that a more collaborative way of working is required.

To this end the following is a proposed plan of how the audit of activity of Children's Services and the NSCB can develop.

- The QA manager will present completed audit reports to the NSCB Monitoring and Evaluation Group (MEG) paying particular regard to multi agency working
- MEG members decide what if any of the multi agency findings they would require further satisfaction or scrutiny
- MEG members identify audit team representation, scope, methodology, audit type, timescale and reporting
- MEG retain responsibility for the audit process
- The NSCB monitoring and evaluation officer and quality assurance manager will meet each month to monitor and evaluate all audit activity and co present to MEG.

Audit standards and criteria

The Ofsted framework and evaluation schedule for the inspection of for children in need of help and protection, children looked after and care leavers can be summarised as:

- The experiences and progress of children who need help and protection
- The experiences and progress of children looked after and achieving permanence
- Leadership, management and governance.

Inadequate performance in any one area will effect the overall judgement for Norfolk.

The standards within this booklet are predominantly focussed on the Ofsted "Quality of Practice" grade descriptors, for a more full understanding of grade descriptors see:

<http://www.ofsted.gov.uk/resources/inspections-of-arrangements-for-protection-of-children-evaluation-schedule-and-grade-descriptors>

Standards and criteria are relevant to all quality assurance activity. They also underpin the work of case responsible social workers who work with children and their families and ensure consistency for auditors.

For the purposes of this document the **standard** is an objective that describes the quality of service that is expected and cannot be compromised. It also allows for performance to be better assessed.

The **criteria** is the evidence that the standard is being complied with.

The contents will take in the journey of the child through s17 and s47 processes. Standards and criteria need to be developed for children in care.

Strategy discussions

Multi agency meetings called by Children’s Services to plan an effective course of action for a child who is considered to be suffering significant harm or the likelihood of significant harm.

	Standard	Criteria
1	Strategy meetings are convened whenever there is reasonable cause to suspect a child is suffering, or is likely to suffer significant harm.	<p>The need for a strategy discussion meeting will be identified:</p> <ul style="list-style-type: none"> • During an initial assessment • At the point of referral • During the multi agency checks and information gathering stage • During the core assessment • Where an allegation of harm to other children has been identified
2	Any strategy discussion is required to follow up a strategy meeting	<ul style="list-style-type: none"> • Strategy discussions should only be held where there is an extreme risk of harm, out of hours or when it is not logistically possible for all required members to be present. • In any case, a full strategy meeting should be held at the earliest convenient time
3	Membership is appropriate to the needs of the child or their situation	<ul style="list-style-type: none"> • Convened by Children’s Services • Essential quoracy is Children’s Services and the police • It is expected that all efforts will be made to include health representation, this is essential for

		<p>children under 5.</p> <ul style="list-style-type: none"> • Referring agencies should always be invited • Any other agency that holds relevant information • Agencies are responsible for ensuring that the staff who attend are at an appropriate level within their organisation to make decisions.
4	Strategy meetings are held within agreed timescales	<ul style="list-style-type: none"> • Strategy meetings can be convened at any time, including during the assessment process but must be convened within 24 hours of child protection concerns being identified
5	All strategy meetings will use the agreed standard agenda	<p>To share relevant information making clear how to obtain all required information. To decide whether a s47 enquiry should take place. If agreed, the following must be recorded:</p> <ul style="list-style-type: none"> • The conduct and timing, if initiated of any criminal investigation • The scope of the enquiry, including siblings and other children at possible risk of harm • Name of social worker who will visit the child and the timescale • Whether an ABE interview will take place with the child • How the child's wishes and feelings will be ascertained • Whether there is the need for a medical examination • Who else needs to be interviewed, including family and non family members, by whom, when and for what purpose • What other actions may need to be taken to protect the child or provide interim services or support • What information may be shared, with whom and when • Any implications for disciplinary action e.g. use of evidence statements • Any legal action required • Whether a core assessment should

		be initiated, or continued if it has begun.
6	Strategy meetings will formulate a SMART plan	<p>Action plans will include timescales, agency and individual responsibility for each action agreed, including the timing of police investigations and relevant methods of gathering evidence.</p> <p>The plan must reflect the requirement to convene an ICPC within 15 working days from the start of the enquiry</p> <p>The mechanism and date for reviewing the completion of agreed actions – this may be a further strategy discussion or meeting if required.</p>
7	The outcome of the s47 enquiry will be shared with the relevant multi agency professionals, including members of the strategy meeting and the referring agency	<p>Outcomes will be shared in a number of ways</p> <ul style="list-style-type: none"> • Reconvened strategy meetings where <ol style="list-style-type: none"> 1. the circumstances are particularly complex or unknown 2. the enquiries have been delayed for whatever reason • Through the ICPC • By phone or email if none of the above apply – this must be made clear in observations of the child's electronic record <p>If there is a significant change to the outcome of the s47 enquiry the original strategy meeting members must endorse.</p>

Child protection conferences

Child protection conferences bring together family members, and the child where appropriate, supporters, advocates and those professionals most involved with the child and their family to plan and review how best to reduce risk to an individual child

	Standard	Criteria
1	An ICPC will be held whenever a child is judged to suffer or to be at risk of	<p>When one or more of the following criteria is met</p> <ul style="list-style-type: none"> • Harm caused by a person whom the

	suffering significant harm	<p>child lives with or has significant contact</p> <ul style="list-style-type: none"> • Harm due to the failure to protect on part of the parent or carer • Harm to an unborn child • Where a person who is known to pose a risk to children has joined or plans to join the family • Where an EPO has been obtained • Where an application for a court order has been refused but agencies consider the risk of harm to remain • When a child subject to a child protection plan moves into the area
2	Child protection conferences are convened within timescales	<p>An ICPC will take place within 15 working days of</p> <ul style="list-style-type: none"> • Strategy meetings where s47 enquiries have been initiated • Notification that a child subject to a child protection plan has moved into Norfolk • Where an EPO is in place to agree/decide the next steps <p>The first RCPC will take place within 3 months of the ICPC. Further RCPC's will be held at intervals of not more than 6 months.</p>
3	Child protection conferences will always be undertaken by an Independent Chair	<ul style="list-style-type: none"> • Independent Chairs must be qualified social workers with HCPC registration • Independent chairs will be independent of all case work management • The same Independent Chair should chair all subsequent conferences • Independent Chairs should have recent, relevant Children's Services operational management experience.
4	Membership of the CPC is appropriate to the child's	<ul style="list-style-type: none"> • Conference requests are made to the service manager for the

	case	<p>reviewing service</p> <ul style="list-style-type: none"> • Requests will only be agreed if a strategy discussion/meeting has taken place and has the team managers agreement • Location and timing of conferences will be planned to ensure maximum attendance by those required to attend • Professional members of the conference should have professional expertise and knowledge of the family • If an essential professional cannot attend they should always provide a written report and send an agency representative who can speak confidently and with some knowledge of the family • A professional observer, for any reason including that of QA, must have both the family's and Chair's permission • Wherever possible alternative care arrangements should be made for babies and young children.
5	Conferences will be quorate	<ul style="list-style-type: none"> • As a minimum there should be Children's Services and at least 2 other professional groups or agencies that have direct and current contact with the family • In exceptional circumstances the Independent Chair can decide to proceed without quoracy and create an interim plan. A further early conference date must be set.
6	Parents will be involved in the conference process	<ul style="list-style-type: none"> • The social worker will ensure that parents have sufficient information to make a meaningful contribution to the conference. They will make sure that their report to conference is shared in advance of the conference. • There should be written information supplied about the child protection

		<p>conference process – this should also include how to make a complaint.</p> <ul style="list-style-type: none"> • Parents may bring a solicitor or support to the conference and the Independent Chair must clarify their role at the start of the conference. • Equality and diversity will be taken into account. • The Independent Chair will meet with the parents in advance of the conference to address all of the above.
7	Children may be involved in the conference process	<ul style="list-style-type: none"> • The child must be given the opportunity to contribute to the conference subject to their age and understanding. • The social worker ensures children have sufficient information to make a meaningful contribution. • Information about the conference and how to make a complaint will be provided. • Equality and diversity will be addressed. • The Independent Chair will decide the nature and extent of children's attendance. • The Independent Chair will meet the child before the conference to clarify all the above. • If the child does not attend the social worker will ensure that the child's wishes and feelings are conveyed. • The social worker will ensure that the child is informed of the outcome of the conference as soon as possible after the conference.
8	Family members may be excluded from the conference	<ul style="list-style-type: none"> • Due regard must be paid to the potential for conflict between family members and the need for children and adults to be able to speak free from worry and concern and to this end family members can be asked

		<p>to leave.</p> <ul style="list-style-type: none"> • If this is known in advance any request should be made to the Independent Chair for agreement • Any exclusion should be for the shortest period of time • Exclusions can be for whole conferences or sections of a conferences • If for the whole conference the Independent Chair will write to the excluded adult to explain how they can have their views heard and how they will be told the outcome • Edited minutes will be provided to excluded adults.
9	Agencies will provide written reports	<ul style="list-style-type: none"> • All professional reports will be made available to the Independent Chair at least ?? working days before an ICPC and ?? working days before an RCPC • All reports will be shared by the author with the parents prior to the conference
10	All conferences within Norfolk will follow a standard format	<ul style="list-style-type: none"> • All conferences will follow a standard agenda • Agenda's will be available to all conference members • The conference agenda will cover: <ol style="list-style-type: none"> 1. why the conference has been convened 2. a summary of the incident or concern 3. all available evidence obtained through s47 enquiries and assessment 4. written contributions from all professional partners and parents if they so wish 5. views of all representatives at the conference • The Independent Chair will decide if the child should be subject to a child protection plan having taken into account the views of all

		professionals present.
11	The outline child protection plan will be made when thresholds for concern have been met	<ul style="list-style-type: none"> • The threshold is:- <ol style="list-style-type: none"> 1. The child has suffered ill treatment or impairment of health and development as a result of physical, emotional or sexual abuse or neglect, and professional judgment is that further ill treatment or impairment are likely or; 2. professional judgment, substantiated by the findings of enquiries in the individual case evidence that the child is likely to suffer ill treatment or impairment to health and development as a result of physical, emotional or sexual abuse or neglect. • Conference minutes will record clearly any dissent and the reasons why
12	Where it is decided a child should be subject to a protection plan	<ul style="list-style-type: none"> • A social worker will be allocated for each child named in the plan • A multi agency core group will be identified to develop the plan and monitor its effectiveness • The category of abuse – this should reflect the primary concern • If in exceptional circumstances more than 1 category is recorded this must be monitored closely to consider its enduring relevance
13	Where a plan is not made, plans must be made to support the child	<ul style="list-style-type: none"> • If not completed the core assessment will continue after the conference – consent must be gained • The need for a child in need plan must be considered and if agreed the date of the first child in need meeting must be set, an outline child in need plan decided and who

		will be the professional representation
14	Administrative arrangements – including how to make a complaint	<ul style="list-style-type: none"> • The outline plan should be signed by the Independent Chair and with the decision letter sent to parents within ??days of the conference • Conference minutes will be sent out within ?? days of the conference • Minutes are confidential and require the Independent Chair’s permission to be shared with 3rd parties • Resolution/professional disagreements ??? • Complaints re conference ??
15	Pre birth child protection conferences	<ul style="list-style-type: none"> • Should be held as soon after 30 weeks of pregnancy as possible • Midwifery services must be in attendance • Social worker report must include the pre birth assessment • A child protection plan will be made where there is risk of significant harm • The plan will set out the actions to be taken immediately after the baby’s birth. If there is an intention to seek a Court Order this must be included in the plan • The RCPC will be held within ?? of the birth or within 3 months of the pre birth conference – whichever is sooner
16	Transfer in child protection conferences	<ul style="list-style-type: none"> • These will be held within ?? working days of the child moving into Norfolk or from the date this information was known • The social worker from the previous authority will be invited along with any significant contributors • It is the responsibility of individual receiving agencies to ensure that they have sufficient information from their counterparts from the previous

authority.

Reports to child protection conferences

Every invited professional to a child protection conference has the responsibility to attend the conference and give all relevant information. They should do this by submitting a written report that has been shared with the parents in advance of the conference.

	Standards	Criteria
1	All reports by professionals will be submitted to the Independent Chair within the agreed timescales	<ul style="list-style-type: none"> • Reports should be made available to the Independent Chair at least ?? working days before an ICPC and at least ?? working days before a RCPC • Reports are required from professionals whether or not they are able to attend
2	All professional reports will be shared with the parents/ carers within agreed timescales. They will also be shared with the child if appropriate	<ul style="list-style-type: none"> • Reports should be shared by the author or an agreed representative in sufficient time before the conference (not the same day)
3	Reports from professionals will be written to an agreed NSCB standard	<p>Reports will outline the following</p> <ul style="list-style-type: none"> • Name and role of the author and professional contact details • Family structure and address – to include significant family/friends • Length of involvement with the family • Dates of visits to the family including failed visits • When the child was seen and seen alone • Details of incident or concern that led to the conference • Significant events since the last conference • Update of actions taken since the previous conference (if RCPC) as described in the child protection plan

		<ul style="list-style-type: none"> • Description of the child's development • Parenting capacity • Any other adults involved in the child's life • Family and environmental factors • Any additional, relevant information • Whether the report has been shared with the family and if not the reasons why.
4	Reports and other documents will be securely transported	<ul style="list-style-type: none"> • All professionals will comply with their agencies policies for the secure transmission of documents whether written or electronic
5	Reports will be presented in a format understood by the parents and where applicable the child	<ul style="list-style-type: none"> • Reports will be translated into the parents first language if it isn't English • Individual agencies are responsible for the translation of reports into different languages. This should be completed in line with individual agencies communication policies
6	Reports from social workers will be completed using the CareFirst template only	

Child protection conference documents

Outline child protection plans and conference minutes will be sent to all families and professionals

	Standard	Criteria
1	The Independent Chairs letter will be sent following each conference to outline the decisions that were made	<p>The letter will be sent:-</p> <ul style="list-style-type: none"> • To all parents, children where appropriate and professionals • Within ?? working day of the conference • By post unless another option is requested by the family

2	Conference minutes will be distributed by the Independent Reviewing Service	<p>The conference minutes will be:-</p> <ul style="list-style-type: none"> • Sent to all parents, children where appropriate, and professionals. • Sent within ?? working days of the conference • Sent by post unless another option is requested • Presented in a format understood by the parents and where appropriate the child
3	Minutes will follow a template published on the NSCB website	<p>Minutes will record clearly:-</p> <ul style="list-style-type: none"> • Attendance and apologies • Family information • Reason for conference • Outcome of s47 investigation/core assessment or outcomes of previous conference • Additional information from professionals • Summary of discussion – including parents views • Child’s views, wider family network, comments from all participants • Independent Chair’s summary – analysis of risk and protective factors • Discussion and analysis • Decision made – including dissent • Category of abuse • Child protection plan • Minutes will be signed by the Independent Chair as a true record of the meeting
4	Amendments may be made if there are factual inaccuracies	<ul style="list-style-type: none"> • Parents and families should contact the ??? within ?? working days of receipt of the minutes where there are inaccuracies • The Independent Chair can decide to make amendments and will contact the family and agencies by letter to this effect within ?? working days • The Independent Chair can decide

		<p>to hold the amendments for fuller discussion at the next RCPC</p> <ul style="list-style-type: none"> Disagreements with the Independent Chairs decision should be taken through the complaints procedure or dispute resolution procedure
5	Conference minutes are confidential	<ul style="list-style-type: none"> The Independent Chairs consent must be obtained before conference minutes can be shared with a 3rd party Minutes must be stored securely by agencies in line with individual policies

Core groups and how child protection plans are effectively monitored

The child protection plan outlines how professionals and families should work together to ensure that each child subject to a plan will be safeguarded from harm in the future.

	Standard	Criteria
1	Outline child protection plans are made when thresholds of concern for a child are met	<ul style="list-style-type: none"> The child can be shown to have suffered ill treatment or impairment of health or development as a result of physical, emotional or sexual abuse or neglect, and professional judgment is that further ill treatment or impairment are likely or; Professional judgment, substantiated by findings of enquiries in this individual case or by research evidence is that the child is likely to suffer ill treatment or the impairment of ill health or development as a result of physical, emotional or sexual abuse or neglect Where a consensus cannot be reached the Independent Chair will decide giving the reasons for the decision

2	Child protection plans outline the concerns for the child	<ul style="list-style-type: none"> • CPP to state which category of abuse or neglect is appropriate.
3	The child protection plan states who will be involved in the plan and how	<ul style="list-style-type: none"> • Identify lead social worker • Identify members of the core group of professionals and family members who will develop and implement the child protection plan • Establish how the child, their parents and wider family members should be involved in the ongoing assessment, planning and implementation process, and the support, advice and advocacy available to them • Plans are signed by all agencies represented at the core group, parents and where appropriate, the child.
4	The child protection plan will outline visits that should be made to see the child and the frequency	<ul style="list-style-type: none"> • The lead social worker will visit the child at least every 4 weeks, but much more frequently will usually be appropriate • Professionals will visit the child in line with their agencies procedures
5	The child protection plan will outline the assessments required to take place	<ul style="list-style-type: none"> • Outline what further action is required to complete the core assessment • State what other specialist assessment is required if necessary
6	The child protection plan will clearly outline the outcomes for the child	<ul style="list-style-type: none"> • Identifies the outcomes that should be achieved – the ways in which the child will be protected • Identifies what needs to change in order to achieve the planned outcomes
7	The child protection plan states what actions are required to achieve the outcomes	<ul style="list-style-type: none"> • Clarify who will have responsibility for what actions – including actions by family members • Specifies timescales for each action • Outlines ways of monitoring and

		evaluating progress against the planned outcomes set out in the plan
8	A contingency plan is made	<ul style="list-style-type: none"> • Include a contingency plan if agreed objectives and actions are not completed and / or circumstances
9	The child protection plan will contain review dates	<ul style="list-style-type: none"> • The date of the first child protection review conference is set and under what circumstances it might be necessary to convene the conference before that date • The date of the first core group
10	The core group membership is appropriate to the needs of the child	<ul style="list-style-type: none"> • The core group will be chaired by the team manager, assistant team manager or lead social worker • Attendees include the lead social worker • The child where appropriate • Family members • Professionals who have direct contact with the family • Specialists invited to provide advice or consultation
11	Core groups are held in timescales	<ul style="list-style-type: none"> • The core group should meet within 10 days of the ICPC • Thereafter to meet with sufficient regularity to achieve the objectives set out in the plan – at least 6 weekly
12	The core group should address the areas of significant concern identified within the outline plan and produce specific objectives that will achieve lasting change	<ul style="list-style-type: none"> • The core group should monitor the progress of the plan against the specified objectives • The core group should be informed when any new referral is received for the child or for a member of their family.
13	Accountability	<ul style="list-style-type: none"> • Agencies should be accountable for the decisions, recommendations and plans made at conference • The core group minutes should be

		<p>recorded using the CareFirst template</p> <ul style="list-style-type: none"> • The minutes should be distributed to core group members • If agencies are unable to carry out tasks attributed to them in the child protection plan, this should be reported to the lead social worker
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Child in need meetings

A child in need is defined in s17 Children Act 1989 – it states that a child is deemed in need if:-

- The child is unlikely to achieve or maintain a reasonable standard of health or development without the provision of services by a local authority; or
- Their health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or
- They are disabled

	Standard	Criteria
1	Child in need meetings are held for all children and young people who meet the threshold for child in need	<ul style="list-style-type: none"> • The definition of a child in need is applied • If a child protection conference does not make a child protection plan for a child it will formulate a child in need plan that addresses the areas of concern and set a date for the first child in need meeting where the plan will be developed
2	Child in need meetings will be held within timescales	<ul style="list-style-type: none"> • The child in need meeting should be held within 15 working days of the initial assessment being completed
3	Membership of the core group is appropriate to the needs of the child	<p>Child in Need meetings are;</p> <ul style="list-style-type: none"> • Convened by children’s services • Chaired by the team manager or case responsible social worker • Attended by all relevant agencies who have direct contact with the child and family • Those who hold relevant information

		that can be shared in the meeting
4	Involvement of the child and family	<ul style="list-style-type: none"> • Children and their parent's/carers should be invited and prepared for attendance at meetings • Where children and/or their parents/carers do not wish to attend, efforts should be made to ascertain their wishes and feelings and for these to be presented to the meeting • In all circumstances the views of all children should be ascertained using whatever medium is appropriate
5	The child in Need meeting will address the key issues for the child or young person	<ul style="list-style-type: none"> • The initial assessment will be available to the child in need meeting with copies distributed to appropriate members of the family and all professionals • The chair will facilitate an analysis of the needs, difficulties and concerns that have led to the child in need meeting
6	Outcomes of the child in need meetings are clear and developed by those attending	<ul style="list-style-type: none"> • The development of the child in need plan that addresses the needs, difficulties and concerns in relation to the child • Each action will clearly outline the services to be provided, the intended outcomes for the child, those who have responsibility and the expected timescales • The coordination and review of the child in need plan, the core assessment and the membership of any future review meetings will be decided at the initial meeting
7	Clear recording of child in need meetings and plans	<ul style="list-style-type: none"> • The plan will be recorded on the child's electronic file • The record of the child in need meeting will be sent to all involved

		<p>agencies within 10 working days of the meeting</p> <ul style="list-style-type: none"> • Copies of the child in need plan will be sent to the parents and the child, where appropriate, and all involved professionals within 10 working days • All plans will comply with best equality and diversity practice
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8	There is a clear resolution when the plan cannot be progressed or the outcomes for the child are compromised	<ul style="list-style-type: none"> • If the plan is not actioned or fails to meet the needs of the child, the chair of the meeting must be informed and a decision taken whether to reconvene the meeting before the planned review date.
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Initial assessments

The initial assessment is the assessment of each child referred to children's services where it is necessary to determine whether the child is in need, the nature of the service required and whether a more detailed core assessment is needed.

	Standard	Criteria
1	Initial assessments will follow the process outlined in Working Together 2013 and local procedure	<ul style="list-style-type: none"> • Initial assessments will be undertaken for all children referred to duty teams from MASH • Initial assessments will be completed and authorised within 10 working days from the date of referral • Initial assessments will be authorised by team managers
2	A qualified social worker will undertake the initial assessment	
3	Each assessment will be discussed with the family	<ul style="list-style-type: none"> • Parents, children and young people will receive written notification

	with a realistic plan and within the timescale	<p>before the initial assessment informing them about</p> <ol style="list-style-type: none"> 1. the assessment process 2. the process for making a complaint, suggestion or compliment 3. consent for information sharing 4. their children's services record
4	Children and families communication needs will be addressed	<ul style="list-style-type: none"> • Communication will be facilitated in the language or communication format of the family <ol style="list-style-type: none"> 1. leaflets and all written reports will be translated 2. translators will be used – not family, friends or community associates 3. use of advocates to enable communication
5	Children and young people will participate meaningfully in their assessment. All children will be seen alone, in their home situation and the purpose of the assessment explained to them	<ul style="list-style-type: none"> • social workers will communicate directly with the child or young person and where appropriate see the child alone • children's views will be clearly recorded
6	Parents will participate in the child's assessment	<ul style="list-style-type: none"> • Parents views will be recorded • Participation will be promoted – use of advocates for parents with learning disabilities or mental health needs
7	Information gathered will be relevant, proportionate and factual	<ul style="list-style-type: none"> • Information will include the following <ol style="list-style-type: none"> 1. information and comment from agencies known to the child 2. information and comment from agencies known to the parents 3. family knowledge and views of the parents, child or young person and other significant

		<p>people in the family's life</p> <p>4. Parents not residing with the child</p>
8	<p>Analysis of information will be structured in the 3 domains and judgments will be informed by professional knowledge</p>	<ul style="list-style-type: none"> • Summaries will be recorded of information gathered relating to child development, parenting capacity and family and environmental factors • Conclusions will be drawn from the summaries as defined above • Judgements will be informed by professional knowledge and referenced
9	<p>Feedback will be given to those involved in the process</p>	<ul style="list-style-type: none"> • Parents/carers and children will be given feedback verbally and also in writing • The comments of parents/carers and children will be recorded • Agencies and individuals involved in the assessment process will receive the summary and information about what the next steps will be
10	<p>Recommendations from the initial assessment will be outcome focussed and SMART</p>	<ul style="list-style-type: none"> • Strengths and areas for development will be identified • Risk and protective factors will be identified • The assessment will define what needs to happen to achieve the desired outcomes, by when and by whom
11	<p>Where children continue to receive a service from children's services the assessment will make clear whether a core assessment is required</p>	

Core assessment

A core assessment is an in depth assessment to understand the child's development or welfare needs and circumstances and the parents' capacity to respond to those needs, including the parents capacity to ensure that the child is safe from now and in the future

	Standard	Criteria
1	Core assessments will follow the process described in Working Together 2013 and local procedure	<ul style="list-style-type: none"> • A core assessment will be carried out for all child protection cases and before children become looked after by the local authority or transfer between teams • Core assessments will be undertaken for all children and young people in need where the case remains open beyond 6 months. They should also be completed for all children with complex needs • Core assessments will be completed and authorised within 35 working days • Core assessments will be authorised by team managers
2	Core assessments will be undertaken by qualified social workers	
3	Each assessment will be planned with the family, with a realistic work plan and timescale	<ul style="list-style-type: none"> • Parents, children and young people will receive written information before the core assessment informing them of; <ol style="list-style-type: none"> 1. the assessment process 2. the process for making a complaint, suggestion or compliment 3. their children's services record 4. consent for information sharing • An initial meeting will be held to plan the assessment process • The meeting will be with the child,

		young person and their family
4	Children and families communication needs will be addressed	<ul style="list-style-type: none"> • Communication will be facilitated in the language or communication format of the family • Leaflets and all written reports will be translated • Translators will be used – not family, friends or community associates • The use of advocates will be promoted to enable communication
5	Children and young people will participate in their assessment. All children will be seen in their home environment, seen alone and the purpose of the assessment explained to them	<ul style="list-style-type: none"> • Social workers will communicate directly with the child or young person by seeing children, observing children, engaging with children, talking to children and carrying out child centred activities • Children's views will be clearly recorded
6	Parents/carers and significant family members will participate in the child's assessment	<ul style="list-style-type: none"> • Parent's/carers and significant family members including parents who do not reside with the child will have their views recorded • Participation will be promoted for parents with learning disabilities or mental health needs
7	Information gathered will be relevant, proportionate and factual	<ul style="list-style-type: none"> • Information will include all of the following <ol style="list-style-type: none"> 1. multi agency contributions from agencies known to the child 2. multi agency contributions from agencies known to parents and shared with the family 3. family knowledge and views of the parents, child or young person and other significant people in the family's life 4. a chronology, ecomap and genogram

8	Analysis of information will be structured in the 3 domains and the judgements will be informed by evidence based on professional knowledge	<ul style="list-style-type: none"> • Summaries and analyses will be recorded by all agencies contributing to the core assessment on their involvement • Summaries will be recorded of information gathered relating to child development, parenting capacity, family and environmental factors • Strengths and needs will be identified for each domain • Conclusions will be drawn from the summaries as defined above • Judgements will be informed by professional, evidence based knowledge and referenced
9	Feedback will be given to those involved in the process	<ul style="list-style-type: none"> • Parents/cares/children and young people will be given feedback verbally and in writing • The comments or views of parents/cares, children and young people will be recorded • Agencies and individuals involve in the assessment will receive the summary, analysis and the next steps.
10	Recommendations from the core assessment will be outcome focussed and SMART	<ul style="list-style-type: none"> • Risks and protective factors identified • Define what needs to change to achieve the desired outcomes • Agree and decide who will support the family to achieve the desired outcomes • Plans for monitoring and reviewing will be identified
11	Core assessments will be reviewed where children and young people continue to receive services from children's services.	

Auditors require a good working knowledge of children’s services and the process used to protect children. Whilst they work within agreed legislative and statutory frameworks in addition to locally agreed procedures they also have to demonstrate sound judgment in grading work that they are scrutinising. In addition to the above standards the following grading matrix must also be applied

SECTION 1: REFERRAL AND RESPONSE

O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical
Referral of high quality, containing excellent analysis, correct understanding about threshold criteria.	Referral showed clear understanding of when appropriate to refer to social care.	Referral gave enough evidence that it was appropriate to refer to Social care	Referral had some gaps with vital information missing or should have been made earlier.	Requires an immediate response to safeguard the child from suffering significant harm.
Referral on agreed format, with all relevant information, good analysis and clarity regarding referral reason and desired outcome.	Referral on agreed format, containing all relevant information and clarity with regard to reason for referral	Referral on agreed format, but not all relevant information recorded	Referral not on agreed format and missing important information. No consent when it would have been appropriate to have consent	
Decision making takes account of previous referrals/contacts and provides an analysis of the impact of these.	Referral responded to promptly (within 24 hours) and decisions appropriate to identified need.	Referral acted on promptly (within 24 hours) and appropriately.	Referral not acted on promptly or appropriately.	

Manager's risk analysis & rationale for decision robustly and consistently evidenced. Decision is proportionate to referral information and history	Decision making takes account of previous referrals/contacts.	Indication that referrals/contacts reviewed.	No evidence to indicate consideration been given to previous contacts/referrals.	
	Manager's risk analysis & rationale for decision evidenced and appropriate for referral information and history	Some evidence of Managers analysis and rationale for decision making	No risk analysis evident and rational for decision making not recorded	
Evidence recorded on CareFirst to demonstrate case allocated to qualified social worker promptly and discussion has taken place with social worker outlining clear expectations for progression	Evidence recorded on CareFirst to demonstrate case allocated to qualified social worker promptly and clear expectations of what is required are recorded.	Evidence recorded on CareFirst to demonstrate case allocated to qualified social worker	No evidence on CareFirst to demonstrate case allocated to qualified social worker, delay in allocation or case not allocated.	

SECTION 2. ASSESSMENT				
O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical
Assessment is of high quality, includes detailed and robust analysis, including all strengths and needs, and includes all members of the household.	Assessment clearly identifies strengths and areas of concern, provides a detailed analysis and includes all members of the household	Assessment identifies strengths and areas of concern, provides an analysis and includes key members of the household.	Assessment does not identify strengths and areas of concern and provides little or no analysis. Does not include members of family.	Requires an <u>immediate</u> response to safeguard the child from suffering significant harm.
Assessment is of high quality, provides a clear analysis of strengths, need/risk and sets out robust plan which responds appropriately to this.	Assessment is of a good quality and identifies a clear case plan with a relevant analysis of strengths, needs and risk.	Assessment identifies a case plan, which addresses risk/need.	Assessment does not outline a clear plan. Assessment not evident S47 investigation. Risk to child not considered	
Clearly identifies if CIN/CP or NFA appropriate.	Identifies whether appropriate to work as CIN/CP or NFA	Identifies not CP basis to work. But role as CIN may not be clear	Doesn't identify if CP/CIN appropriate.	
Assessment provides good analysis regarding multi-agency context and uses this to inform	Assessment includes some analysis regarding multi-agency context and this information is used	Assessment includes some information from other agencies	No multi-agency context to referral included, despite clear indication that other agencies are	

decision making.	to inform decision making.		involved.	
Child seen alone (where appropriate), spoken to and views recorded. Views and wishes clearly reflected in assessment and taken into account as far as possible	Child seen alone (where appropriate), spoken to and their views recorded and reflected in assessment. Assessment demonstrates a sense of the child	Child seen, spoken to and their views recorded.	No evidence to suggest child seen, or where they have been seen, no evidence to suggest that they have been spoken to on their own.	
Diversity and disability issued identified and appropriately addressed	Diversity and disability issues addressed	Diversity and disability issues considered	No evidence of diversity or disability issues having been considered	
Assessment reviewed, signed off by Manager within timescales. Evidence of quality assurance & analysis re: decision making by manager and feedback to social worker.	Assessments reviewed, signed by Manager within timescales. Evidence of some quality assurance by manager.	Assessments reviewed and signed by Manager within timescales.	Assessments not signed off by Manager	
Evidence that assessment shared, and involves, parents/carers and child/young person	Assessment shared with parents/carers promptly and feedback sought.	Assessment shared with parents/carers and child/young person (appropriate to age and	Assessment not shared with family.	

(appropriate to age and understanding) throughout the assessment process with feedback sought.		understanding).		
Outcome of assessment is shared and feedback is well evidenced (appropriate to age and understanding).	Outcome of the assessment is shared with parents/carers and child/young person (appropriate to age and understanding). Feedback is sought.	Outcome of assessment shared with parents/carers and child/young person	Outcome not shared with family.	

SECTION 3: SECTION 47 INVESTIGATION				
O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical
Referral responded to promptly, action taken to ensure child's immediate safety and to respond to child's wider needs.	Referral responded to promptly and action taken to ensure child's immediate safety	Referral responded to within required timescales and action taken to ensure child's immediate safety	Delay in responding to referral and insufficient evidence to demonstrate that decision making was focussed on child's immediate safety.	
Risk assessment is thorough and shows evidence based professional judgement	Risk assessment shows sound professional judgement	Appropriate risk assessment undertaken	Risk assessment not clearly evidenced	
Rationale for decision to progress to strategy discussion well evidenced, decision making focussed and robust.	Rationale for decision to progress to strategy discussion appropriate and well evidenced.	Decision to progress to strategy discussion appropriate, but rationale could have been more effectively evidenced.	Rationale for progressing to strategy discussion not evidenced.	
Strategy meeting/discussion held in timescales appropriate to referral information, includes all relevant agencies and ensures engagement even where difficulties have occurred. Discussion identifies	Strategy meetings/discussions held in timescales and includes all relevant agencies	Strategy meetings held in timescales and plans made to inform absent or not available agencies.	Delay in convening strategy meetings. Lack of engagement of key professionals.	

appropriate interim CP plan for child.				
Case allocated to experienced and qualified social worker.	Case allocated to experienced and qualified social worker	Case allocated to qualified social worker	Case not allocated promptly, or not to an experienced and/or qualified social worker	
S47 enquiry is multi-agency, rigorous and holistic, carried out in accordance with the plan, within timescales and demonstrates defensible decision making and good recording.	S47 enquiry carried out in accordance with plan, in appropriate timescales and covers key areas.	S47 enquiry carried out in accordance with plan, but did not cover all key areas and was outside of planned timescales.	S47 enquiry not carried out in accordance with the plan, significantly delayed or lacking in focus on key areas of risk/need.	
Risks are comprehensively identified and actions were taken to minimize all identified risks.	Risks clearly identified and actions taken to reduce risk.	Risk evaluated but not a sufficient response to reducing the risk.	S47 does not clearly evaluate risks and how to manage risks	
All appropriate agencies and family members were consulted/involved and all checks made (including regular visitors and recently estranged).	Appropriate agencies and family members were consulted/involved.	Appropriate agencies and family members were involved but not widely enough.	Significant gaps in consulting relevant agencies and/or family members.	

Child seen alone and wishes and feelings recorded and evidence of skilled practice in how child/young person's views were sought.	Child seen alone and wishes and feelings recorded.	Child seen alone but wishes and feelings not recorded.	Child not seen alone and/or views not evident.	
Outcome of enquiry appropriate to level of risk and appropriate decisions evidenced and made.	Outcome of enquiry appropriate to level of risk and appropriate decisions made.	Outcome of enquiry appropriate.	Outcome of enquiry is inappropriate.	

4. CHILD IN NEED PLANNING				
O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical equate Critical
Decision to progress to CIN was appropriate and in accordance with threshold and eligibility criteria. Rationale for decision making well evidenced.	Decision to progress to CIN was appropriate and in accordance with threshold and eligibility criteria.	Decision to progress to child in need was appropriate, though rationale not evidenced.	Decision to progress to CIN not appropriate/and or lack of evidence to demonstrate rationale for involvement by social care.	Requires an immediate response to safeguard the child from suffering significant harm.
Child in need meeting took place promptly after assessment concluded and responded to child's immediate needs in interim (if appropriate).	Child in need meeting held promptly.	Child in need meeting held.	Significant delay in child in need meeting taking place.	
CIN meetings highly effective, held regularly, analyse needs/risks, engage parents and professionals and set out clear and robust outcome focussed plans that are appropriate to identified need and risk within	CIN meetings held regularly, clearly analyse needs/.risks, include parents/carers and relevant agencies and set out clear plan for addressing needs/risk.	CIN meetings held, set out needs and plan to address.	CIN meetings held infrequently, have insufficient focus on analysis of risk/need, are not well attended and do not engage parents/parents. Plans are unclear, do not address risk and need	

measurable timescales.			and timescales not meaningful.	
Strong evidence to demonstrate that the CIN plan is being driven forward robustly by CSS, in a timely way, evaluated and amended as required.	Evidence that CIN plan is being progressed and driven forward.	CIN plan progressing.	Lack of evidence to demonstrate sufficient progress in relation to actions set out in CIN plan. Delays in work progressing and lack of focus.	
Social worker visits in accordance with the plan and has built relationship with the child/ren, which enables the child/ren to be safeguarded and their needs to be well met. Child's wishes and feelings recognised within the plan.	Social worker visits in accordance with plan and sees child/ren with sufficient frequency to establish relationship and safeguard the child.	Social worker has visited in accordance with plan and sees the child/ren on their own to obtain wishes and feelings.	Social worker has not visited in accordance with the plan and/or does not see the child/ren alone (where this would be expected).	

5. CHILD PROTECTION PLANNING				
O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical equate Critical
Decision to progress to CP was appropriate, rationale for decision making defensible and very well evidenced.	Decision to progress to CP appropriate and well evidenced.	Decision to progress to CP was appropriate, though more robust analysis would have provided better evidence.	Unclear regarding rationale regarding decision to progress to conference.	Requires an immediate response to safeguard the child from suffering significant harm.
CP conference held promptly with evidence of maintaining focus on safeguarding child	CP conference held within appropriate timeframe whilst maintaining focus on safeguarding child	CP conference held promptly after conclusion of S47 enquiry, perhaps because child's needs indicated delay would be appropriate.	CP conference inappropriately delayed and actions to safeguard the child in interim not robust enough.	
CP conferences highly effective, held regularly, analyse needs/risks, engage parents and professionals and set out clear and robust plans within measurable timescales.	CP Conferences effective, held regularly, clearly analyse needs/.risks, include parents/carers and relevant agencies and set out clear plan for addressing needs/risk.	CP conferences held regularly, analyse risk and sets outline plan.	CP conferences held inconsistently and provide insufficient analysis of risk. Outline plans not sufficiently focussed on reducing risk.	
Child's wishes well evidenced, child enabled	Evidence of child's wishes and feelings	Record of child's wishes and feelings.	No evidence of child's wishes and feelings.	

to participate appropriately and considered during the conference	being considered Clear outcomes identified.			
Evidence of good communication with relevant professionals/agencies, completing their duties within agreed timescales.	Agencies completed their duties and kept within agreed timescales.	Agencies carry out their own agency duties but timescales sometimes slip	Gaps in service provision. Some gaps in agencies coming out of their role within plan and/or agency duties.	
Core group meets regularly and always in accordance with the plan, with good attendance by agencies and clear engagement with parents/carers focussed on reducing risk.	Core group always meets in accordance with the plan, with good attendance by agencies and engagement with parents/carers focussed on reducing risk.	Core group meets regularly, is well attended, adding detail to plan, some engagement with parent to reduce risk to child. Parent(s) accepting of support	Core group not meeting regularly or not effective in engaging parent and reducing risk to child. Not working effectively as a team around the child	
Strong evidence to demonstrate that all elements of the plan are being driven forward robustly, in a timely way, evaluated and amended as required.	Evidence to demonstrate that the plan is being driven forward robustly, in a timely way, evaluated and amended as required.	Some evidence to suggest that CP plan is progressing. And being implemented	Lack of evidence to demonstrate sufficient progress in relation to actions set out in CP plan. Delays in work progressing and lack of focus.	

SW visits regularly and in accordance with the plan, speaks to the child/ren on their own and has built relationship with the child/ren, which enables them to be robustly safeguarded.	SW visits in accordance with plan and speaks to the child/ren on their own and sees child/ren with sufficient frequency to establish relationship and safeguard the child.	SW has visited in accordance with plan and sees the child/ren on their own to obtain wishes and feelings.	SW has not visited in accordance with the plan and/or does not see the child/ren on their own (where this would be expected).	
Diversity and disability issues are appropriately identified, understood and addressed.				
	Diversity and disability issues addressed.	Diversity and disability issues considered	Diversity and disability issues are not identified.	
A cogent contingency plan is in place.	Evidence of appropriate contingency planning in place.	Evidence of some contingency planning in place.	No evidence of contingency planning.	

6. CARE PLANNING FOR LAC (INCLUDING IMPLEMENTATION OF THE PLAN)				
O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical equate Critical
The Care Plan is comprehensive and updated to ensure it addresses all identified needs for the child / YP, which is based on a robust and comprehensive multi-agency assessment.	The Care Plan is up-to-date and covers education, health, placement (day to day arrangements), and permanence, and which is based on a clear assessment of the child's needs.	An up-to-date Care plan is in place (including a PEP, health plan, placement plan and permanency plan), setting out the child/YP's needs and how they will be met.	There is no up-to-date care plan – including the absence of any of the following (PEP, Health Plan, Placement Plan, Permanency Plan (from 2 nd LAC review).	Requires an immediate response to safeguard the child from suffering significant harm.
The plan shows evidence of a thorough understanding of the child/YP's needs and how these will be met, within clear timescales.	The plan shows evidence of a good understanding of the child/YP's needs and how these will be met, within clear timescales.	The plan is reviewed regularly and within statutory timescales.	The plan has not been reviewed despite this being required.	
A Pathway Plan is in place (where appropriate), showing effective use of multi-agency working in how the YP's transition to adulthood will be achieved & supported.	A Pathway Plan is in place (where appropriate), which sets out the YP's transition to adulthood – including the use of a contingency plan.	Pathway plan (where appropriate) is in place.	Where required, there is no evidence of a pathway plan.	

There is evidence of innovative ways of involving the child/YP and their family (where appropriate) in developing and implementing the plan.	There is evidence that the child/YP and their family (where appropriate) has been involved in developing the plan.	There is evidence to show that the child/ YP, their parents/family, and carers have been provided with a copy of the care plan.	There is no evidence of the child/ YP or their family (when appropriate) of being involved in planning and/or decision-making	
The implementation of the plan has led to a significant improvement in outcomes for the child/ YP.	The plan is progressing and meeting the child/YP's needs.	Casework recording indicates that care plan is being progressed in the main.	The care plan is drifting and not being progressed	
There is evidence to show that the social worker has established a positive and responsive relationship with the child / YP.	Social worker visits the child/ YP at a frequency that meets statutory fully guidelines and is responsive to the wishes of the child/ YP and their carers.	Social worker has visited in accordance with statutory intervals and there is evidence that the child / YP has been seen on their own.	There is no or insufficient evidence to demonstrate that the child / YP is being visited.	
Case file recording exceeds required standards and has considered longer term function of the case file as a means of accessing information by the YP.	Case file recording meets required standards and has considered longer term function of the case file as a means of accessing information by the YP.	Case file recording meets required standards.	Recording on CareFirst case file is limited/absent with respect to key issues, including visits to the child	

SECTION 7: REVIEW				
O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical equate Critical
Plan (CIN, CP or LAC) has been reviewed in accordance with statutory/procedural requirements and is appropriate and responsive to the child/YP's changing needs.	Plan (CIN, CP or LAC) has been reviewed in accordance with statutory/procedural requirements and is responsive to the child/YP's changing needs	Plan (CIN, CP or LAC) has been reviewed in accordance with statutory/procedural requirements	Plan (CIN, CP or LAC) has not been reviewed in accordance with statutory/procedural requirements.	Requires an immediate response to safeguard the child from suffering significant harm.
There is evidence to show imaginative and innovative ways of involving the child and their family in reviews of the plan.	Reviews are convened to allow maximum attendance of family & professionals. Where this is not appropriate, views sought & feedback is given regularly	Parents/carers/child/YP and professionals are invited to reviews and their attendance supported.	Key family members/child/YP or professionals are sometimes not invited to review meetings.	
Review meetings are meeting the child's needs in a holistic way and assisting the child to reach their potential. They ensure the child/YP engagement and respond proactively to	Review meetings are meeting the child/YP's needs and ensure their engagement.	Review meetings are focussed on the child/YP's needs and encourage engagement.	Review meetings are not meeting the child's needs and do not act to encourage the child/YP's engagement.	

feedback and adapt accordingly.				
Records of reviews are comprehensive and inclusive. Providing detailed analysis of the issues and actions that are required to meet outcomes, including timescales.	Records of reviews are comprehensive and provide detailed analysis of the issues and actions that are required to meet outcomes, including timescales.	Records of reviews are in place, setting out key information, including recommendations and actions.	Review records are insufficiently detailed to enable clear planning and action.	

SECTION 8: SUPERVISION/MANAGEMENT OVERSIGHT				
O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical equate Critical
Supervision has been taking place in accordance with supervision policy, the complexity of the case and is responsive to social workers needs.	Supervision has been taking place in accordance with supervision policy and is responsive to social workers needs.	Supervision has been taking place in accordance with supervision policy.	Supervision has not been taking place in accordance with supervision policy.	Requires an immediate response to safeguard the child from suffering significant harm.
Supervision is reflective, analytical and evidences issues which have been raised, setting clear parameters with a focus on the plan regarding required actions, contingencies, and outstanding work, addressing timescales effectively.	Supervision is reflective, analytical and evidences issues which have been raised. It sets clear parameters regarding required actions, contingencies, and outstanding work, addressing timescales effectively.	Supervision decisions are recorded on the child's electronic file but limited evidence of reflection and evaluation of work carried out. Records mostly up to date and fit for purpose	Supervision records do not provide outline of decision making, have no evidence of reflection or analysis and/or fail to address concerns.	
Evidence to show that supervision has made a significant difference to the personal development of the	Supervision reviews actions of previous supervision and these are completed. Records up to date and fit for	Supervision reviews actions of previous supervision but there is limited evidence to suggest that this has	Supervision has not been effective in ensuring referrals and actions are effectively progressed.	

social worker and the outcomes for the child/young person.	purpose	prevented drift.		
Evidence of QA activity	Evidence of QA activity	Evidence of QA activity	Lack of recorded QA activity.	

SECTION 9: RECORDING

O: Outstanding	G: Good	A: Requires improvement	I: Inadequate	I/C: Inadequate Critical equate Critical
CareFirst recording is contemporaneous, detailed, analytical and concise, providing a coherent account of issues and intervention, and provides a narrative for the child's story.	CareFirst recording is contemporaneous, concise and analytical and provides sufficient detail to ensure effective safeguarding and focussed planning at all times.	CareFirst recording is contemporaneous, concise and sets out clear plans, which are measureable and understandable.	CareFirst recording is out of date, unfocussed, and does not provide sufficiently clear information to support decision making.	Requires an immediate response to safeguard the child from suffering significant harm.
CareFirst records clearly indicate they have been reviewed, updated and quality assured by social workers and managers.	CareFirst records indicate that social workers and managers have reviewed and quality assured records.	CareFirst records provide some evidence of quality assurance activity on records.	No evidence of quality assurance activity on the child's CareFirst records.	
There is evidence to show that the SW has considered in case file recording not only the here and now needs in managing the child's case, but also the longer term needs of the child with respect to access to their records at a later date.	The case file recording is of a good standard which will facilitate access to the records in the future should this be required.	Case file recording is of sufficient quality to enable the file to be accessed at a later date if required.	Case file recording is difficult to understand, inconsistent or incomplete.	

Appendix 2

Norfolk County Council
Children's Services Case Work
Analysis Tool

Child's name and CF number

Auditor's name _____

September 2013

Basic file information

The auditor should identify if basic information about the family has been provided on the file.

Child's name	
Date of birth	
Age	
Address	
Ethnicity	
First language	
Religion	
Gender	
Disability	
Mother's name	
Father's name	
Siblings	
Other children living on the premises	
Significant family or other contacts	

Professional contacts

Social worker	
Family support worker	
GP	
Health visitor	
School	
Housing officer	
Probation officer	
Children's Centre	
Voluntary Organisation contacts	
Drug worker	
CAMHS	
Attendance improvement officer	
Parent support adviser	
Any other professional contact	

Effectiveness of current and previous interventions

The auditor should be able to identify how the analysis of the impact of previous referrals has influenced the plan.

Ofsted require evidence that

- ◆ Children and young people who are, or who are likely to be, at risk of harm or who are the subject of concern are identified and protected. Help is provided early in the emergence of a problem and is well coordinated and recorded through multi agency arrangements.

Please refer to section 1 of grading matrix – Referral and Response

Background to previous referrals	
Reason for most recent referral	

<p>Step up Process. Was there a Family Support Process, team around the child or other holistic assessment prior to referral? Was this taken into account during the assessment?</p>	
<p>Key concerns and difficulties facing the family</p>	
<p>Please describe how the impact of previous and current interventions identified?</p>	
<p>Please describe whether the intervention was positive and did it achieve the desired or required changes within the family?</p>	
<p>Please describe what interventions have been successful and why?</p>	
<p>Is what needs to change and why</p>	

clearly recorded	
------------------	--

Outstanding	Good	Requires improvement	Inadequate

Comments:

Assessment of need and analysis

The auditor should be able to identify clearly risk factors that impact on the child in the family.

Ofsted require evidence that the thresholds for statutory child protection work are appropriate, understood and operate effectively.

Further evidence to support this

- ◆ s47 enquiries are thorough and timely and always carried out by a qualified and suitably experienced social worker and
- ◆ that findings in relation to significant harm are clear.

Please refer to section 2 of the grading matrix - Assessment

Have risk factors been clearly identified?	
Have protective factors been clearly identified? Please describe	
From the plan is the intervention or desired outcome realistic and achievable? Please describe	
Is there evidence from assessments that risk and protective factors have been balanced to produce an accurate assessment of need, capacity and strength and has included all members of the	

household? Please describe	
How does the assessment include a clear, concise analysis?	
Does the assessment clearly identify the case type and does it suggest further intervention and what it should be?	
How does the case file show that partner agencies have considered protective factors?	
Have partner agencies considered risk and protective factors?	
Does the assessment provide good analysis regarding multi agency perspective and is this used to inform decision making?	
Has the assessment been reviewed and authorised by a manager within timescales?	

Is there evidence of QA by TM re: decision making and feedback to SW?	
Is there evidence that the assessment has been shared and involves parents/carers/child throughout the assessment and feedback sought?	

Outstanding	Good	Requires improvement	Inadequate

Comments:

Service response

The auditor should be able to identify whether the service response has been appropriate and timely.

- ◆ This should include s47 enquiries and strategy meetings where appropriate
- ◆ There is an effective and timely response to referrals and contacts, including out of hours.
- ◆ The service is providing effective help to the child and their family from the point where concerns were first identified, at and following referral and has the intervention led to improved outcomes?

Please refer to section 3 of grading matrix – s47 investigation

MASH Can the auditor identify that the service response was efficient and timely?	
Social Work Team Is there sufficient evidence that the service acted promptly, kept the referrer informed of actions and took appropriate action following the referral or receipt of new information?	
Strategy discussions and Section 47 enquiries	For cases that been subject to a strategy discussion or s47 enquiry auditors must complete the following sections.
Has the decision making has taken account of previous referrals and contacts and has provided an analysis of the impact of these?	
Is the managers	

risk analysis and rationale for decision is clearly evidenced?	
Is the decision is proportionate to the referral information and history?	
Case allocated to a qualified SW	
S47 enquiry is multi agency, carried out in accordance with strategy decision, within timescales and evidences defensible decision making?	
Appropriate agencies and family members consulted/involved and all appropriate checks made – including regular visitors and recently estranged.	
Child seen and seen alone, feelings recorded and evidence of skilled practice in how the child's/young person's views were sought?	
The outcome of the enquiry is appropriate to the level of presenting risk and the decisions made are clearly recorded.	

Outstanding	Good	Requires improvement	Inadequate

Comments:

Effective planning and review

The auditor will need to consider care plans, child protection plans and any other documents which set out plans for the child.

Ofsted require evidence that children and young people have experienced timely and effective multi agency help and protection through risk based assessment, authoritative practice, planning and review that has secured change.

Further evidence to support this

- ◆ Help and protection is the subject of a clear, outcome focussed plan that is shared with, and understood by, the family and regularly reviewed.
- ◆ Multi agency conferences, strategy meetings, core groups, child in need meetings and LAC reviews are effective.

Please refer to sections 4, 5, + 6 of the grading matrix – CiN planning, CP planning, LAC planning

What is the evidence that plans child centred?	
Do plans have clear, measurable objectives?	
Do plans identify who is doing what and when?	
Are plans reviewed in a timely way?	
Do reviews sufficiently consider the effectiveness and progress of the plan?	

<p>Is the worker able to demonstrate a clear understanding of the risks to the child if positive change is not achieved? Please describe</p>	
<p>Was the plan updated following reviews?</p>	

Outstanding	Good	Requires improvement	Inadequate

Comments:

Building a trusted and effective relationship

The auditor is expected to comment on the extent to which the family are involved in decision making and planning

Ofsted require evidence that social workers build effective relationships with children, young people and their families to assess the likelihood of, and capacity for, change.

Further evidence to support this

- ◆ Children who are subject of concern are consistently seen and seen alone by a social worker who builds an effective relationship with the child.

<p>To what extent does the file record evidence the workers skill in building a relationship with the child and family?</p>	
<p>How does the file record to what extent the worker was proactive in involving extended family members in safeguarding?</p>	
<p>How does the file record evidence how proactive the worker has been in ensuring, where possible, the inclusion of an absent parent or parents who are separated?</p>	

Outstanding	Good	Requires improvement	Inadequate

Comments:

A child centred approach including attention to equality and diversity

The auditor must be satisfied to what extent the child has been actively included in assessments, reviews, planning etc.

Ofsted require evidence that children and young people are listened to and heard.

Further evidence to support this

- ◆ children are listened to and heard, and practice is focussed on their experiences, including their feedback about the effectiveness of the help at all stages of their journey.

How does the file record evidence that the child was seen during any assessment process?	
How does the file evidence that the child was seen alone during any assessment process?	
How does the file evidence the child was told what was happening and why?	
How does the file evidence how the child was included in his/her planning?	

How does the file evidence how the child participated in the reviewing process?	
If not actively involved in the assessment, planning or review process, how does the file evidence how the child's wishes, feelings and views have been considered?	
How does the file record evidence that due regard and attention has been paid to the child's individual needs?	
How does the file record evidence how the worker has recognised and responded to factors relating to their age, ethnicity, gender, religion, disability etc?	

Outstanding	Good	Requires improvement	Inadequate

Comments:

Multi agency involvement

The auditor should consider the effectiveness of multi agency working and the impact on the case of other agency involvement.

Ofsted require evidence that help is provided, well coordinated and recorded through multi agency arrangements.

Further evidence to support this

- ◆ universal services, including those who provide early help, make appropriate referrals.
- ◆ social work expertise is available to other professionals to support them in determining whether a referral should be made.

How does the file record evidence that communication and information sharing between partners and other agencies is effective and appropriate?	
Are there emerging themes of reasons for disagreements or difficulties between partners or other agencies?	
If there have been specific difficulties or disagreements between agencies, does the file record adequately evidence how a resolution has been sought and achieved?	

Outstanding	Good	Requires improvement	Inadequate

Comments:

Management overview and supervision

The auditor must consider the quality of supervision and the frequency and quality of management overview.

Further evidence to support this

- ◆ management oversight of social work practice includes supervision that is effective, robust, systematic, challenging and recorded.

Please refer to section 8 grading matrix – Supervision and management overview

Does the file record evidence that the child's case has been discussed in supervision regularly?	
Does the file record evidence what action is required and by when?	
Does the file record evidence that agreed actions have been carried out?	
Does the file record evidence that team manager or other senior manager has undertaken regular management overview of the case?	
Does the file record evidence any other case scrutiny e.g. file audit and if so this is clearly noted?	

Outstanding	Good	Requires improvement	Inadequate

Comments:

Quality of case recording

The auditor should provide comment on the quality of recording.

Ofsted require that records of action and decision are clear and up to date.

Further evidence to support this

- ◆ case recording to be coherent, timely, reflects the work undertaken and the outcomes achieved, and includes an up to date case chronology.

Please refer to section 9 grading matrix – Recording

Is the information recorded clear?	
Is there an up to date chronology?	
Are the case records up to date?	
Are reports, assessments etc concise and are key documents referred to or required easily available?	
Are contacts prefixed by who made the contact, what it was regarding, full names of other agency workers + contact details.	
Are emails to family, child or other agencies of a professional standard and pertinent to the case?	
Are professional	

contacts up to date?	
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Outstanding	Good	Requires improvement	Inadequate

Comments:

Process monitoring

The auditor needs to be satisfied that the processes which need to operate smoothly to support good practice have been adhered to.

<p>Child protection/child in need/looked after children procedures have been followed.</p> <p>Please describe</p> <p>If not has the reason been fully recorded and signed off by a manager.</p>	
<p>Have organisational processes have been followed and implemented e.g. threshold criteria, allocation, case transfer and referral to other agencies.</p>	
<p>Auditor to comment on how well all required processes have been followed.</p>	

Outstanding	Good	Requires improvement	Inadequate

Comments:

Overall grade and auditor comment

Outstanding	Good	Requires improvement	Inadequate

Comments:

Divisional Manager Audit Findings

The recommendations of the Divisional case files audited onin respect of **XXXXXXXXXXXXXX** as part of Children’s Services Quality Assurance Audit programme.

Please ensure this feedback form is returned to the Quality Assurance Team with your completed audits by **XXXXXXXXXXXXXX**.

Division	
Date of Audit	
Type of Audit	Manager audit
Name of Auditors	
Signature of Lead Auditor	
Contact Details	

Audit Findings and Themes

Good Practice

Areas for Improvement

Action Required

Which actions will be included in the divisional improvement plan?

Total number of cases audited.....

Of these, the overall rating was

Outstanding	Good	Requires improvement	Inadequate

Any cases that are rated as inadequate will be returned to you within 6 months to be audited again.

**For QA team purposes only
Date received.....**

Presented at Operational Division Performance & QA meeting.....

(Division) AUDIT IMPROVEMENT PLAN (Date)							
Action point	Desired Impact	Action	Measure	Who will take action	Date to be completed	Review date	Review method

Compiled by
 xxxxxxxxxxxxxxxxxxxx Localities and Integration Manager
 xxxxxxxxxxxxxxxxxxxx Safeguarding Manager

(date)

Worker self assessment – quality of practice

All workers have a responsibility to themselves and the children and families that they work with to ensure that they uphold the highest standards of service delivery – to this end the following assessment allows workers to reflect on their practice and consider areas that they are very proud of and areas they need to develop.

Team

Worker name

Standard	Worker comment/own evidence
I ensure that children who are the subject of a concern are consistently seen and seen alone, and I build an effective relationship with the child.	
I listen to and hear what children tell me, and my practice is focussed on their experiences, including their feedback about the effectiveness of the help at all stages of their journey.	
Management oversight of social work practice includes supervision that is effective, robust, systematic, challenging and recorded.	
Thresholds for access to services are clear, understood and implemented locally by all professionals working with children and their families.	
There is a timely response to referrals and contacts – including out of hours.	
I carry out S47 enquiries in a thorough and timely way; always carried my findings in relation to significant harm are clear.	
My assessments are timely, effective and appropriately used to inform interventions.	
My interventions are contained within a clear plan that is shared	

and understood by the child and their family and regularly reviewed.	
My decision making is robust, shared with children and their families and recorded effectively.	
My case recording is coherent, timely and reflects the outcomes achieved. My work always includes an up to date chronology.	
I share information between agencies and other professionals and invite their input into assessments.	
Core groups/strategy/cpc etc	

Team self assessment – levels of confidence in knowledge of process and procedures

TEAM:

DATE:

Please rate the level of confidence in the team in relation to the areas of work/processes:

Processes	Comments
<p>Recording referrals, checks for basic information (e.g. ethnicity), systems for data cleansing</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>
<p>Team systems for workflow monitoring / tracking tools performance data</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>
<p>Responding to CAFCASS requests</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>

<p>Responding to Access to Records requests</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>
<p>Disclosure of information in criminal investigations</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>
<p>Practice</p>	
<p>Carrying out Initial Assessments</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>

<p>Core Assessments</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>
<p>Pre-birth assessments</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>
<p>Parenting/Specific Assessments</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>
<p>Strategy meetings & section 47 enquiries</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>

<p>Direct work with children (developing relationships, knowledge of child development, applying tools and techniques, etc)</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>
<p>Obtaining and responding to feedback from children & young people</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>
<p>Direct work with parents/carers (developing positive relationships, providing information, support & advice; challenging; dealing with hostility/avoidance/dependency)</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>

<p>Working with other teams and agencies, including step up/step down processes</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>
<p>Working with children with disabilities, their families and Inclusive Services teams.</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>
<p>Working with other agencies</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>
<p>Developing and recording outcome focused plans</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1—————2—————3—————4</p>	<p>→</p>

<p>5</p>	
<p>Effective contribution to child protection conferences</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1 —2 —3 —4</p>	<p>→</p>
<p>Core Groups / review meetings, updating plans</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1 —2 —3 —4</p>	<p>→</p>
<p>Public Law Outline Process</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1 —2 —3 —4</p>	<p>→</p>

<p>Planning for permanency</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1 ————— 2 ————— 3 ————— 4 →</p>	<p>→</p>
<p>Use of audit tools</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1 ————— 2 ————— 3 ————— 4 →</p>	<p>→</p>
<p>Recording/report writing</p>	
<p>Preparing chronologies</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1 ————— 2 ————— 3 ————— 4 →</p>	<p>→</p>

<p>Report writing</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ← 1 ————— 2 ————— 3 ————— 4 →</p>	<p>→</p>
<p>Recording child's journey on CareFirst</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ← 1 ————— 2 ————— 3 ————— 4 →</p>	<p>→</p>
<p>Key Procedures/Specific Areas</p>	
<p>Family & Friends care</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ← 1 ————— 2 ————— 3 ————— 4 →</p>	<p>→</p>

<p>Children Missing from Home / Care</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1 2 3 4</p> <p>5</p>	<p>→</p>
<p>QA/Professional development</p>	
<p>Accessing & sharing research, messages from case reviews, etc</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1 2 3 4</p> <p>5</p>	<p>→</p>
<p>Applying research, theory & evidence based practice to direct work, assessments etc.</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1 2 3 4</p> <p>5</p>	<p>→</p>

<p>NQSW requirements</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>
<p>Supervision, including reflective practice</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>←1—————2—————3—————4</p> <p>5</p>	<p>→</p>

<p>Any other area?</p> <p>Unconfident <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> Confident</p> <p>5 ←1 2 3 4</p>	<p>→</p>
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Children's Services Overview & Scrutiny Panel
21 November 2013
Item No. 16

Scrutiny Forward Work Programme

Report by the Chairman

Summary

This report asks Members to consider a refreshed scrutiny forward work programme.

1. Refreshed Work Programme

- 1.1 The outline programme below seeks to capture a longer-term view of the department's annual reporting cycle together with items previously identified by the Panel.
- 1.2 Over the next 12 months the Panel will receive:
1. Reports at every meeting setting out the Children's Services Integrated Performance and Finance Monitoring information. This will incorporate progress being made through the improvement programme, flagging up what is and is not on track, and any comments made by the Children's Services Social Care Improvement Board.
 2. Annual reports on:
 - a) Private fostering (January)
 - b) Children with disabilities (January)
 - c) Norfolk Safeguarding Children Board Child Sexual Exploitation Strategy, following the annual refresh (April)
 - d) Annual Review of the Norfolk County Council Adoption Agency (July)
 - e) Annual Review of Norfolk's Fostering Service (July)
 - f) Annual Review of Norfolk's Residential Children's Homes (July)
 - g) Service and financial planning (January and November)
 - h) Local Growth and Investment Plan (November)
 - i) Changes to school funding (November)
- 1.3 Our scrutiny needs to focus on testing the impact of the improvement programme. In addition to holding Cabinet Members to account for progress being made through regular performance reporting, Members may wish to consider whether are any areas of the improvement programme that it wishes to look at in more depth.

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 This report is not directly relevant to scrutiny, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups.

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 decide whether there are topics to be added or deleted, postponed or brought forward.

Outline Programme for Scrutiny

Meeting date	Topic	Purpose
23 January 2014	Child and Young Person Teams response to Looked After Children Reduction Strategy	To challenge budget assumptions.
	Recruitment: translating interest into new Norfolk County Council (NCC) social work staff and workforce plan	To consider the impact of the new agency social workers on front line performance.
	Health and Wellbeing of Children's Services staff	To consider the links between Children's Services improvements and staff wellbeing.
	Integrated Performance and Finance Monitoring report	To challenge the service on performance and outcomes achieved.
	Service and Financial Planning 2014/17	To consider consultation feedback on the specific proposals for Children's Services.
	Private fostering	To consider and comment on the annual report and the quality of NCC's offer.
Children with Disabilities	To review the strategy in light of The Children and Families Bill.	

	<p>Troubled Families</p> <p>Multi Agency Safeguarding Hub – breakdown and overview</p> <p>Take over day reports</p> <p>Pathway Planning for Care Leavers – Final report from the Member Task and Finish Group</p>	<p>To review the performance of this part of NCC’s early help offer.</p> <p>To develop an understanding of the ‘front door’ pressures.</p> <p>To comment on the success of this annual initiative.</p> <p>To consider the conclusions and any recommendations.</p>
13 March 2014	<p>Integrated Performance and Finance Monitoring report</p> <p>Annual Admissions arrangements</p> <p><u>Member Briefing to include:</u></p> <p>Special Educational Needs and Disability – an update on the progress being made by the project that has been established to respond to the new legislation for Special Educational Needs and Disability within the Children and Families Bill (being co-ordinated by the multi-disciplinary / multi-agency Additional Needs & Disability Partnership.) The changes are due to come into effect from September 2014.</p>	<p>To challenge the service on performance and outcomes achieved.</p> <p>To consider the arrangements.</p>
15 May 2014	<p>Integrated Performance and Finance Monitoring report</p> <p>Norfolk Safeguarding Children Board Child Sexual Exploitation Strategy, following the annual refresh</p>	<p>To challenge the service on performance and outcomes achieved</p> <p>To consider the refreshed strategy and challenge the outcomes achieved</p>
17 July 2014	<p>Finance outturn report 2012-13 and performance monitoring report</p> <p>Annual Review of the Norfolk County Council Adoption Agency</p> <p>Annual Review of Norfolk’s Fostering Service</p>	<p>To challenge the service on performance and outcomes achieved</p> <p>To challenge the service on performance and outcomes achieved, and recommend to Cabinet approval of the statement of purpose.</p> <p>To challenge the service on performance and outcomes achieved, and recommend to Cabinet approval of the statement of purpose.</p>

	Annual Review of Norfolk's Residential Children's Homes	To challenge the service on performance and outcomes achieved, and recommend to Cabinet approval of the statement of purpose.
18 September 2014	Integrated Performance and Finance Monitoring report	To challenge the service on performance and outcomes achieved
20 November 2014	Integrated Performance and Finance Monitoring report	To challenge the service on performance and outcomes achieved.
	Service and Financial Planning 2014/15	To consider the service and financial planning context and proposals for the service.
	Local Growth and Investment Plan	To consider proposals to address pupil place pressures.
	Changes to school funding	To consider any changes to the funding arrangements for Norfolk's schools.

Current Scrutiny Task and Finish Groups

Pathway Planning for Care Leavers
Membership: Cllrs Judy Leggett (Chairman), Richard Bearman, Paul Gilmour (substitute Jim Perkins), Judith Virgo and two young people co-opted from the Norfolk In-Care Council. Current Labour Group vacancy.

Officer Contact

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

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